A SNEAK PEEK INTO HOUSTON'S VISION

PRESENTED BY:
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PRESENTATION OVERVIEW

- **GENERAL SERVICES DEPARTMENT**
  - Role in City of Houston
  - Mission/Vision
  - Our Uniqueness

- **OVERVIEW OF THE CITY OF HOUSTON BUILDING PORTFOLIO**

- **MANAGING MUNICIPAL BUILDINGS VS. COMMERCIAL BUILDINGS**

- **EXPLORING AND IMPLEMENTING “BEST PRACTICES”**

- **THREE YEAR JOURNEY AND CULTURAL SHIFT**

- **BUILDINGS OF THE FUTURE (SNEAK PEEK)**

- **QUESTIONS AND ANSWERS**
General Services Department
Functions as the City’s in-house developer, providing a range of services.

Plan it → Design/Build it → Manage it
OVERVIEW CITY OF HOUSTON'S FACILITY PORTFOLIO

421 MUNICIPAL FACILITIES

- General Government (13)
- Health and Human Services (25)
- Houston Fire (116)
- Houston Police (64)
- Parks and Recreation (143)
- Public Libraries (41)
- Solid Waste Management (19)

TIBV (Total Insurable Building Value) is approximately $10 billion
**HOUSTON'S FACILITY AVERAGE AGE**

**Average Age:** 50 years, which is 8 years older than the national statistical average.

<table>
<thead>
<tr>
<th>City Building Characteristics</th>
<th>City of Houston</th>
<th>National</th>
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<tbody>
<tr>
<td>Average Age</td>
<td>50</td>
<td>42</td>
</tr>
<tr>
<td>Median Date Built</td>
<td>1977</td>
<td>N/A</td>
</tr>
<tr>
<td>Built before 1950</td>
<td>6%</td>
<td>28%</td>
</tr>
<tr>
<td>Built between 1950 and 1969</td>
<td>28%</td>
<td>45%</td>
</tr>
<tr>
<td>Built between 1970 and 1984</td>
<td>33%</td>
<td>17%</td>
</tr>
<tr>
<td>Built after 1985</td>
<td>34%</td>
<td>10%</td>
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</tbody>
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WHAT ARE THE DIFFERENCES

WHY IS KNOWING THE DIFFERENCES IMPORTANT
Municipal Building Management vs. Commercial Building Management

Key Performance Indicators for Commercial Buildings

(KPI’s focus on the processes, systems and work intensity required to maximize the revenues generated by real estate properties.)

- Street-frontage vacancy
- # Ground-floor retail sales area available for rent
- % Net rentable area to gross floor area
- Tenant satisfaction/retention
- % Gross leasable area to gross floor area
- % Current tenants in serious arrears
- $ Arrears of tenants
- % Vacant properties
Municipal Building KPI’s

- **Operation and Maintenance Costs ($)**
- **Building Availability**
- **Impact on Operations**
- **Customer Service**
- **Safety**
MUNICIPAL BUILDING KPI’S

❖ Results = Deferred Facility Renewal Costs

- Results in further deterioration of facilities
- Results in greater future expense
- Shortens useful life of facilities
- Accelerates obsolescence
- Tenants lose trust in property management
- Safety - Increased accidents
Old Culture

- “That which gets measured gets done”
- Reactive vs. Pro-Active
- Work Order Back Log
- Low Bid
- Money on New Facilities
- Old Facilities and Assess
- Operations- PM vs DC – (Integrated)
- Silo ’d functions within the Department
- Department focus vs. City Focus
NEW MAYOR/NEW DIRECTOR VISION

- **REBUILD HOUSTON MODEL**
  - **PAY AS YOU GO**
  - **WORST FIRST**

- **STRATEGIC FACILITY PLANNING**
  - **MASTER PLANS**
  - **TACTICAL PLANS**

- **FUNDING ALLOCATION (CITY COUNCIL AND FINANCE DEPARTMENT)**
ORGANIZATION CULTURE SHIFT

- Quality and Continuous Improvement
- High Performance Staffing
- Workforce Learning and Performance
- Cross Utilization
- Reliability and Sustainability
- Accountability
- Creativity, Integrity and Flexibility
ROAD TO IMPROVEMENT

-BUSINESS PROCESSES

❖ STRATEGIC PLANNING
❖ BEST PRACTICES
❖ ORGANIZATIONAL DEVELOPMENT
❖ BUDGETING AND PROCUREMENT METHODS
❖ MANAGE SERVICE PARTNERSHIPS
❖ UTILITY AND ENERGY MONITORING
❖ AUTOMATE/Mechanize
TECHNICAL PROCESSES

- Prioritization and Scheduling
- Use of Facilities Automation Technologies
- Facility Condition Assessment
- Architecture, Engineering and Construction
- Project Management
- Inspection
ASSET MANAGEMENT

- Personnel
- Building and Grounds
- Equipment, Tools, Supplies, Materials
- IWMS
- Facilities Automation Hardware and Software
- Stakeholder Communication/Involvement
VISION IMPLEMENTATION

- Provider of Choice
- Best Practices
- Customer Driven
- Process Driven
- Accountability
- Utilization of Technology
- Sustainability Focus
Facilities of the Future

Our Most Recent Buildings

Houston Permitting Center

Southwest Police Precinct

Julia Ideson Library
LIBRARY FACILITIES OF THE FUTURE

LIBRARY IS IN THE PROCESSES OF DEVELOPING A 10-20 YEAR MASTER PLAN

LIBRARIES MAY OR MAY NOT HAVE BOOKS

- SAN ANTONIO LIBRARY
- LIBRARIES WILL HAVE WAY-FINDING
- TECHNOLOGY WILL BE INTEGRATED
- ACCESS TO CERTAIN MATERIAL

LIBRARIES WILL BE CO-LOCATED
WORKING WITH OTHER PUBLIC/PRIVATE ENTITIES
FIRE FACILITIES OF THE FUTURE

- Fires department is developing a master plan
  - They have changed operations and buildings need to meet this change.
  - Improve response time reduce costs
  - Fire fighter comfort vs. O&M Costs
  - Security of stations
  - Remote observation of stations
  - Secure and Video conferencing
Facilities of the Future

Police Station/Headquarters
Public Private Partnership

Salt Lake City Headquarters
Open Office Design
Off Grid Energy
Solar Generators
Technology Integration

Police and Fire Department
Command Staff Co-Locating
Shared Emergency Operation Centers
BEST PRACTICES

CONTINUOUS IMPROVEMENT MODEL

2. **Obtain and Maintain Stakeholder Agreement and Involvement**

1. **Mission**
   - **Goals**
   - **Objectives**

3. **Determine Desired State**

4. **Determine Current State**

5. **Root Cause Analysis**

6. **Design the Interventions**

7. **Monitor Performance**