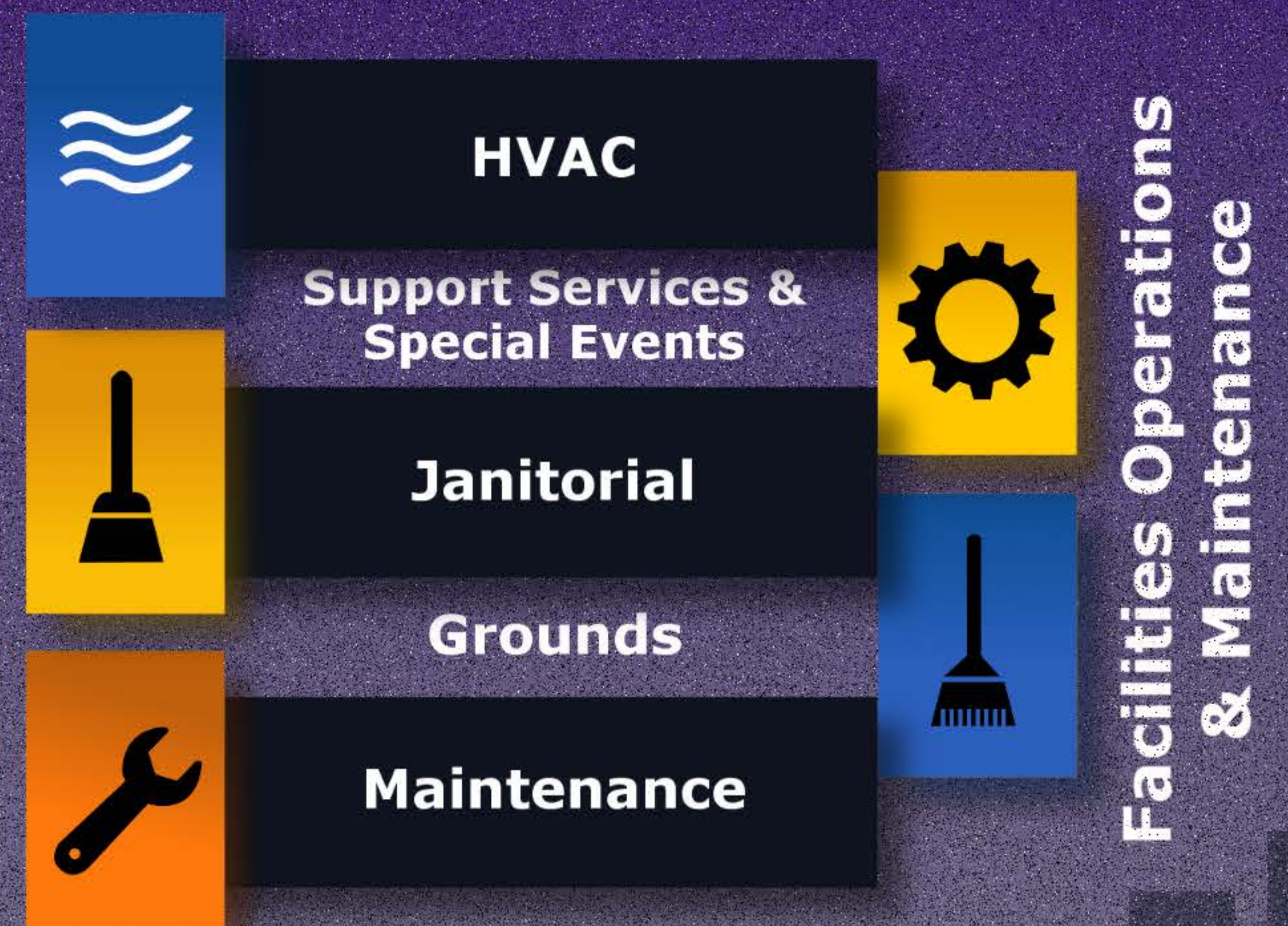


ARIZONA

DEPARTMENT OF ADMINISTRATION
GENERAL SERVICES DIVISION
FACILITIES OPERATIONS & MAINTENANCE

WHO WE ARE

Facilities Operations and Maintenance (FOAM) provides 24/7 support through maintenance, custodial, grounds and heating ventilation and air conditioning (HVAC) for the Capitol Mall, Tucson and several satellite facilities throughout the State.



**46
Years**

Average Age of Structures

31,401
Completed Work Orders
27,311 (FY18)
15,812
(Corrective)
15,589
(Preventative Maintenance)

66
Structures
4.8 Million
(Gross Square Feet)
44
(Buildings)

Strategic Initiatives

Refine equipment controls
Optimize equipment operation
Water conservation
LED lighting
Upgrade HVAC equipment

Improve warehouse controls
Advanced mobile workforce
GPS routing
Expand skills assessment
cross training

Vision Statement

Industry leading facilities management that incorporates proven methodologies, metrics and well defined processes and procedures that reduce costs and ensures maximum efficiency and accountability while being transparent and data-driven.



Fiscal Year 2019
Annual Report
Facilities Operations
& Maintenance

Utility Management

UTILITY COST PER GROSS SQ FT

GAS

Industry Median	\$0.18
ADOA Managed FY19	\$0.06
ADOA Managed FY18	\$0.05

ELECTRIC

Industry Median	\$1.56
ADOA Managed FY19	\$1.52
ADOA Managed FY18	\$1.68

WATER

Industry Median	\$0.14
ADOA Managed FY19	\$0.14
ADOA Managed FY18	\$0.14

Total Utility Costs
FY18 \$1.89 | FY19 \$1.75
Region Avg \$2.35

32%
Reduction
In Utility
Useage



Savings
\$5,139,103
(July 2015 - June 2020)

Resource Management

Work Orders

FY19 Corrective
Service Level Agreement
Goal of 95%

✓ **97% FY19**
97% FY18

FY19 PM to Corrective Ratio
Goal of 75%

✗ **50% FY19**
43% FY18

Maintenance

Industry Median	\$2.11
ADOA Managed FY19	\$2.30
ADOA Managed FY18	\$1.80

Janitorial

Industry Median	\$1.76
ADOA Managed FY19	\$0.76
ADOA Managed FY18	\$0.63

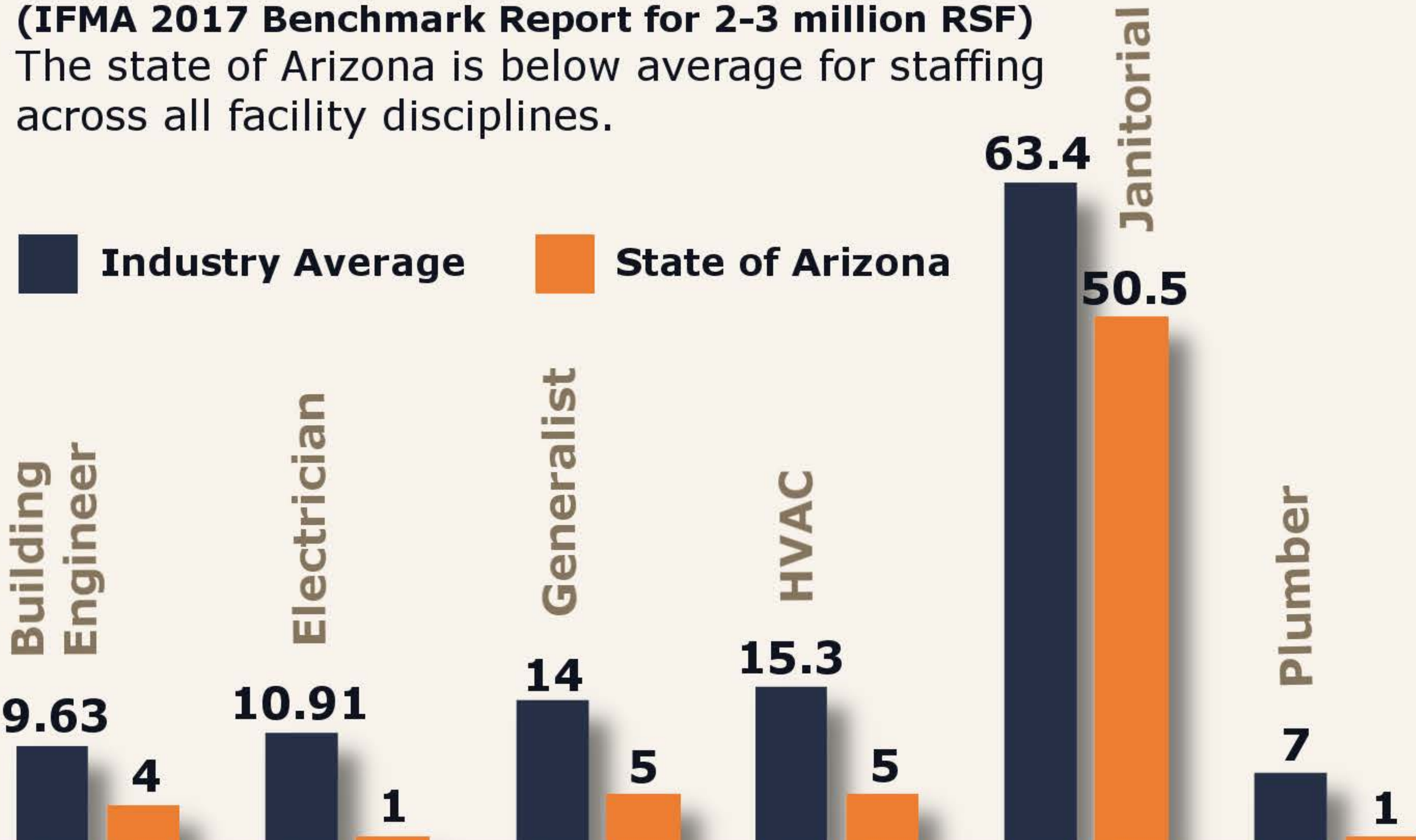
Total Operational Costs

Industry Median	\$5.80
ADOA Managed FY19	\$5.84
ADOA Managed FY18	\$5.32

COST PER RENTABLE SQ FT

Staffing Levels

In-House + Contracted FTEs
(IFMA 2017 Benchmark Report for 2-3 million RSF)
The state of Arizona is below average for staffing across all facility disciplines.

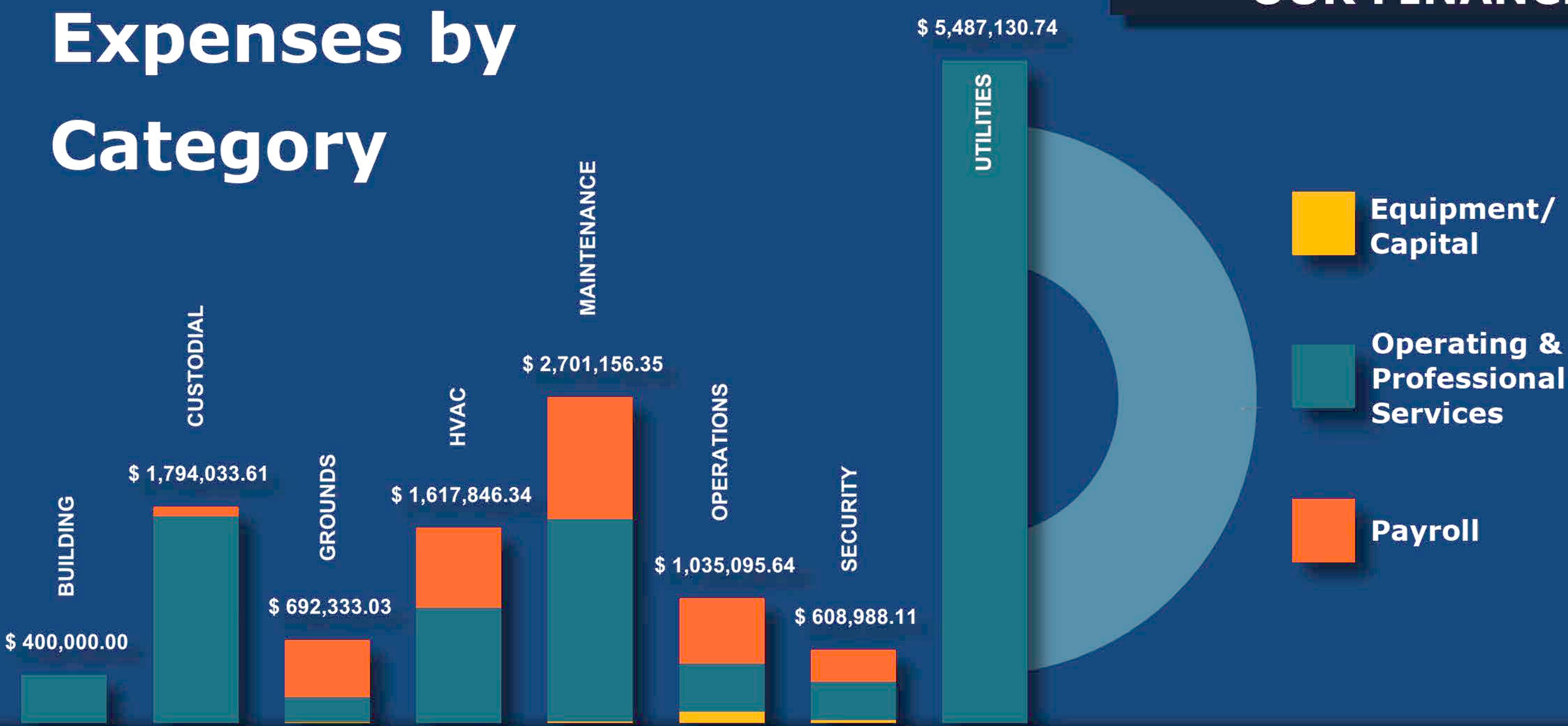


Impact of Staffing Levels

Scheduled and Deferred PMs
6,170

Deferred Maintenance
(2016 Facilities Condition Assesment)
\$265,644,944

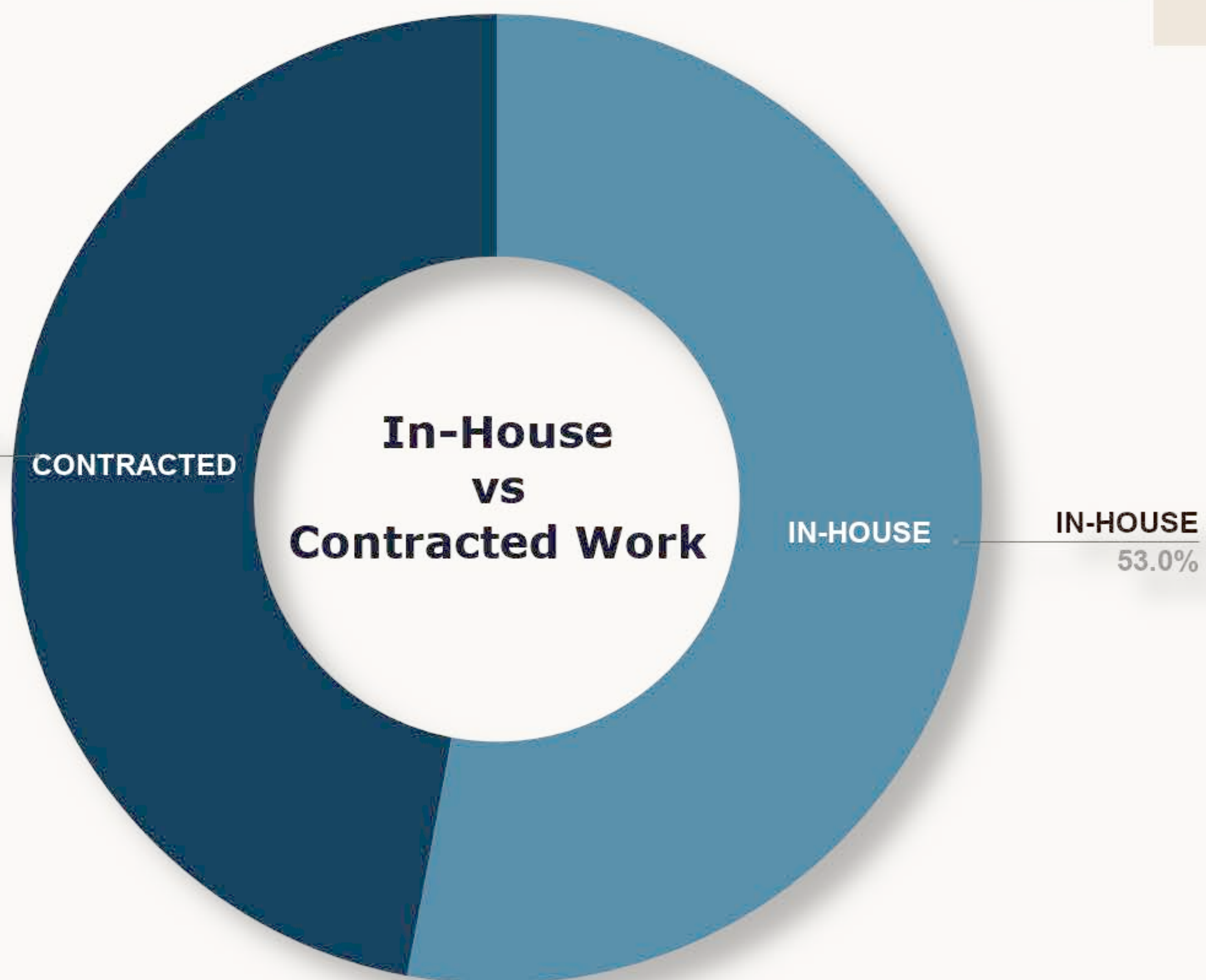
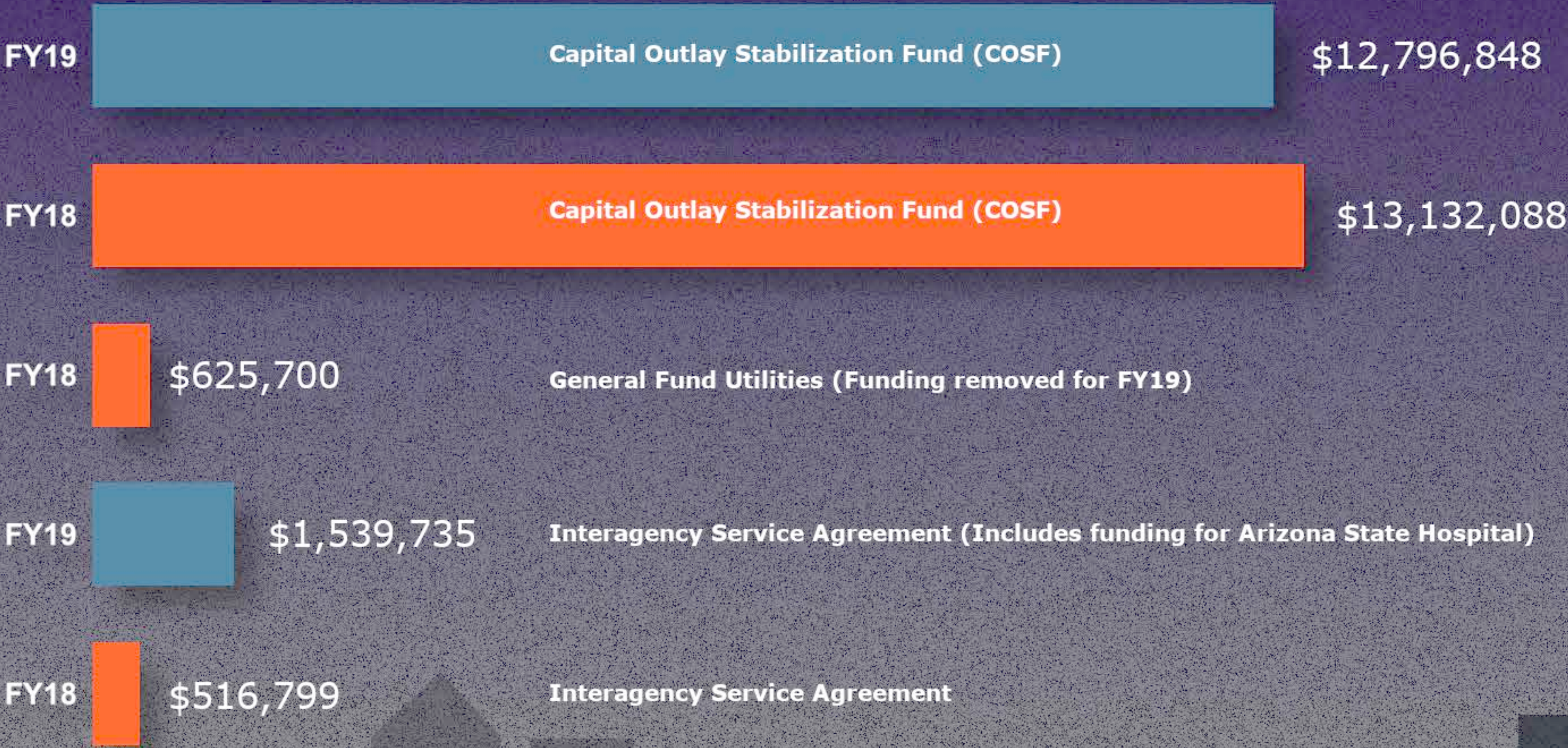
Expenses by Category



Funding Sources

* COSF monies are generated from rent collections.

FOAM does not issue separate financial statements. It is included in with the state of Arizona's CAFR. The 2019 CAFR can be found at WWW.GAO.AZ.GOV/Financials/cafr



CHALLENGES

Deteriorating Building Conditions

- Age of buildings and equipment
- Deferred maintenance due to staffing and budget constraints
- HVAC equipment beyond its useful life (water source heat pumps, air handlers, etc.)
- Old deteriorating plumbing
- Inefficient single pane windows
- Switchgear

Challenges in Tracking Utility Costs

- Lack of accurate historical data (electrical, gas and water usage)

Accounting for total deferred preventative maintenance

OPPORTUNITIES

Expanding Operations

- Maintaining the Arizona State Hospital facilities

Retain / Increase Skilled and Engaged Staff

- Review of trade positions to identify appropriate compensation structure
- Increase employee training
 - Backflow, AICA, etc.
- Increase employee recognition

Increase Energy Savings and Sustainability

- Retrofit to LED lighting
- Optimize Energy Management System
- Scheduled lighting and occupancy sensors
- Expand water savings program
- Additional controls

Development and Organization of the Preventative Maintenance Program

- Increase staffing to meet workload requirements
- Increase planned maintenance to reduce corrective work orders
- Add Preventative maintenance program for energy management system

Others:

- Refine Equipment Registry
- Continue to improve safety program (In FY17, the documentation process was greatly improved)
- Improve expense tracking to capture true and total costs.
- Work order efficiency

Facilities Operations and Maintenance

1840 W Jackson | Phoenix, AZ 85007

602-542-4594

WWW.GSD.AZ.GOV

We want to hear from you. Please call or visit our website for comments or questions.



This report has been prepared in accordance with the AGA Citizen-Centric reporting standards

Report issued September 4,2020