



“Optimizing Facilities Management to Improve Service Delivery”

Pittsburgh Office of the Mayor

Pittsburgh, PA

PROJECT CONTEXT

The City of Pittsburgh is responsible for maintaining nearly 300 buildings ranging in size and function from the City-County Building which houses local government offices to public works facilities that support the infrastructure of the city to neighborhood fire stations that protect residents. Under-investment in preserving and maintaining these facilities – some of which are almost a century old – has meant many have fallen into disrepair and in some cases caused health and safety risks to employees and residents. As a result, in 2015, Mayor Bill Peduto directed the city’s Office of Management and Budget to lead an effort with the Department of Public Works, Department of Finance, Urban Redevelopment Authority and Department of Innovation and Performance to develop a strategic investment and maintenance plan for city-owned facilities. The goal of this effort is to provide clean, safe and functional public facilities for residents and employees while also maximizing the city’s investment by focusing on energy optimization and long-term cost savings.

The Office of the Mayor recently released a report which was commissioned to provide an objective, professional opinion on the general condition of the city’s properties. The report identifies areas of deferred maintenance and evaluates the need for repair or replacement based on the expected lifecycle of the facilities. Armed with this data the city is ready to develop a strategy to prioritize capital investments over the next ten years. Historically such decisions about improvements or demolition of buildings has been heavily influenced by politics and public opinion; but now the city can rely on independent data and recommendations to develop a clear roadmap – a plan for facilities management that takes into consideration what is best for all of Pittsburgh and its residents.

The Office of the Mayor will partner with FUSE Corps to host an executive-level Fellow for one year to create and actuate a strategic plan for improving and maintaining its facilities that is focused on cost-efficiency, safety and service delivery. With the strong support of city leadership as well as the allocation of funds to pursue this project, the Fellow will be in a position to help Pittsburgh ensure that residents and employees can be proud and feel safe in the facilities they utilize every day.

PROJECT SUMMARY

The following provides a general overview of the proposed fellowship project. This project summary and the potential deliverables that follow will be collaboratively revisited by the host agency, the Fellow, and FUSE staff during the first month of the project, after which a revised scope of work will be developed and agreed upon by the Fellow and the host agency.

Starting in October 2017, it is proposed that the FUSE Fellow will begin by reviewing the recent facilities study including the data and evidence evaluated as well as the recommendations it offers. The fellow will interview key stakeholders to develop an understanding of how facilities have been managed in the past, what the obstacles are to a shift in management, and how public engagement and media



reporting in the city can influence decision-making around facilities. The fellow will also look at best practices of facilities management in other cities to find models that may be replicated.

Using the information, data and perspectives gathered during this initial phase, the fellow will then develop a comprehensive strategic plan to guide the city's decision-making about facilities maintenance and improvement over the next ten years. Development of the plan will be done in conjunction with stakeholders in relevant departments throughout the city in order to include their visions and get their buy-in. The plan will identify the order in which facilities should receive attention based on their condition, safety hazards, and importance to the community. The fellow will work with the Budget Office and Finance Department on an investment strategy to identify creative ways to finance the work that is recommended. The plan will also identify what project management software will be needed to empower project managers to implement the recommendations in the plan over the long term. Recommendations about the potential reorganization of the internal facilities team will also be included and the fellow may need to engage with organized labor and their representatives – including carpenters, trades people and unionized workers who will be involved in delivering on the plan – to ensure their buy-in. The plan will also address what outside contractors will be required and how funding streams will be allocated.

The fellow will then assist with the rollout of the plan, first to the City Council and then to the community through town hall meetings making clear that this is a city-wide initiative to improve service delivery, safety and quality of life across all neighborhoods in Pittsburgh. Because residents often feel an attachment to facilities in their individual communities despite their condition, the fellow will need to help city leaders educate community members about the plan and the logic behind decisions to invest, improve or consolidate some facilities.

After the community engagement phase, the final ten-year plan and associated capital improvement budget will go to the City Council for a vote. The fellow will help guide the project through the City Council approval process and onto the final implementation stage.

By the end of the fellowship year, the fellow will have helped Pittsburgh develop and begin the implementation of a plan that will transform the way the city handles facilities over the coming decade, thus providing significant cost savings for the government, improving services for residents, and creating a safer and more beautiful city.

POTENTIAL DELIVERABLES

- *Review facilities report and engage with stakeholders* – Review the comprehensive study of all the facilities owned by the city. Engage with stakeholders to understand how facilities have been managed in the past and why. Begin the process of bringing all stakeholders together on a unified vision for facilities management for the future. Research how other cities throughout the country are dealing with facilities to see what best practices could be used in Pittsburgh.



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- *Develop a ten-year strategic plan for facilities management* – Work with stakeholders to develop a ten-year strategic plan that is based on the data and recommendations contained in the facilities study. The plan should prioritize which facilities will be addressed first and present a clear schedule of the actions that need to be taken including whether facilities should be rehabilitated, consolidated or demolished. The plan will also address the costs involved and provide a budget for how funds will be allocated over the ten-year period. The plan will clearly outline roles and responsibilities for stakeholders and how progress will be tracked and evaluated.
 - *Roll out plan to City Council and the community for approval* – Lead the roll out of the plan to city government and the public. Begin by presenting the plan to the City Council to get members’ buy-in and manage feedback appropriately. Release the plan to the community through town hall meetings. Ensure that particular neighborhoods understand the decisions being made and how the city intends to improve service delivery in each case. Support the Mayor’s Office to ensure proper messaging is rolled out to the media. Successfully shepherd the plan and associated budget through the City Council approval process.
 - *Begin implementation phase of the plan* – Guide the plan to the beginning of the implementation stage by working with project managers and internal facilities teams to ensure they are prepared to deliver on the plan. Identify when outside vendors will be needed for new construction and demolition projects. Track progress to ensure work is on schedule and make sure adequate funding is being allocated.

KEY STAKEHOLDERS

- **Kevin Acklin**, Chief of Staff to Mayor William Peduto, *City of Pittsburgh*
- **Jennifer Presutti**, Director, *Office of Management and Budget*

QUALIFICATIONS

- At least 15 years of professional experience in a relevant field, particularly with a strong background in capital planning, performance improvement, strategic planning, operations, project management, change management and/or management consulting.
- Superior critical thinking and analytical skills. Ability to get up to speed quickly about the integration and application of multiple technologies to improve the lives of citizens across diverse populations.
- Ability to synthesize complex information into clear and concise summaries and recommendations.



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- Ability to identify best practices, understand data and evidence and use it to support a business case, and make a persuasive argument to support recommendations.
 - Strong record of success engaging a variety of cross-sector stakeholders and managing cross-functional teams. Ability to relate to a variety of diverse audiences and varying interests with strong emotional intelligence and empathy. Able to connect and collaborate across a variety of disciplines.
 - Exceptional written and verbal communication skills with ease in public presentations.
 - Self-motivated, goal-oriented, entrepreneurial leader who is an independent worker, resourceful in creating novel solutions to complex problems, persistent in obtaining information, and able to create direction and movement within potentially ambiguous environments.
 - Flexibility, adaptability, persistence, humility, inclusivity, and sensitivity to cultural differences.
 - Support and understanding of the strength of diversity, and the need for solutions to support all regardless of race, religion, gender, immigration status, or ethnicity.

TO APPLY

Visit <http://fuse.force.com/Careers> and click the link for this role to upload a resume and complete the online application questions in lieu of a cover letter. The application process will allow you to indicate interest in more than one fellowship opportunity. You only need to submit one application. Interested candidates are encouraged to apply as soon as possible, as selections will be made on a rolling basis and specific opportunities may close quickly.

This role offers the opportunity to work full time for 12 months as an independent contractor of FUSE Corps with an annual stipend of \$90,000 paid through monthly installments.

The FUSE Fellowship is an equal opportunity program with a core value of incorporating diverse perspectives. We strongly encourage candidates from all backgrounds to apply.