

2011 IFMA MSP Chapter Facility Practitioner of the Year - Thomas Shultz

Project Description Statement

How does an organization design and build a facility that is almost 50% larger than a previous one and built just 2 years ago, but yet cost less? This Director of Facilities along with the help of his architectural partners were able to recognize a small window of opportunity and take advantage of it to do just this due to the current economic times, an opportunity for some creative financing and maybe most importantly, using a relatively new, but proven business model called Best Value. This FM first introduced his team to Best Value in early 2010 after seeing it presented at IFMA's WWP in 2009. He was then able to implement it in 2011 with the build portion of their new facility in New Hope. Using the Best Value Model, he was able to transform the way his organization looked at selecting and managing the build phase. Rather than using the traditional price-based procurement processes, his team used best-value processes to select the most respected and experienced contractors who were most suited for the project and could meet client needs based on proven past performance, ability to minimize risk as well as taking into consideration their cost competitiveness. These process changes have not only significantly made positive impacts on his organization during this current project, but will help his team tackle future projects much more efficiently and successfully.

Some of the IFMA Competencies demonstrated by this FM through these process changes are:

Planning and Project Management – Best Value provides the FM a strong tool to assist in managing a project while maintaining their “normal” FM duties. No owner’s rep was hired or needed on this project due to this yet during the project this year, 50% through completion, there have been approximately 65% less change orders compared to similar past projects.

Operations and Maintenance – Best Value provides the FM with the tools and ability to include in the project more options to allow for the operation to be more suited for operation and maintenance rather than only meeting design needs.

Real Estate - The process may not be a direct impact in this area, but in the long term the project could have less impact to the existing site or neighboring sites and be less disruptive due to a more thoughtful process. i.e. potential Best Value contractors have to show they have thought through the project and taken into account how it may affect neighboring properties.

Quality Assessment and Innovation - This process, being a bit new to the construction field, has given the contractors the ability to provide a higher quality project while keeping costs down. The fluidity of Best Value keeps the project on a continual innovation process.

Leadership and Management - IFMA provided this FM with the information on this process via WWP 2009. He in turn needed to learn the benefits of the concept and show how it could be used to improve the delivery of a construction project for his organization as well as manage the project from beginning to end and fit it into the organization’s strategic plan of being a responsive, innovative solution provider.

Finance - This process says it all in its name, Best Value, where the owner can show that while taking more than price into consideration, the “value” of the project is raised by having the process help keep costs in check while providing the highest quality results.

Communication - The process itself is very dependent on good communication from the owner, designer and contractors. All parties are responsible for understanding the “intent” and make sure they ask the right questions to fully understand their responsibility in the project.



