



Consulting Services

Facilities Organization Assessments

O&M Best Practices

Staffing Strategies

Succession Planning

Case Study – Ohio Wesleyan University

Problem

Ohio Wesleyan University (OWU) contracted Performance Resource Partners (PRP) to complete an assessment of the adequacy and efficiency of the Physical Plant and Operations department. OWU wanted to determine if the department was performing effectively and to evaluate any potential areas for improvement. High on the list of concerns was a growing campus-wide dissatisfaction with the performance of their custodial services contractor.



PRP identified several major areas of concern include the following:

- A dysfunctional Custodial Services contract, with poor performance by the Service Provider.
- An undersized and “out of balance” in-house work force, which had resulted in heavy reliance upon various service contractors.
- Funding for Physical Plant and Operations which fell below peers and recommended benchmarks.
- Under-utilization of the Computerized Maintenance Management System (CMMS)
- Lack of documentation and consistency of compliance for departmental policies and procedures.
- Accumulation of Deferred Maintenance, as the organization had become reactive over time, with inadequate preventive and scheduled maintenance.

Solution

PRP made recommendations for improvement in 6 areas:

1. Improve organization by migrating to a fully outsourced integrated Facilities Management Service Provider or retain an in-house maintenance workforce with out-tasked Service Providers for grounds maintenance and custodial services
2. Address current organizational structure realignment concerns in Physical Plant Operations
3. Implement Contract and Specifications Changes with an out-tasked service provider to a multi-year “performance based” agreement



4. Address budget considerations for routine and capital maintenance, and reduce accumulated deferred maintenance
5. Develop and document procedures for best practices in Capital Project Formulation and Execution
6. Implement Computerized Maintenance Management System (CMMS) Utilization Improvements

Results

OWU elected to prioritize changes to the custodial services contract.

After the development of a new campus-specific performance-based series of contract documents, bids were solicited for a multi-year fixed price agreement with optional extension periods. The contract (on track to increase performance and reduce cost for the service by more than 5%) was awarded shortly before the end of the spring semester to a replacement service provider.

PRP is currently assisting OWU in monitoring the performance of the new contractor. Work continues on the other recommendations.

About PRP

Performance Resource Partners is a collaboration of talented consultants, with extensive experience solving complex operational and organizational challenges. We help clients make significant and lasting improvements to the performance and profitability of their facilities. As a network of collaborating consultants, we deliver solutions faster, better and more cost-effectively than traditional consulting firms.

Learn more about this case study by contacting us at (781) 885-7245. For more information on our services, work and team, please visit www.prpconsultants.com.