



## Case Study – Morehead State University

### Problem

The new Assistant Vice President for Facilities Management had inherited an organization that had stagnated under former leadership. With support and encouragement from the University CFO, proposals were solicited for an independent assessment of the organization, its effectiveness and weaknesses.

PRP identified a significant number of issues with the Facilities Management organization. A detailed list of approximately 100 findings documenting PRP-observed issues was presented.



### Solution

- **Organization Improvements** -- such as eliminating an ineffective work zone, realigning the in-house organizational model and creating two more groups with a dedicated focus
- **Computerized Maintenance Management System (CMMS) Utilization Improvements** -- requiring a reimplementation process, identification of planner/schedulers, and the tracking of all work
- **APPA Quality and Productivity Improvements** to set staffing levels consistent with industry best standards and create measurable metrics
- **Capital Planning and Project Management Improvements** which included: a facilities condition program; identifying Capital and Deferred Maintenance budgets, creating design standards for everyone to manage to, and help identifying dedicated project management for design and construction processes
- **Development of a Maintenance Plan** that is meaningful along with a strategy to drive the organization forward with a clear vision and mission, and development of an outline for a Continuous Improvement Program.

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## Results

PRP worked with the college on an initial planning phase to ensure there was a clear understanding of the strategic goals and needs of the campus leadership and maintenance team. PRP helped the college articulate their needs and identify the cost reductions, efficiency improvements, effectiveness advances, and support they would need to achieve them. Among the identified outcomes and plan components were:

- Changes in levels of service, including improvements in APPA standards for levels of cleanliness, reduced levels of deferred maintenance and improved reliability of building systems and components
- Organizational changes, including, proper span-of-control ratios, rationalized departments and refined areas of expertise
- Basic staffing recommendations, including staffing levels in accordance with industry norms, and proper qualifications and credentials
- Strategies to ensure alignment of the Facilities Department goals with the University's institutional goals
- Improved utilization of software, hardware, and related practices, including proper implementation and utilization of Computerized Maintenance Management Software and effective use of technology tools, such as handheld devices
- Improvements in identifying, scheduling, assigning, costing, and inspecting the work (work management and productivity), including personnel practices and policies
- Training recommendations, including appropriate areas for staff improvement and plans for ongoing qualification maintenance
- Increased management and supervisory effectiveness, including plans for continued upgrades to productivity and effectiveness

## 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.

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