

DTZ

# Yellow Pad 2 for BASF

July 14, 2015



attendees

goals



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Business Development

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**John McCarthy**

Account Director

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**Ken Stack**

Transition

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**Rob Mucinski**

EH&S

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Solution Development

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attendees

goals

TRANSPARENCY

SAVINGS

EFFICIENCY

CONTINUOUS  
IMPROVEMENT

SCALABILITY

**Productivity System**

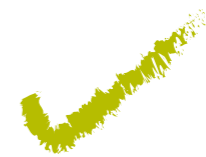
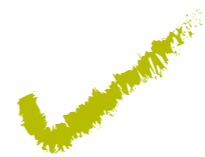
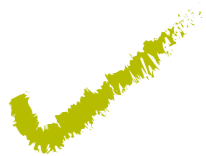
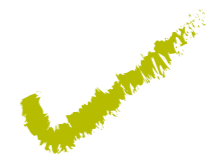
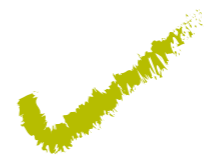
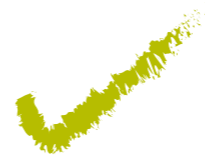
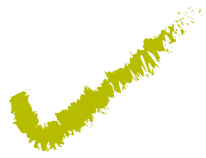
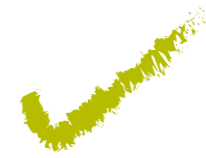
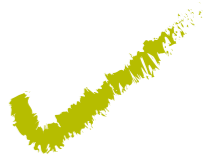
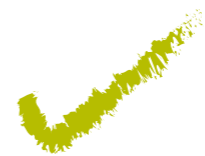
**Self Perform**

**Technology Solution**

**Shared / Dedicated  
Support**

**EH&S / Compliance**

**Talent / Experience**





high level org

charlotte org

florham park org

raleigh org

tarrytown org

delivery model

support

innovation

Dedicated Resource

Shared Resource

Potential Consolidated Position

Potential Self Perform



**John McCarthy**  
*Account Director  
Florham Park*

Assistant  
Facility Manager  
*Florham Park*

Facility Manager  
*Tarrytown*

Facility Supervisor  
*Raleigh*

Facility Supervisor  
*Charlotte*

**Shared / Dedicated Support Team**

National Operations  
Center

Finance

EH&S Compliance

Technology Manager

Quality Assurance

Strategic Sourcing

Human Resources

Executive Leadership

Transition

Labor Relations

Project Management

Productivity

Reliability

Energy & Sustainability

Subcontract Business  
Unit



high level org

**charlotte org**

florham park org

raleigh org

tarrytown org

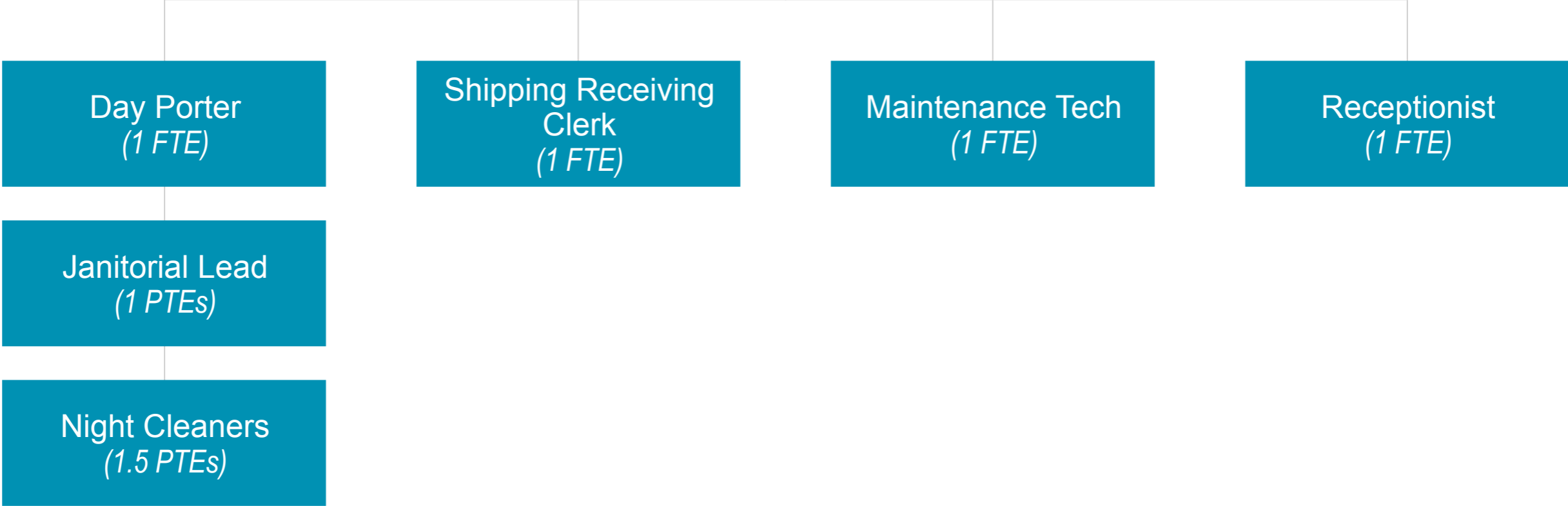
delivery model

support

innovation

-  Dedicated Resource
-  Shared Resource
-  Potential Consolidated Position
-  Potential Self Perform

**Facility Supervisor**  
*Charlotte*

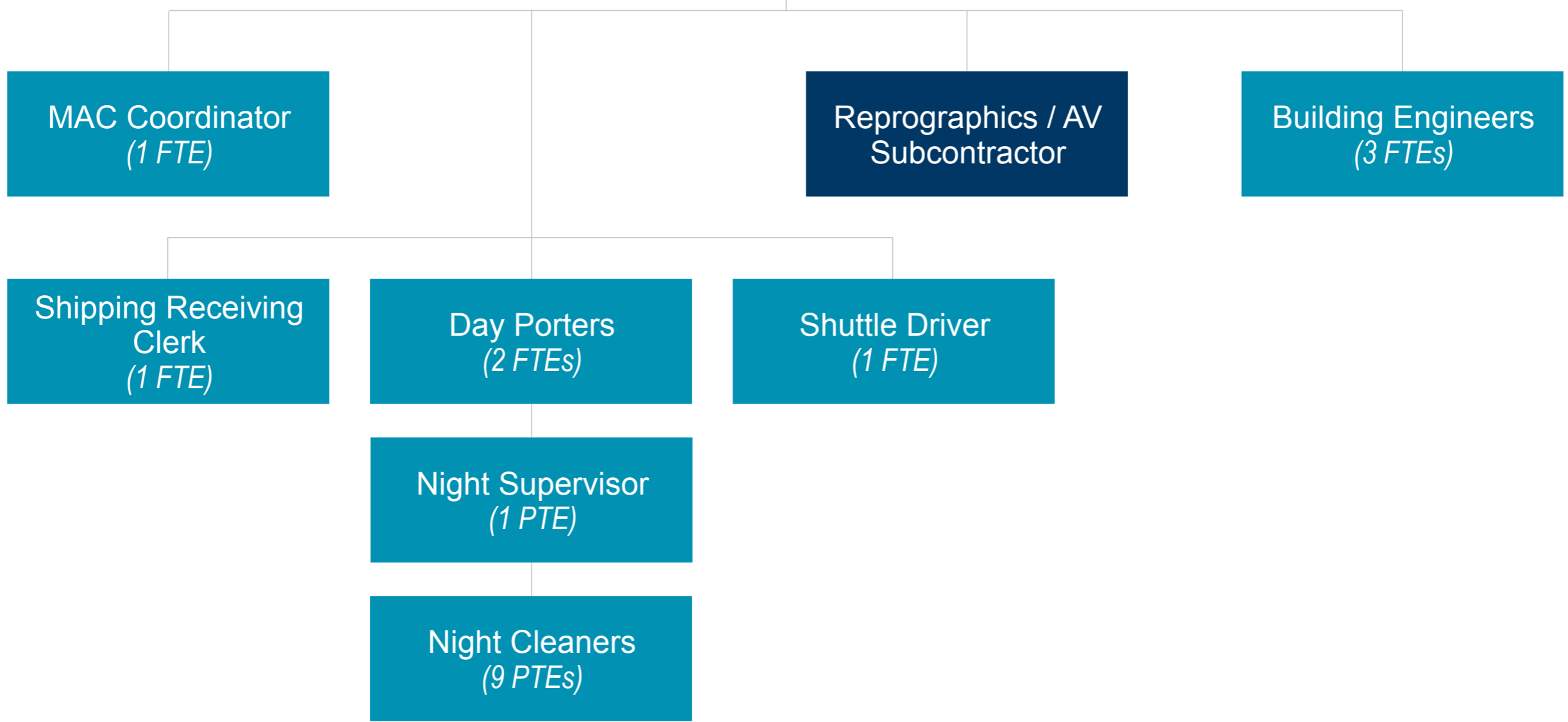




Possible consolidation  
with Tarrytown or reduce  
to assistant manager  
reporting to Account  
Director



- Dedicated Resource
- Shared Resource
- Potential Consolidated Position
- Potential Self Perform





high level org

charlotte org

florham park org

**raleigh org**

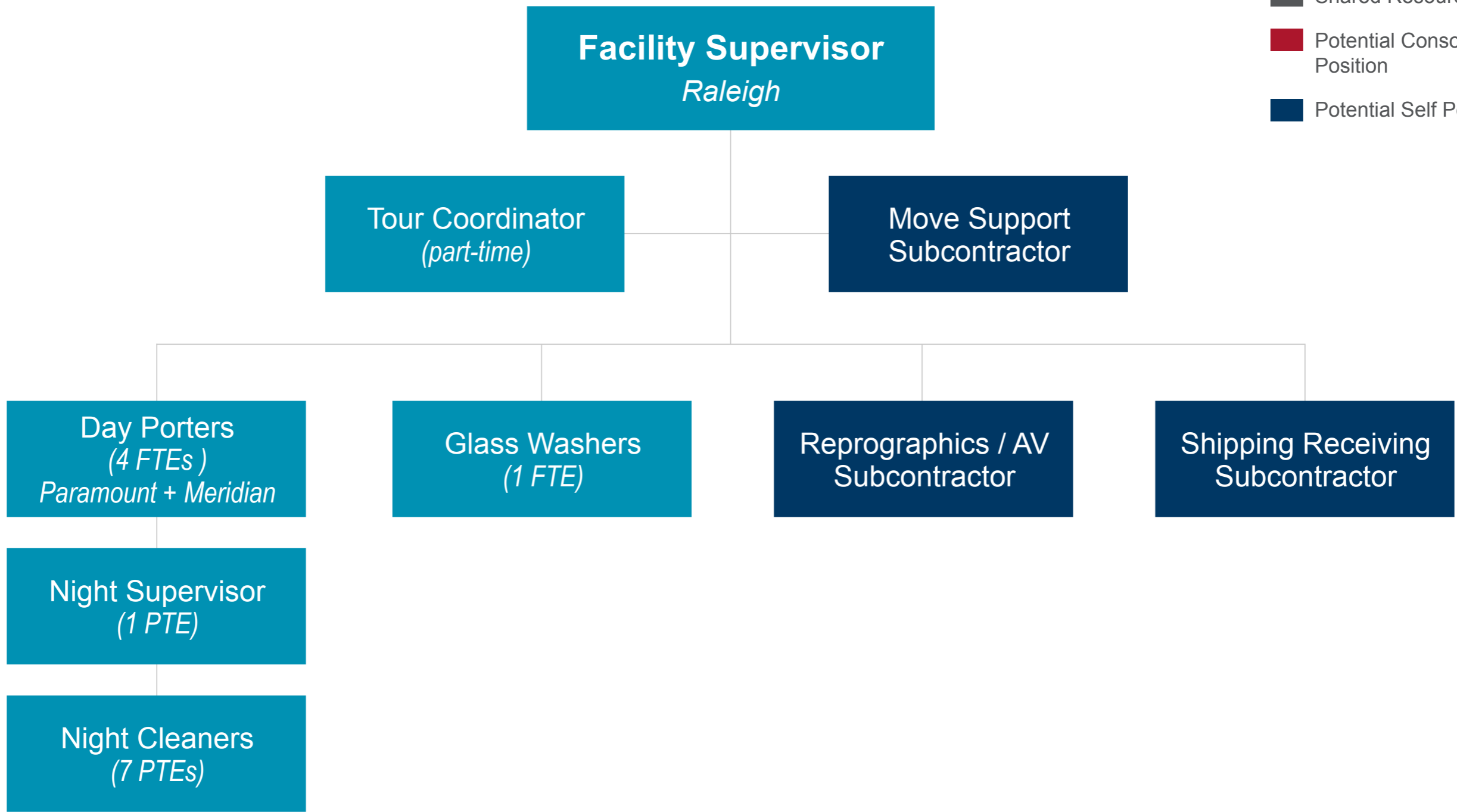
tarrytown org

delivery model

support

innovation

-  Dedicated Resource
-  Shared Resource
-  Potential Consolidated Position
-  Potential Self Perform





high level org

charlotte org

florham park org

raleigh org

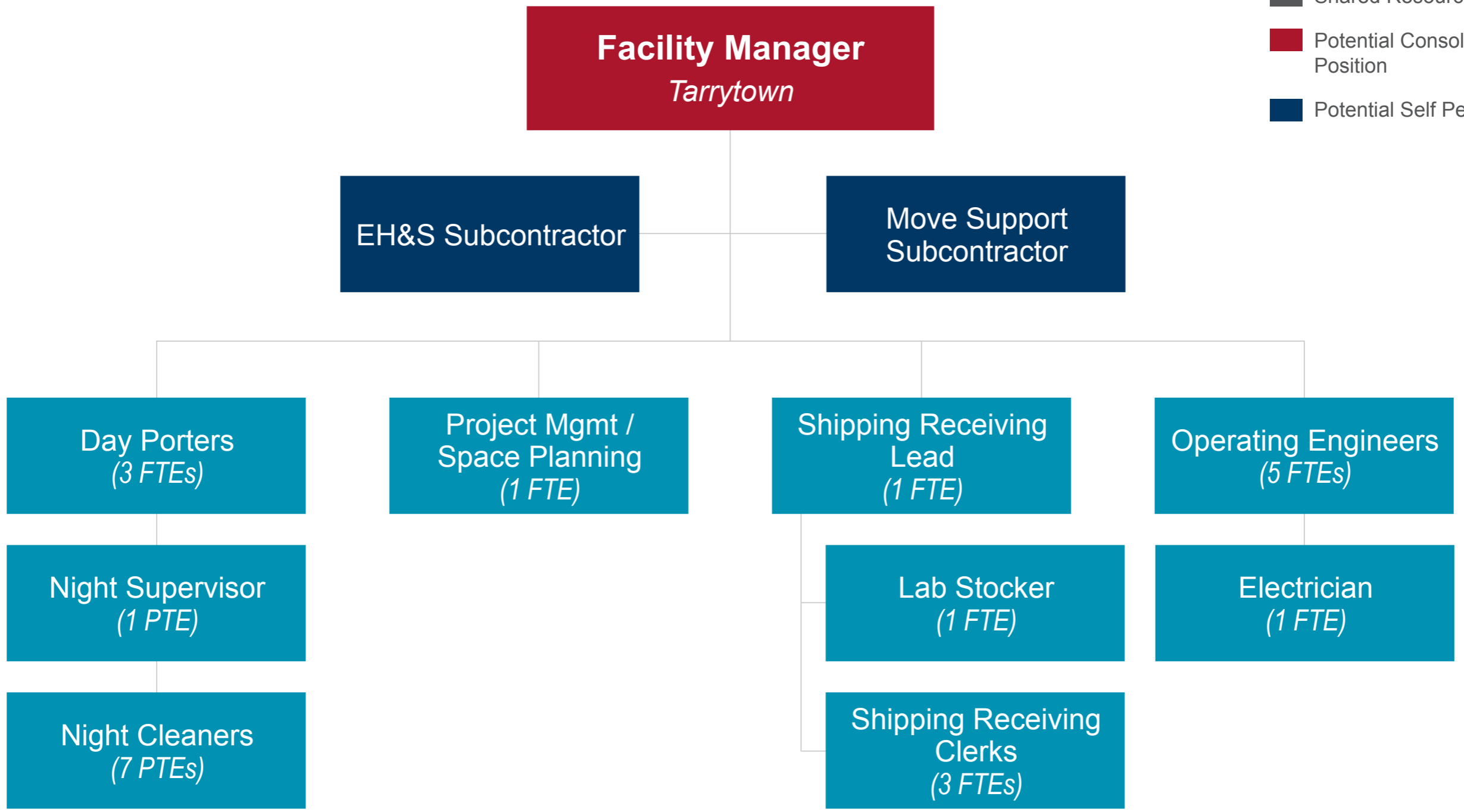
**tarrytown org**

delivery model

support

innovation

-  Dedicated Resource
-  Shared Resource
-  Potential Consolidated Position
-  Potential Self Perform







high level org

charlotte org

florham park org

raleigh org

tarrytown org

**delivery model**

support

innovation

- Self Perform
- Subcontract
- Potential Self Performance

charlotte

florham park

raleigh

tarrytown

	charlotte	florham park	raleigh	tarrytown
Account Management	Self Perform	Self Perform	Self Perform	Self Perform
Mail / Parcels	Self Perform	Self Perform	Self Perform	Self Perform
Janitorial	Self Perform	Self Perform	Self Perform	Self Perform
Space / Moves	Potential Self Performance	Self Perform	Potential Self Performance	Potential Self Performance
AV Reprographics / Shuttle	Self Perform	Potential Self Performance	Potential Self Performance	Self Perform
Large & Small Projects	Self Perform	Self Perform	Self Perform	Self Perform
O&M	Self Perform	Self Perform	NA	Self Perform
Reception	Self Perform	NA	NA	NA
Glassware / Lab Consumables	NA	NA	Potential Self Performance	NA
Landscaping / Interior Plants	Potential Self Performance	Potential Self Performance	Potential Self Performance	Potential Self Performance
Waste Management	Subcontract	Subcontract	Subcontract	Subcontract
Fitness	NA	Subcontract	NA	NA
Laboratory / Greenhouse	NA	Subcontract	Potential Self Performance	Subcontract
Uniforms / Laundry / PPE	Subcontract	Subcontract	Subcontract	Subcontract
Food Services	Subcontract	Subcontract	Subcontract	Subcontract
Pest Control	Subcontract	Subcontract	Subcontract	Subcontract
MRO / Specialty Equipment	Subcontract	Subcontract	NA	Subcontract



high level org

charlotte org

florham park org

raleigh org

tarrytown org

delivery model

**support**

innovation

### Scalable Management Team Model

Position	Ratio	Pilot Statistics	Calc	Annual Staff / Cost	Rate	Budget
Safety Coordinator	1 per 100 maintenance staff	70 headcount	0.6	1248 hours	\$42.90	TBD
Finance Manager	>\$25M in managed spend	>\$9M under management	0.35	728 hours	\$55.32	\$40,272.96
Technology Systems Administrator	1 per each 10 MSF services	1.5 MSF	0.15	312 hours	\$55.32	\$17,259.84
Vendor & Sourcing Manager	1 per \$20M sourced & managed	\$4M subcontracted	0.2	416 hours	\$49.49	\$20,587.84
Work Management	Charged by the work order	Est. 12,744/year	0	12,744 work requests/yr	\$7.05	\$89,412.00
Group / Area Manager	1 per 6-12 site / area managers	4 site managers	0	0	TBD	TBD
Project Manager	Large projects requiring hiring general contractors, architects or engineers	NA	As needed			<ul style="list-style-type: none"> <li>• 0 to &lt;\$60K = \$3,000 (minimum fee)</li> <li>• \$60K to &lt;\$500K = 4.5%</li> <li>• \$500K to &lt;\$1MM = 4.0%</li> <li>• \$1MM + = 3.0%</li> </ul>



## + Shared Resources

*(e.g. EH&S, strategic sourcing, contract management, finance, technology)*

## + Self Performance / Cross Utilization

## + Energy / Sustainability

## + Communities of Practice

## + Productivity

## + Reliability Engineering



Technology to drive accountability & productivity, ease of collecting the information and system

**DTZVision**

Real Estate Analytics

Active Portfolio Summary

Leased	773
Owned	677
Sub-Leased	138

Area (SqFt) By Region

CORP	1,204,768
CA	929,500

Total Remaining Rent Obligation (U...)

Property Count by Region

WI	223
MI	182
Mounta...	175
NW	167
LA-TN...	154
AL-GA	151
NC-SC...	138

Base Rent by Region

**JDEdwards**

Portfolio Summary

Lease Expiration Counts

Lease Expirations by Area

**Corrigo**

WORK STATUS AND BACKLOG REPORT

9/14/2009 1:11 PM

COMPLETED WORK ORDERS SNAPSHOT

	Total Completed WOs	Average Completed per Day	Percentage Completed Before Use-Date	Percent Request versus Non-Request	Percent Emergencies	Average Time to Complete	Average Time Created to Started	Average Total Costs per WO	Average Total Invoiced Amount per WO
Today	5	2.9	60%	100%	0%	08:02:08	01:03:08	\$119.85	\$119.85
Previous 7 Days	20	2.9	50%	85%	15%	05:17:47	00:17:13	\$121.52	\$121.52

Work Composition

Work Orders Created

**IWMS (TBD)**

Select a Group Move

Select Floor

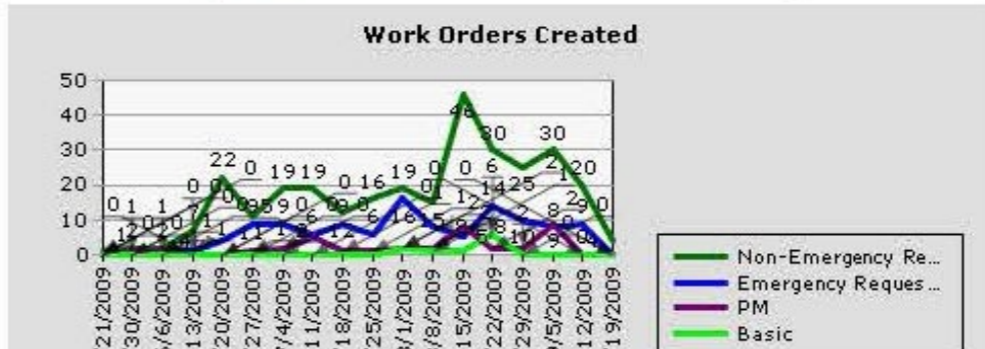
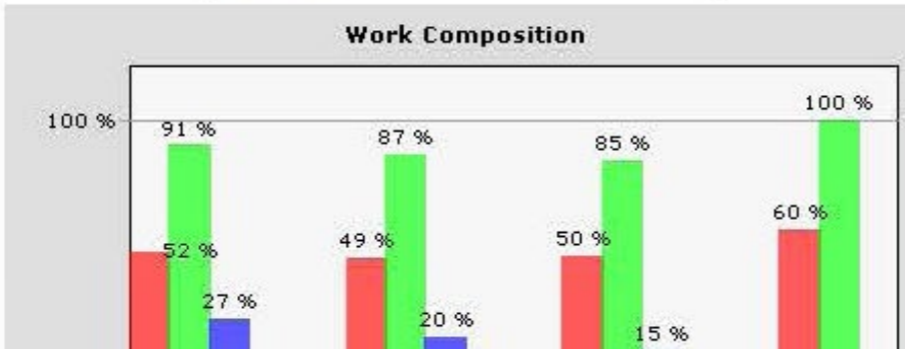
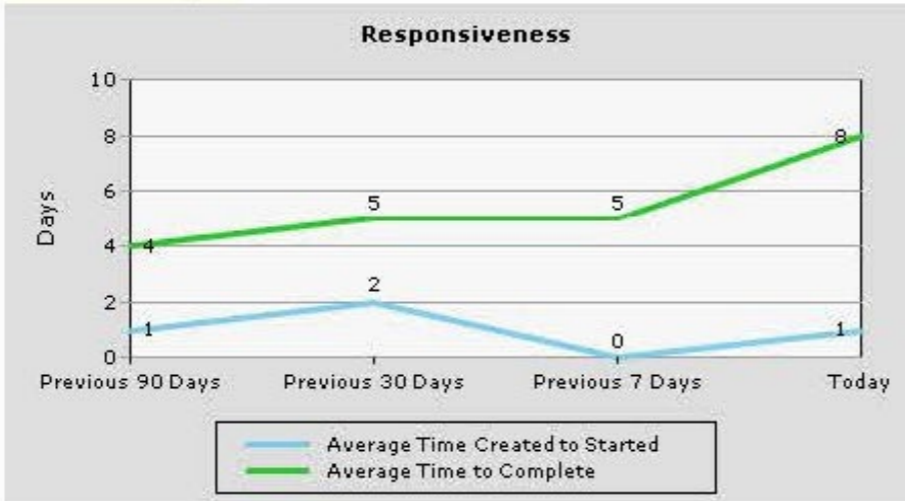
Employees Located

Employee Name	Employee ID	Job	Floor	Room	Division Code
APPLARY, STEVE	ENR	ASB III	02	250	EXECUTIVE
BARTLETT, JOAN	ENR	ASB III	02	251	EXECUTIVE



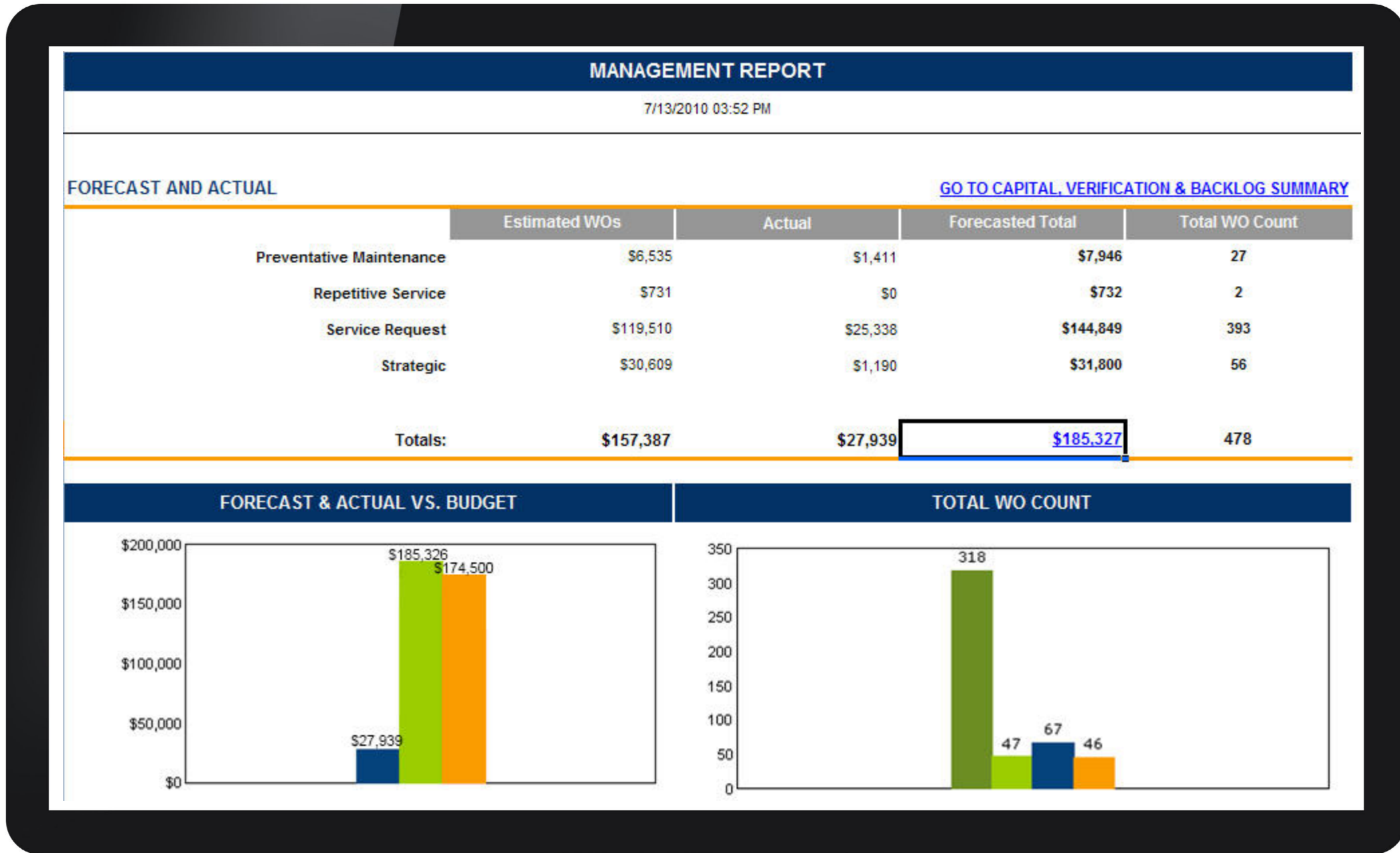
# Corrigo

	Total Completed WOs	Average Completed per Day	Percentage Completed Before Due-Date	Percent Request versus Non-Request	Percent Emergencies	Average Time to Complete	Average Time Created to Started	Average Total Costs per WO	Average Total Invoiced Amount per WO
<b>Today</b>	5	5	60%	100%	0%	08:02:08	01:03:08	\$119.85	\$119.85
<b>Previous 7 Days</b>	20	2.9	50%	85%	15%	05:17:47	00:17:13	\$121.52	\$121.52
<b>Previous 30 Days</b>	95	3.2	49%	87%	20%	05:10:53	02:06:57	\$196.64	\$197.16
<b>Previous 90 Days</b>	342	3.8	52%	91%	27%	04:17:33	01:16:22	\$262.49	\$263.51





# Corrigo





# Corrigo

VENDOR SCORECARD REPORT							
7/9/2010 05:37 PM							
Note: Only displays vendor who were assigned to and completed Work Orders during time period.							
SUMMARY							
	Overall Grade	Total WOs	Avg Satisfaction Score	Negative and Not Completed	% Completed	On-Time Response	On-Time Invoice
	Overall Score	Average Cost	Number of Ratings		On-Time	Average Hours	Average Days
	B	1548	93.76%	64	23.71%	52.33%	91.84%
	86.46%	\$295.57	1298			124.78	1.76
VENDORS							
	Overall Grade	Total WOs	Avg Satisfaction Score	Negative and Not Completed	% Completed	On-Time Response	On-Time Invoice
	Overall Score	Average Cost	Number of Ratings		On-Time	Average Hours	Average Days
ACME Testing Inc.	A	103	92.75%	5	84.47%	94.17%	95.10%
	97.50%	\$91.19	89			43.00	2.62
ABC Repair & Parts Co. Inc.	A-	113	93.90%	5	39.82%	85.84%	99.10%
	94.80%	\$259.86	100			20.01	0.45
SFO Plumbing	A-	185	97.32%	3	1.62%	70.81%	96.15%
	91.98%	\$310.08	153			37.47	1.10
Acme Locks, Inc.	A-	173	93.10%	8	24.28%	77.46%	98.82%
	91.76%	\$222.23	147			31.67	0.50
...	A	...	...	...	...	...	...



# Corrigo

TECHNICIAN SCORECARD REPORT										
5/14/2014 6:54 AM										
Note: Only displays users who were assigned to and completed Work Orders during time period.										
AVERAGE TECHNICIAN										
	Grade	Repeat Visits	WOs Completed	PMs Completed	Labor Hrs Worked	Time per WO (Hrs)	Satisfaction Score	Negative & N/C	On-Time Completed	On-Time Response
	Score		Avg Cost	% PMs	Time Card Hrs Worked	% Labor to Time Card			Complete from Assigned	Resp.
	B+	7.28	60.56	35.10	159.04	4.24	99.74%	0.03	91.10%	65.28
	88.97%		\$328.13	50.01%	164.04	97.62%			444.50	177.1
TECHNICIANS										
	Grade	Repeat Visits	WOs Completed	PMs Completed	Labor Hrs Worked	Time per WO (Hrs)	Satisfaction Score	Negative & N/C	On-Time Completed	On-Time Response
	Score		Avg Cost	% PMs	Time Card Hrs Worked	% Labor to Time Card	Number of Ratings		Avg Complete from Assigned	Avg H
Grusing, Eric	A+	0	1	0	0.00	0.00	100.00%	0	100.00%	100.0
	100.00%		\$0.00	0.00%	0.00	100.00%	0		140.25	0.0
Lavie, Damian	A+	<a href="#">5</a>	6	0	90.00	11.25	100.00%	0	100.00%	100.0
	100.00%		\$12.50	0.00%	90.00	100.00%	1		202.38	4.9
Thompson, Walter	A+	<a href="#">13</a>	72	46	237.25	2.30	100.00%	0	100.00%	100.0
	100.00%		\$142.31	63.89%	237.25	100.00%	6		525.60	5.3
Vincent, Michael A	A+	<a href="#">1</a>	2	0	176.00	88.00	100.00%	0	100.00%	100.0





tech platform

dashboard

financials

vendor scorecard

technician scorecard

**work order flow**

# Work Requests



## NOC



**Initiation**

CLIENT COMMUNICATION

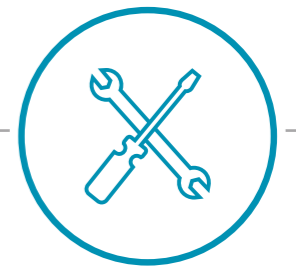


**Planning**

CLIENT COMMUNICATION



**Scheduling**



**Execution**

JOB PLAN ENHANCEMENTS



**APPROVE  
NONSTANDARD  
REQUESTS**

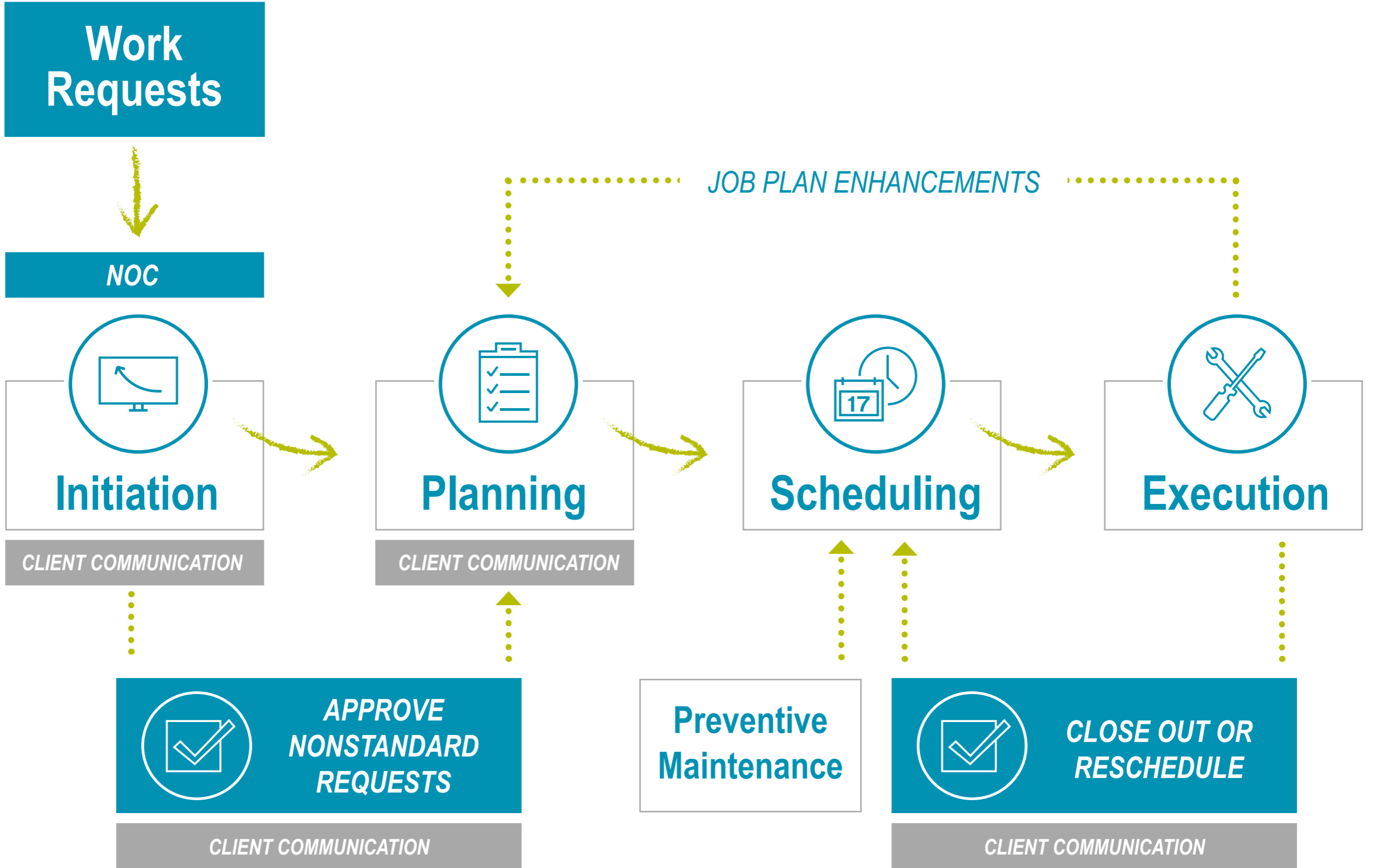
CLIENT COMMUNICATION

**Preventive  
Maintenance**



**CLOSE OUT OR  
RESCHEDULE**

CLIENT COMMUNICATION





- + Unique approach to reducing time waste drives 20-30% improvement
- + Technology & data driven solution
- + Both startup and tuneup approach



**STEVE HERBST** *Productivity Leader*

25 years of experience • Located in Chicago, IL

Focus on productivity improvement for BASF



- + Defined objectives & SLAs
- + Best practices tool
- + Inspections tool
- + Learning management system



**BILL GRECO** *Quality Leader*

17 years of experience • Located in Auburndale, MA

Focus on quality for BASF



- + Review & revise priority reaction time matrix
- + Remove availability of systems requirements at Raleigh
- + Reconsider pass/fail SLAs to aggregate averages
- + Explain how KPIs are split from EHS KPIs & both add to 100%
- + Review audit process to be easy to measure



- + Behavior based safety program
- + Rigorous tracking of compliance actions  
(*Job readiness reviews, training compliance, HSSE plans updates, U-Walks*)
- + Comprehensive web-based solution



**ROB MUCINSKI** *EH&S Manager*

18 years of experience • Located in Bloomfield, NJ

Focus on HSSE for BASF



productivity

quality

metrics

EH&S

**EH&S stats**

**25%**

year over year  
reduction in LTI  
& TRC rates

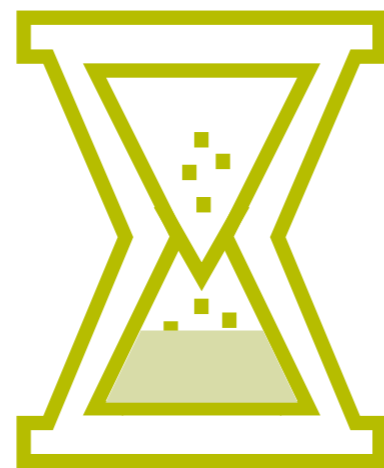


**23%**

year over year  
reduction in total  
recordables

**20%**

year over year  
reduction in loss time



**1/100**



HSSE manager per 100 trade techs,  
best ratio in the industry



25

years of experience as a global transition leader across FM & multi-service accounts

12

team members with ongoing governance & innovation commitment

Ken Stack  
Transition Leader

- |                      |                       |                     |
|----------------------|-----------------------|---------------------|
| AMD                  | Cargill               | Patheon             |
| Australian Embassy   | Genentech             | Stanford University |
| Bank of America      | Harvard University    | Toyota              |
| Boehringer Ingelheim | Manulife/John Hancock | USAA                |





- + **Standardized plan** documenting content, delivery format & timing for communications to stakeholders
- + Regular **transition status meetings** held, typically, weekly
- + Templates for outgoing **communications** from DTZ & BASF





## + Financial Performance

*budget price control incentives w/KPIs*

## + Labor Risk

*alignment of DTZ actions with BASF objectives*

## + Cultural Resistance

*Communication strategy for affected employees, vendors, building occupants*

## + Loss of Knowledge

*Employee & vendor retention, documentation to formal processes*

## + Operational Under-performance

*Governance platform utilizing KPIs & Fee At Risk for service provider & subcontractors*



- + Focus on HR considerations to minimize stress to existing workers
- + First consideration is hiring existing staff meeting DTZ requirements
- + Integrate site specific knowledge of existing staff into DTZ program planning & execution
- + Labor management plan for those covered by a CBA
- + Avoid adverse impacts on morale via communication plan that:
  - Clarifies expectations, ensures workers understand those expectations*
  - Provides one-on-one sessions for workers needing additional clarification*
  - Solicits ideas to improve processes & workplace & identifies barriers*



**CONTRACT SIGNED**

**GO LIVE**

**60 Days**

**60 Days**

**90 Days**

**120 Days**

**TRANSITION**

- Weekly meetings
- Team onboarding
- Process mapping

**PRE-TRANSITION**

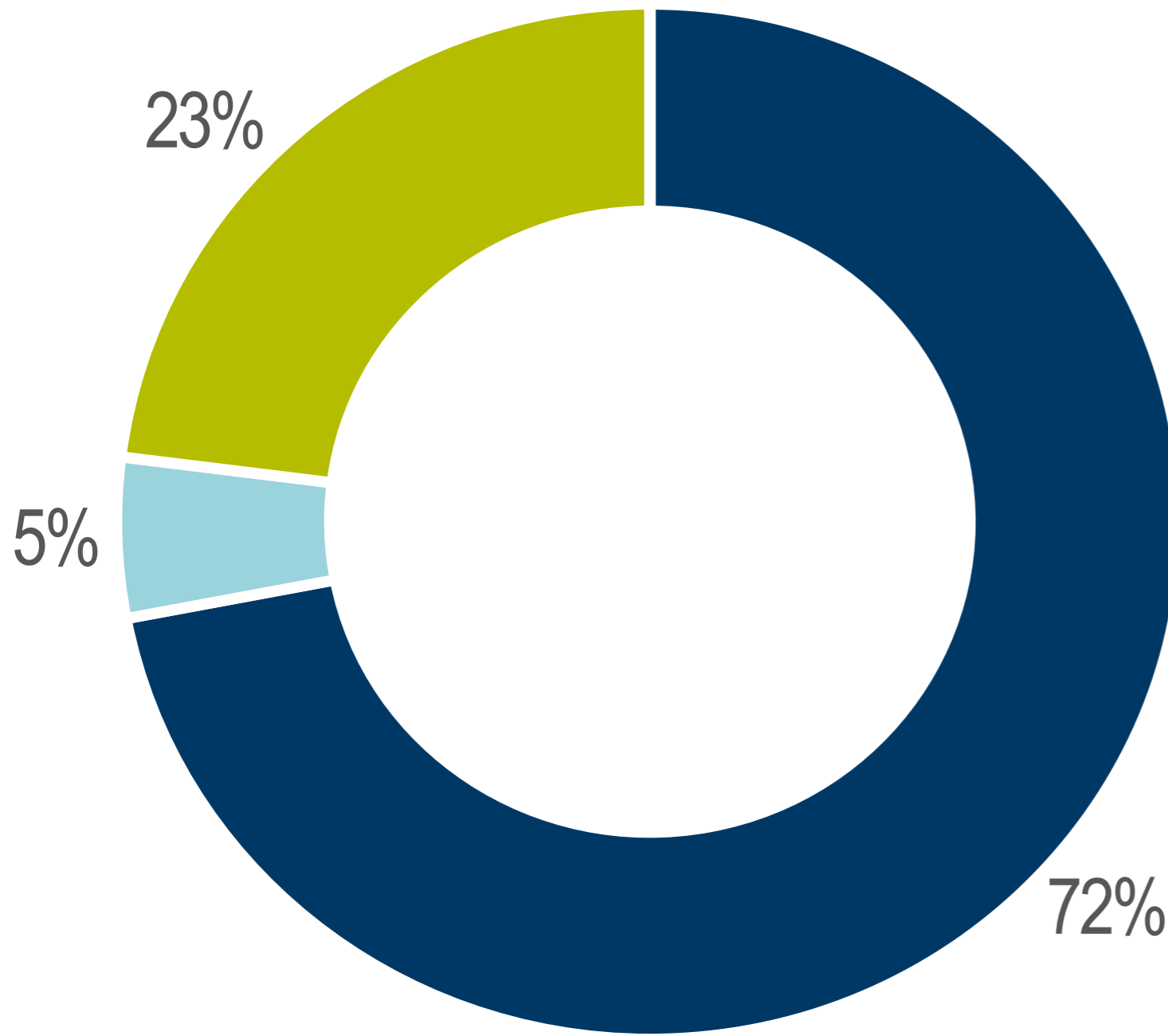
- Engage team
- Account charter
- Pre-work by function

**OPTIMIZATION**

- Measurement and improvement
- Collaborate on long-term budgets
- Lessons learned session

**TRANSFORMATION**




- Subcontractor vetting
- Tune structure and delivery
- Formalize procedures



*New management team members hired in advance of commencement*

*+*

*No corporate personnel cost included in transition budget*

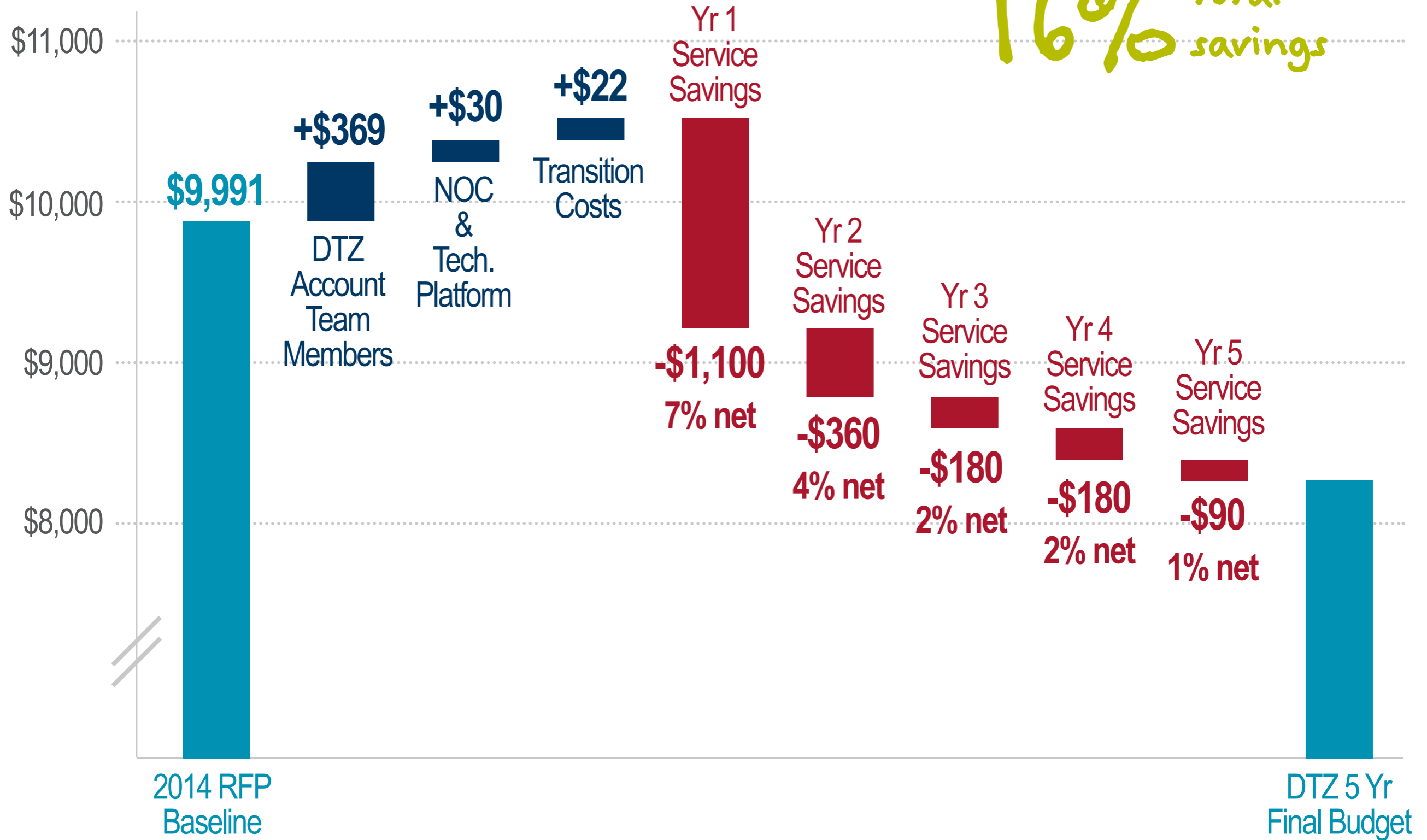
-  Dedicated Account Team Labor
-  Travel & Expenses
-  Technology Implementation



glide path

savings

economic terms





**\$122K**

**Future Self Performance Conversion**

*Mail, reprographics, shipping / receiving, landscaping, greenhouse O&M*

**\$210K**

**Self Perform Cleaning**

*Rightsizing & productivity enhancements*

**\$340K**

**Strategic Sourcing**

*Leverage / complete landscaping, site amenities / reprographics / mail, food services*

**\$450K**

**Self Perform Maintenance**

*Rightsizing staff, productivity enhancements*



## Management Fees

Management Fee

\$0.17 / PSF

Self Performed Labor

Cost + 7%

Subcontractors

Direct Pass Through

Fee at Risk based on KPIs

50% (of management fee)

Gain Share

30% DTZ / 70% BASF on year  
one savings