

Creation of a Facilities Operations Team

In order to reduce risk, create cost savings, and provide strategic insight into real estate goals that align with the continued growth of the company.



The Challenge

Patriot's facility operations was de-centralized and a secondary concern for most involved. This created gaps, risks and a general lack of correct data across all parties involved. Some examples include; employees being assigned to locations not active in years, missing insurance policies on locations as well as ones active on inactive offices, and office leaders signing and acting without the company guidance as delays from the scattered team could go beyond the expiration date of a lease.

The creation of a Facilities team to address these items, build confidence and trust with the office leaders and allow company leaders to better strategize future facilities budgets, locations and requirements.

The Approach

Upon taking the task of Facilities Operations, it was important for to understand the depth of the issues. To do this we:

- Identified current processes
- Identified data issues
- Identified desired future state
- Identified bottlenecks

With the knowledge we began then to:

- Remove excess steps in process and highlight ownership and expectations of steps and tasks
- Identified all missing data points across all systems, established a priority list and process to gather, correct and audit to ensure accuracy.
- Created tools, reports and lines of communication to ensure all bottlenecks were either removed or able to be dealt with quickly when they occur.
- Built out phased approach to future state, based upon resources, company goals and timeline to correct all current issues.

The Impact

Established workflow with tasks, SLAs and expectations across all concerning departments

Reduced risk by identifying 206 discrepancies in location insurance, and 46 issues with HR's office to employee identification.

Identified over 3 million in savings by reducing office footprint, closing slow locations, consolidations and deposit recovery.

The Results

Established workflow for all lease activity with agreed upon actions, SLA's and owners.

Closed out 7-month-old issues that resulted in double rent payment.

Identified and added headcount, capacity and square footage of office locations missing these details.

Recommended location closures based upon employees assigned to location, revenue to location expenses and consolidations for locations close to one another which provides a cost saving of over \$2 million annually.

Able to focus the company to look out at locations/leases a year out instead of only being able to focus on emergencies Began monthly audits to ensure accuracy of all leases, terms, critical dates and security deposits

Established a data warehouse and dashboards to pull information to remove roadblocks of individuals pulling the data and trying to consolidate it all