



Facilities Operations & Maintenance Department Transition from IFM to FMO Update

Presenter

Clarence Carson, Chief Facility Officer (CPS)

Agenda



- Introduction of the Core Facilities Department
- Introduction of JLL
- Brief Model Comparison: IFM v FMO
- Stakeholder Engagement
- Custodial and Wraparound Services
- Timeline
- FAQ

Transitioning to FMO Model from IFM



WHO

Facilities Management aligns to the district's vision of providing high-quality and equitable learning environments.

Through our *Mission*, we are dedicated to:

- Providing CPS students with a building campus that is safe, warm, and dry
- Ensuring each student is proud of their school and can concentrate on their studies
- Assisting schools in the day-to-day physical operation of their building, striving to reduce their energy use while providing a more comfortable classroom

Facilities Management is directly connected to the *district's overall Five Year Vision* by focusing on built environment, fiscal responsibility, and transparency in our efforts and equity in our operations.



Transitioning to FMO Model from IFM



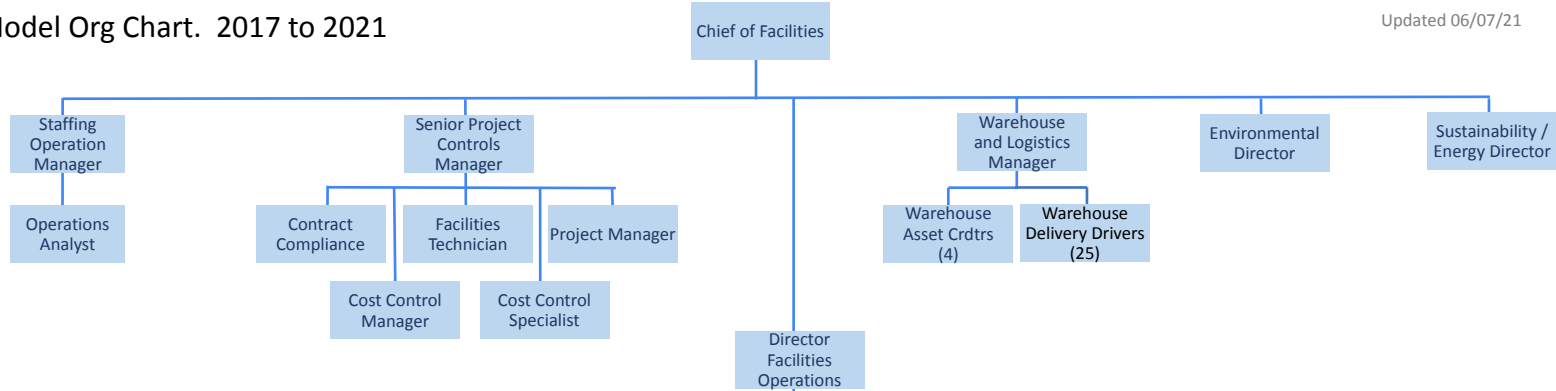
Facilities Department disciplines at CPS includes, but not limited to: (*Newly Developed Teams)

- Building Management
- Building Engineering Repair & Preventative Maintenance
- Custodial & Disinfection Services
- Integrated Pest Management
- Grounds Maintenance
- Snow Removal
- Facilities Operations & Quality Assurance
- Project Controls*
- Staffing Operations, Training & Recruitment
- Warehouse Storage & Logistics
- Printing Services
- Energy & Sustainability*
- Utilities Management
- Environmental Health & Safety*
- Various Trades

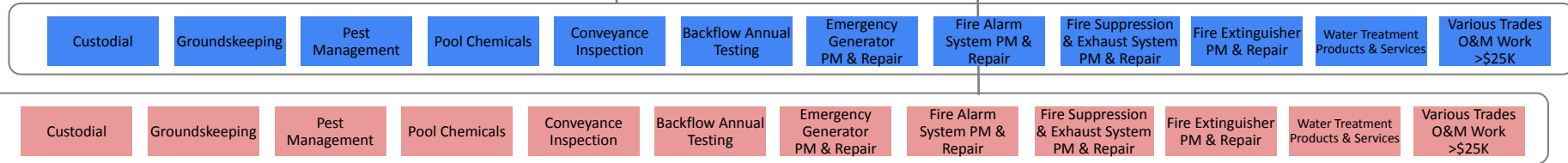


Facilities IFM Model Org Chart. 2017 to 2021

Updated 06/07/21

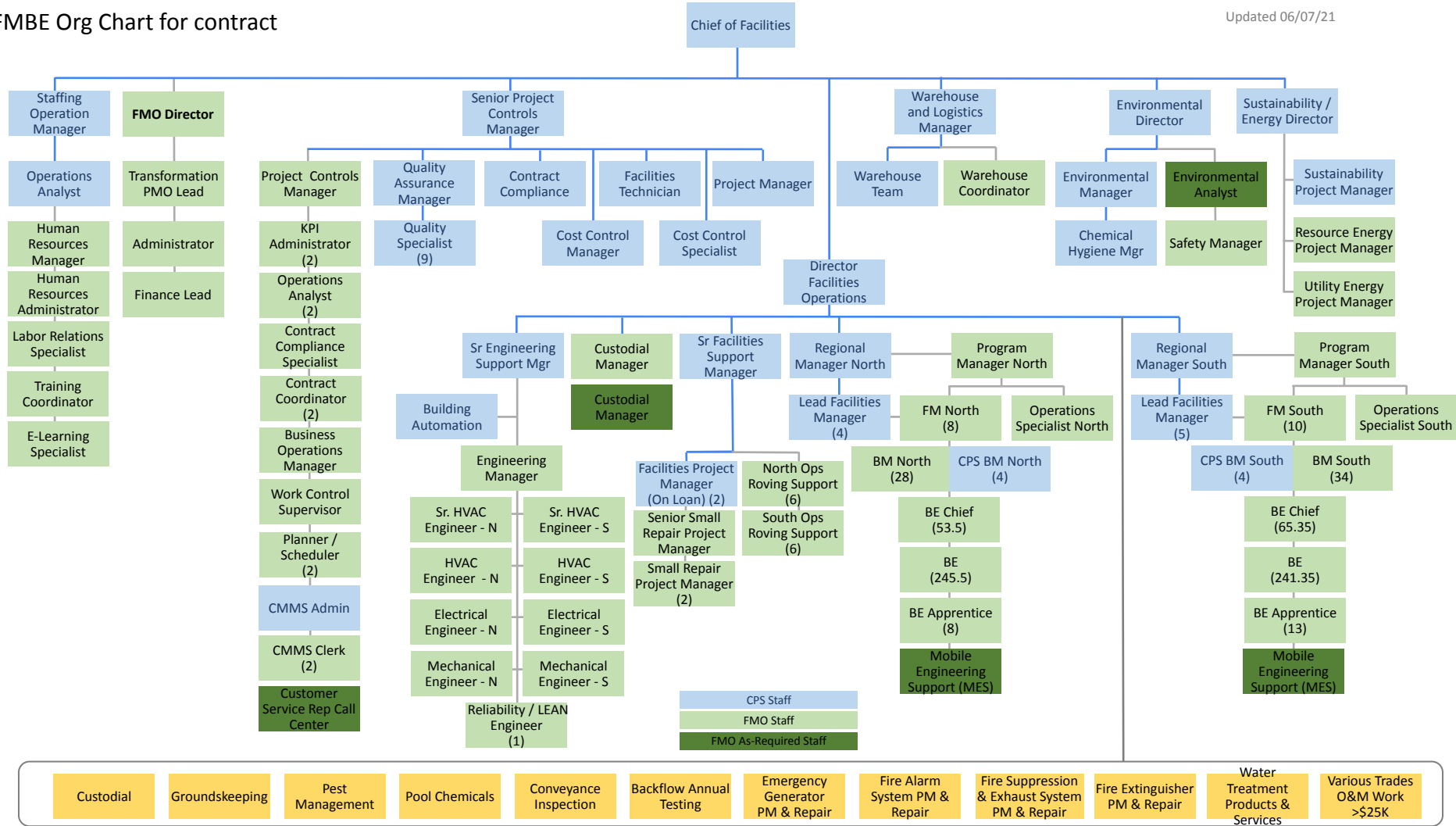


CPS Staff
IFM A
IFM B



FMBE Org Chart for contract

Updated 06/07/21



- Custodial
- Groundskeeping
- Pest Management
- Pool Chemicals
- Conveyance Inspection
- Backflow Annual Testing
- Emergency Generator PM & Repair
- Fire Alarm System PM & Repair
- Fire Suppression & Exhaust System PM & Repair
- Fire Extinguisher PM & Repair
- Water Treatment Products & Services
- Various Trades O&M Work >\$25K

Public Schools Facilities & Aging Building Profile (Current IFM Model)



471
Elementary School
Campuses +
9
Middle School
Campuses



175
High School
Campuses



7
School
Stadiums



Facilities Managers Scope Scorecard

- Building Repair
- Preventative Maintenance
- Custodial Cleaning & Disinfection
- Grounds Maintenance
- Pest Controls
- Snow Removal
- Apply APPA Custodial Cleaning Standard

Custodial & Building Engineer Staffing



885*
Board
Custodians



1,550* FTE +
575 Pool
Privatized
Custodians



100
Privatized
Building
Managers



515**
Privatized Building
Engineers

*Increased by 400 in response to COVID

**FMO includes increasing by 100+

CPS Facility Portfolio Details & Initiatives

- 67,432,383 Square Feet of Building Space
- 806 CPS-Owned/Leased
- 111 Not CPS-Owned/Leased

Transitioning to FMO Model from IFM



CONTINUATION OF COVID-19 ENHANCEMENTS

General

- Safety. Remain engaged in the Health Safety Committee weekly meetings between the district and union.

Custodial Services

- Staffing. During SY21, in an effort to elevate our custodial presence in schools and disinfection activities, we successfully on boarded over (400) custodians. We intend to maintain that staff going forward.
- Disinfection. Intend to maintain the Enhanced Cleaning & Disinfection program, focusing on high touch areas and the continued utilization of hospital-grade spray mister units for increased dispersal of disinfection materials.
- Products. Issuance of hand sanitizer dispensers will remain in place in facilities, along with disinfectant wipes and hand soap at all sinks.
- PPE. Masks and PPE supplies will continue to be centrally distributed to staff and students.
- Signage.

Building Engineering Maintenance Services

- Staffing. The new model includes adding over (100) new building engineers.
- Ventilation. The district has invested an additional over \$100M in ventilation repairs and upgrades. We continue to survey systems to assure safe conditions, and post the information on our CPS.Edu/AirQuality website for public viewing.
- Purifiers. Continued use of localized HEPA air purification systems in key areas of the school spaces.
- IAQ. Indoor Air Quality (IAQ) remains of high importance, and we are completing another round of assessments for the upcoming school year, and will also be posted to CPS.Edu/AirQuality website. Additionally, the building engineer at each school has a handheld IAQ device to verify acceptable levels.
- Dividers. Plexiglass dividers will remain in place as a physical barrier in specialized high-interaction locations.

Who is JLL?



**JLL is a world leader in real estate services,
blending global presence with local expertise.**

Assets Under Management
\$68.9 B

Employees
93,000

2020 total revenue
\$16.6B

Countries
80

Property Management and IFM
4.6B sq. ft.

We collaborate to succeed



We're one team, 93,000 people strong, determined to achieve your goals.

We act honestly and responsibly



Our employees volunteer more than 95,000 hours supporting causes around the world.

We strive to provide the best



Our teams deliver the most ambitious and innovative real estate service every day.

What is Facilities Management?

Facilities management is a profession that focuses on the functionality, comfort, safety and efficiency of the built environment by integrating people, place, process, and technology.



Health, Safety, and Environment	Total Cost of Ownership	Technology and Tools
<p>A focus on health, safety, and the environment are a fundamental part of JLL's culture. This means that schools are operating safely for teachers and students, with an understanding of how to make each school more sustainable.</p>	<p>Traditional facilities management focuses on cost reduction. A total cost of ownership approach looks at the full lifecycle of the value and costs of managing a school.</p>	<p>JLL uses technology and tools that add value and create an enhanced user experience. These systems provide greater visibility into financial, work order, and other critical data. Centralized data and sophisticated dashboards allow the JLL team to bring new insights to school operations.</p>
Human Experience	Resiliency and Experience	Simplicity and Consistency
<p>People are the heart of every school. The right facilities management approach ensures that the built environment supports the individuals who use it. Understanding the intersection between how a school functions and the work that happens within it is an important component to a facilities management strategy.</p>	<p>Whether it's planning and testing to prevent service interruptions, preparing for natural disasters or ensuring the highest standards for supply partners, the right approach ensures schools stay online. As a recognized global leader in ethics and compliance, JLL brings added peace of mind to school operations.</p>	<p>JLL leverages experience, expertise, and best practices, customized for the unique culture and requirements of each school. An integrated facilities management model provides a single point of contact for building operations and ensures that every site operates consistently and at the same level of services standards.</p>

The New Model – What's in it for me?



IMPROVED STUDENT EXPERIENCE

Schools will have a safer, more dependable classroom experience when JLL brings the best of facility management practices. JLL understands the importance of proper maintenance. Each school building needs to operate at maximum performance. This reduces the chance of expensive unscheduled repairs or downtime allowing teachers and students to operate at their best.

GREATER EFFICIENCY

Schools will have greater transparency to facility management performance and costs, which helps make better decisions.

MORE TIME TO FOCUS ON LEARNING

With one single point of contact for all facility management needs, schools will have more time to impact learning. No more time spent trying to solve a time-consuming building problem. That leaky faucet in the restroom? A flickering light bulb in the hall? A false fire alarm in the middle of the night? JLL has you covered.

SUBJECT MATTER EXPERTISE

Each school will benefit from the collective expertise and facility management knowledge from across all CPS schools as well as JLL corporately. JLL connects the dots across facilities management roles, creating one team to solve problems quickly. Plus, the JLL facilities team has access to JLL's training, best practices, and standard operating playbooks and protocols.

Transitioning to FMO Model from IFM



Custodial

Groundskeeping

Pest
Management

Pool Chemicals

Conveyance
Inspection

Backflow Annual
Testing

Emergency
Generator
PM & Repair

Fire Alarm
System PM &
Repair

Fire Suppression
& Exhaust System
PM & Repair

Fire Extinguisher
PM & Repair

Water
Treatment
Products &
Services

Various Trades
O&M Work
>\$25K

OVERALL WRAPAROUND SERVICES MANAGEMENT

CPS Facilities Department has developed an operational model, the FMO Model, where facilities services are contracted.

In direct alignment with the model, CPS has initiated 12 complementary solicitations for performing wraparound services across the district.

Each vendor being recommended has been deemed the most responsive and responsible provider after a thorough process of review.

These vendors will be managed by the CPS Facilities Department with the support of JLL. By retaining the contracts for these service providers, CPS retains control over the scope of services, the suppliers selected, the contract structure, contract terms, and pricing.

SPOTLIGHT ON CUSTODIAL SERVICES

Similar to all wraparound services, we are applying new and strengthened Service Level Agreements (SLAs) and Key Performance Indicators (KPIs) language into this agreement, well above those currently in the IFM program.

The FMO Model led by CPS and JLL provides an improved CPS management infrastructure and oversight for daily custodial operations and quality assurance.

Launch of CMMS to improve user reporting and central response to school-based identification of facilities issues and concerns, especially cleanliness matters, to drive heightened customer satisfaction and responsiveness.

Transitioning to FMO Model from IFM



CUSTODIAL SERVICES VENDOR RECOMMENDATION

CPS is recommending Aramark be awarded the custodial services contract for Board Approval.

The procurement solicitation process advertised widely across the industry and sought out:

- Highly-qualified and experienced respondents that have the skills necessary for operating a large and complex organization within the accepted industry guidelines, standards, and professionalism.
- Beyond that, the RFP established essential criteria around standard scope of custodial services work, performance standards, staffing requirements, governance, and so on.

Based on these requirements above, after the completion of a thorough and extensive evaluation process by the CPS selection committee and district leadership, Aramark has been deemed the most responsive and responsible RFP proposer.

KEY CUSTODIAL SERVICE CONTRACT ENHANCEMENTS

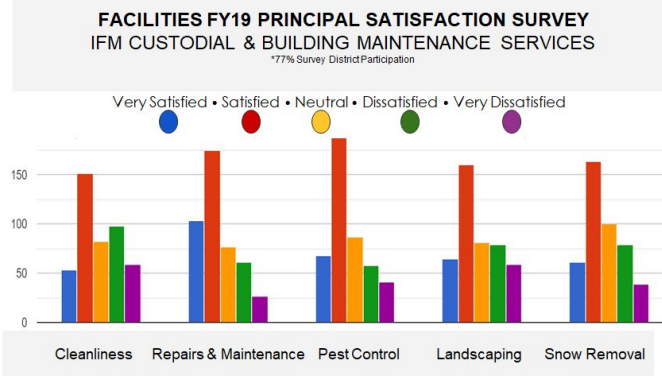
- Increased independent oversight of services jointly by CPS Facilities Department and JLL
- Regular tracking and reporting on KPI's and metrics, plus status reporting of project work completion
- Focus on universal quality assurance and control through internal and external inspections
- Strategic planning on staff attendance, turnover, replacement and improvement management
- Driving the importance of conducting documented training and provision of comprehensive performance management planning
- Elevated inclusion of disinfection practices daily
- Increased transparency of daily operations and deficiencies through the CMMS
- A minimum of a 1-to-10 ratio of Custodial Managers to schools, versus 1-to-20

Transitioning to FMO Model from IFM



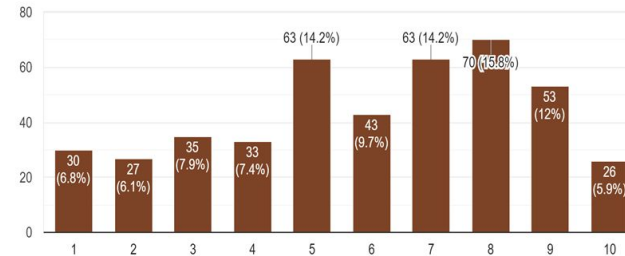
A successful transition to the FMO Model would support:

- More control by CPS administration
- More principal discretion in managing ineffective building management staff
- More CPS visibility of daily financial expenditures in real time
- Increased visibility through the IFM contracts to clearly understand vendor daily duties
- The ability for new involvement for diverse vendors



Overall, how satisfied are you with your IFM vendor?

443 responses



Stakeholder Engagement



Facilities Stakeholder	How we've engaged them
Principal Advisory Council	Presentation and small group discussions with representatives from all levels of the district
Procurement-Principal Advisory Council	Presentation and small group discussions with select principal representatives from throughout the district
Network Chief	All network chiefs meeting with the Office of Network Supports
Principal Meetings by Network	Large presentation and overview to principals and assistant principals at their monthly network meeting
Local School Councils	Presented to the Local School Council Advisory Board our transition plan and strategy
Faith Leaders	Shared plans and new management model with faith leaders from across the city
Community Action Councils	Presented to all CAC chairs to ensure communities have a clear understanding of the new management model, its benefits, and the departments plan to transition
Union Leadership	Meetings with the leadership of CTU, SEIU Local 73, SEIU Local 1 and CPAA have already occurred or are scheduled

Stakeholder Engagement (Ongoing)

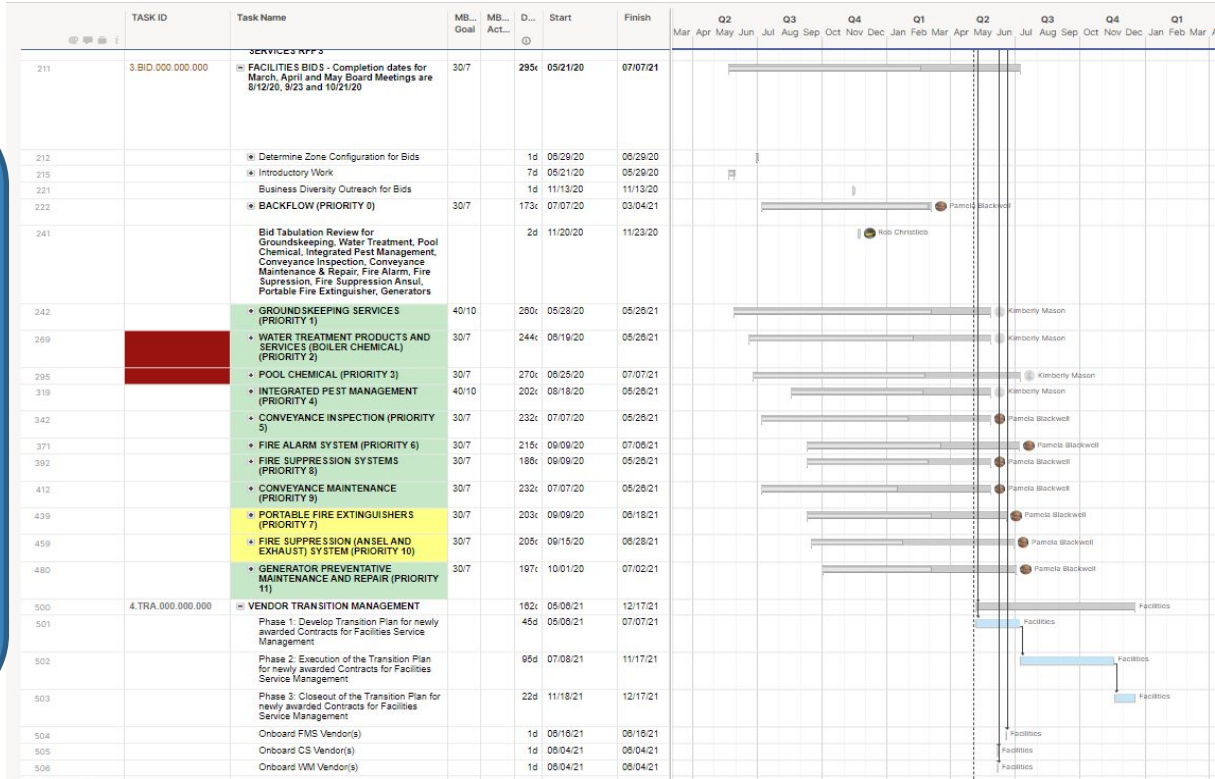


Facilities Stakeholder	How we've engaged them
Principal Advisory Council	Continue to present and engage for feedback
Procurement-Principal Advisory Council	Continue to present and engage for feedback
Network Chiefs and Principals	Maintain weekly Facilities Chief Office Hours through the full transition out of the IFM model to the commencement of the new FMO model, as well as being available to attend monthly network meetings as invited to provide more input
Local School Councils, Faith Leaders, Community Action Councils	Maintain open dialogue with each group for input and escalated concerns
Union Leadership	Maintain open dialogue with leadership of CTU, SEIU Local 73, SEIU Local 1 and others

Transitioning to FMO from IFM



WHEN/WHERE



Facilities Department's Project Control team is working in tandem with Procurement and Law to finalize all package negotiations

New business model's Phase 1 Transition has begun

Bringing awards for all wraparound services to board in July at the conclusion of the solicitation process

Timeline



June	June - July	July	July - September	October -
<p>Award Facilities Management and Building Engineering Services</p> <p>CPS awarded the FMBE contract in May to Jones Lang Lasalle to serve as our strategic partner and map out how we can improve our engineering and custodial model at the local school level. JLL is a world class partner. Allows us to secure staffing (Building Engineers & Building Managers) and perform essential transition.</p>	<p>Under the guidance of CPS and our overall FMO model transition consultant - Jacobs - JLL kicks off the transition of securing staff, building condition assessments, asset condition assessments, CMMS training, preventative maintenance development, and other activities.</p> <p>IFM continues to provide contractual services: building engineering, building management, custodial services, and all wraparound services.</p>	<p>Award Custodial Services and Wraparound Services</p> <p>CPS is recommending the award of Aramark for the custodial contract and other named firms for the wraparound services (groundskeeping, pest control, elevator maintenance, etc.) in July. Under the new formed partnership with JLL, we will finalize the agreements and coordination with these key services providers. By this time, JLL would have been a partner for nearly one month and provided key support to the Facilities Department.</p>	<p>The CPS and FMO model transition consultant Jacobs will continue the transition of services and management from the IFM vendors to the newly awarded FMBE, custodial, and wrap around service providers.</p> <p>IFM continues services through the beginning of the school year to assure our developed COVID-19 strategies are in place to start the school year.</p>	<p>Start of the FMO Model</p> <p>IFM services would conclude September 30, and the new FMO model takes over October 1.</p> <p>To assure the continued transition of duties, scope and responsibilities, the CPS and Jacobs transition management team will continue operate.</p>



THANK YOU



Appendix:

Transitioning to FMO Model from IFM



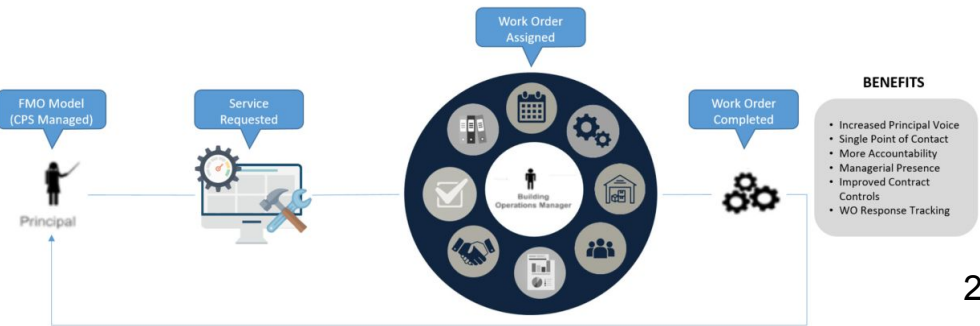
1. Circa 2013 Model - Decentralized management through CPS
2. Circa 2017 Model - Centralized management through IFM
 - Note, the first full of IFM 12-month program was SY2020 (July 2019-June 2020)
3. Circa 2021 Model - Centralized management through CPS
 - FMO + Custodial Services + Various Trades
 - Many Other Services



- CHALLENGES**
- Multiple Points of Contact
 - Accountability Unclear
 - Confusion of Ownership
 - Delayed Response



- BENEFITS**
- Single Point of Contact
 - Managerial Presence
 - Clear Accountability
 - Improved Direction
 - Faster Response



- BENEFITS**
- Increased Principal Voice
 - Single Point of Contact
 - More Accountability
 - Managerial Presence
 - Improved Contract Controls
 - WO Response Tracking

FAQ



Q. What is changing?

CPS is creating a new facility management model and has partnered with JLL to assist in the manage all CPS schools.

Q. Why are we making this change?

This change provides new ways to enhance and streamline our operations that are critical to our mission. Before this transition, CPS had varied facility management practices that varied from site-to-site, leading to inconsistent practices, and mixed vendor partners through the IFM Model. To achieve consistency and centralization of our facility management model, CPS is partnering with JLL to utilize the FMO model to provide a more consistent approach across all schools.

Q. What schools will be impacted by the facilities management transition?

The new facility management model covers all schools.

Q. Who is JLL?

Headquartered in Chicago, JLL is a global leader in facility management, with more than 93,000 employees and operations in more than 80 countries worldwide. JLL will bring their industry-leading best practices to all of our schools.

Q. What does this mean for my school?

The CPS Facilities Department with JLL's support will perform facilities management services at all CPS schools. Among other improvements, a new work order technology called WebTMA will be used, as well as a 24/7 call center for facilities requests.

Q. When does the transition take place?

The transition from the IFM Model (SodexoMagic and Aramark) to the FMO Model will occur October 1, 2021. The transition process started July 1, 2021 and will be ongoing.

FAQ



Q. Who will be the schools day-to-day contact from the new model for facility concerns?
The building manager will be your day-to-day contact for facility related matters. The building manager will be supported by the building engineer assigned to your school. In addition, our new model utilizes a centralized team we call the FMO which provides technical and other support to field teams.

Q. When will I meet my JLL team
JLL starts October 1, 2021 and the overall facility management team will introduce themselves to you as soon thereafter as possible. We will inform you of the team assigned to your school as JLL hires and identifies key personnel.

Q. Will this change affect schools and the communities that we work in?
If we do our jobs right, you should notice positive change as we implement the new FMO model. Among the changes will be the implementation of WebTMA – a computerized work order management system (CMMS). We will be implementing this new tool simultaneous to the transition to JLL. The WebTMA tool will enable a more robust facilities management program with the expanded use of data in our day-to-day management of facilities.

Q. How is the day-to-day facility management operation going to change at my school?
The CPS Facilities Department with the support of JLL will oversee all aspects of facilities management and ensure quality service is delivered at your school. JLL and their M/WBE partners will self-perform engineering services utilizing IUOE 399 engineers. For other services, JLL will engage CPS contracted vendors to perform work utilizing the WebTMA tool to track activity and ensure quality and on-time completion of work orders.

FAQ



Q. What will happen to the facility team serving my school?

JLL or their M/WBE partners will offer all of the engineers their current positions. JLL will meet with all other existing facility management personnel that apply to JLL to fill their open positions. JLL will also recruit personnel internally and externally to fill open building manager and facility manager positions.

Q. Will I be able to keep my engineer?

JLL or their M/WBE partners plan to perform what is called a "lift and shift" for the engineering staff where all current engineers will be offered their existing role at the school where they currently work at their current wages. JLL is adding 100+ engineers to the team - so it is possible that your engineer will continue to support CPS but may stay with another school they currently support.

Q. Who are JLL's M/WBE partners?

JLL has engaged four women and/or minority owned partners to help them implement the new Facilities Management Building Engineer (FMBE) model. These firms will employ IUOE 399 engineers to provide engineering services to schools using a common work order platform called WebTMA. JLL's M/WBE partners are Eco-Alpha, Milhouse Construction, MZI Group and RJB.

Q. Will I be able to keep my building manager?

Our new FMO Model has 62 building manager positions to fill and will look to interview with legacy IFM employees to fill those open positions. It is difficult to determine how many existing building managers will remain in their existing roles.