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CITY OF PHILADELPHIA

**Office of Innovation and Technology
(on behalf of
Department of Public Property
Department of Public Health
Department of Parks and Recreation)**

REQUEST FOR INFORMATION FOR

City of Philadelphia Workforce and Asset Management And Building Information Modeling (BIM) System August 28, 2019

Information Session	September 13, 2019 – 10:00 AM 1234 Market Street, Suite 1800
Deadline for questions	September 20, 2019 before 5:00 PM (Local Philadelphia Time)
City Responds to Questions	September 27, 2019
Responses to RFI Due	October 11, 2019, 5 PM (Local Philadelphia Time)

JAMES F. KENNEY, Mayor
Bridget Collins-Greenwald, Commissioner, Department of Public Property
Thomas Farley, M.D., Health Commissioner
Kathryn Ott Lovell, Commissioner, Department of Parks and Recreation
Mark Wheeler, CIO, Office of Innovation and Technology

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Workforce and Asset Management And Building Information Modeling (BIM) System

REQUEST FOR INFORMATION

I. RESPONSE CALENDAR

Post Request for Information	August 28, 2019
Information Session	September 13, 2019 – 10:00 AM 1234 Market Street, Suite 1800 Independence Conference Room Philadelphia, PA 19107
Deadline for questions, requests for clarification, or requests for additional information (email first.last@phila.gov and Gayle.Ruggeri@phila.gov)	September 20, 2019 before 5:00 PM (Local Philadelphia Time)
City Responds to Questions (http://www.phila.gov/rfp)	September 27, 2019
Responses to RFI Due (email first.last@phila.gov and Gayle.Ruggeri@phila.gov)	October 11, 2019, 5:00 PM (Local Philadelphia Time)

II. PURPOSE OF REQUEST FOR INFORMATION

The City of Philadelphia (City), acting through its Departments of Public Property (DPP), Parks and Recreation (PPR) and Public Health (DPH), is embarking on a significant initiative to upgrade and modernize its administrative business processes and related legacy technology systems that currently support its business operations. As part of this initiative, the City intends to implement a new Workforce and Asset Management And Building Information Modeling (BIM) System. The City, through its Office of Innovation and Technology (OIT), has issued this Request for Information (RFI) in order to solicit statements of interest, capabilities, and Rough Order of Magnitude (ROM) cost estimates from all Respondents interested in, and capable of, providing commercial off-the-shelf (COTS) software as part of the City's solution.

The City has tentatively concluded that Software as a Service (SaaS) is the preferred solution. However, respondents are invited to identify alternative solutions, including remotely- or locally-hosted software solutions. It is anticipated that the solution ultimately selected by the City may include software from two or more vendors. Respondents are not required to identify all partners within a proposed multi-application solution.

Respondents are asked to provide OIT with information regarding their available COTS products and solutions along with their interoperability, subject to the following guidelines:

- Identify only COTS products that are modifiable or configurable to meet specific City requirements, and that focus on interoperability, reliability, usability, availability, capacity and scalability
- Present the software solution's interoperability and operational requirements in accordance with the International Organization for Standardization Open Systems Interconnection (OSI) model
- The City has tentatively concluded that interoperability with other systems should be enabled via an Application Program Interface ("API"). Respondents should explain whether their proposed software solutions include support for APIs or whether interoperability is via an Extract-Transform-Load (ETL) process.
- Include an architectural diagram of the solution with a description of the solutions scalability; responses may include one or more models or solutions
- Describe the configurability of the software to meet the specified requirements and services.

Responses should include implementation, integration, and/or configuration services. If, the software can be installed and configured only by the Respondent, that must be clearly stated in the Response, including the reasons why that is the case.

Respondents may, in the City's discretion, be invited to engage in discussions with the City's project team and/or demonstrate their products, services and solutions.

No contract will be awarded pursuant to this RFI. Anyone who does not respond to this RFI is not precluded from responding to any future solicitation issued by the City. The City intends to procure software for this project as soon as reasonably possible, in accordance with the City's procurement laws and practices for software purchases, which may include, but are not limited to, the use of existing City contracts or certified cooperative purchase agreements. Respondents will not be bound by the ROM cost estimates provided in their responses to this RFI in a future procurement. The City also reserves the right to not procure any software.

III. RFI CONTACT INFORMATION FOR QUESTIONS, REQUESTS FOR CLARIFICATION

All questions (see RFI Question Template Exhibit) and requests for clarification concerning this RFI must be in writing and submitted via email no later than 5:00 pm, Local Philadelphia Time, on September 20th, 2019 to:

Richard D. Quodomine
Department of Public Property
Richard.Quodomine@phila.gov

Gayle Ruggeri
Office of Innovation and Technology
Gayle.Ruggeri@phila.gov

Responses to questions and requests for additional information shall be at the sole discretion of the City. Any additional information and/or responses to questions will be posted only on the City's website at <http://www.phila.gov/rfp> ("Additional Opportunities"). No additional information and/or responses to questions will be sent by email. Nothing in this RFI shall create an obligation on the City to respond to a Respondent submitting a response.

The City may, in its sole discretion, issue addenda to this RFI containing responses to questions, clarifications of the RFI, revisions to the RFI or any other matters that the City deems appropriate. Addenda, if any, will be posted on the City's website at <http://www.phila.gov/rfp> ("Additional Opportunities"). It is the Respondent's responsibility to monitor the Additional Opportunities site for Addenda and to comply with any new information.

Oral responses made by any City employee or agent of the City in response to questions or requests for information or clarification related to this RFI are not binding and shall not in any way be considered as a commitment by the City.

If a Respondent finds any inconsistency or ambiguity in the RFI or an addendum to the RFI issued by the City, the Respondent is requested to notify the City in writing by the above deadline for questions and requests for information or clarification.

IV. ABOUT THE CITY OF PHILADELPHIA, DPP, PPR, DPH AND OIT

The City of Philadelphia is the largest city in the Commonwealth of Pennsylvania and the sixth-most populous city in the United States with over 1.5 million residents. Additionally, due to its rich historic and cultural heritage, the region is visited by more than 43 million people each year.

Philadelphia is located in the southeastern section of Pennsylvania and the coterminous city/county covers 143 square miles. The City is bordered by the following counties: Bucks, Montgomery and Delaware in Pennsylvania, and Burlington, Camden and Gloucester in New Jersey.

The City's **Department of Public Property (DPP)** manages the buildings and structures where City employees work and where City equipment is kept. Our department buys, sells, leases, designs, constructs, renovates, and maintains City properties. DPP makes sure that facilities operated by the City are in safe condition, are accessible, and that they function well.

The City's **Parks and Recreation Department (PPR)** manages over 10,000 acres of land which contain 675 buildings and 124 other structures throughout the system. These facilities contain 75 pools, 5 ice skating rinks, 1400 fields and courts as well as 40 historic sites and buildings. PPR manages maintenance of its facilities through a combination of in-house staff, vendors and capital projects to ensure they are clean, safe and ready to use.

The **Philadelphia Department of Public Health** (DPH) works to make Philadelphia a healthy place to live, work, and play. DPH provides a number of services where the City strives to keep residents safe and healthy. They include:

- Provides high-quality medical care at City health centers
- Prevents the spread of illness and infectious disease
- Protects against environmental hazards
- Encourages healthy behaviors to prevent chronic disease
- Plans and responds to health emergencies
- Ensures the quality and accessibility of health services
- Sets health policy
- Collects, analyzes, and reports on a variety of public health data

The City's **Office of Innovation & Technology** (OIT) provides technology and telecommunication services to the City, its employees, and the community. There are over 25,000 city employees in Philadelphia.

V. INFORMATION SESSION

An Informational Session to review the requirements of this RFI will be held in Philadelphia, Pennsylvania at the time and location indicated below.

<u>Date</u>	<u>Location</u>
September 13, 2019 10:00 AM (Local Philadelphia Time)	1234 Market Street Suite 1800 Philadelphia, PA 19107

Attendance at the Information Session is optional but recommended.

An on-line meeting using Skype / Microsoft Teams (or alternative service, if Skype is unavailable) will be set up.

To receive the meeting weblink:

- email Richard Quodomine, Richard.Quodomine@phila.gov, on September 10th, 2019, by 5:00 PM, Local Philadelphia Time
- include the name and email address of who is to receive the dial in information.

VI. ANTICIPATED SOLUTION REQUIREMENTS

The GIS-driven display system (item b below) will be the governing application, and all information will either flow from or to that application from the other applications. The proposed solution will eventually include the following basic functionality in parts a-e. Respondents do

not need to provide all of the proposed solutions, but must be able to integrate with the below applications:

a. General Requirements

- Web-based application(s)
- Support tiered logins (Administrator, User, with both separated by Department)
- Entry screen for users determined by Department
- Interconnectivity between all applications
- Interconnectivity with DPP/Department of Finance Project Management Tool (currently in procurement – final requirements TBD)
- Provide data dictionary and help via mouseover or Index-based help file that can be accessed via the web
- Any report can be configured and/or customized by Administrators
- Any Key Performance Indicator (KPI) can be configured and/or customized by Administrators
- Reports and KPIs can also support charts and graphs with on-the-fly calculations
- Utilizes City of Philadelphia standard basemaps and data conventions, as needed

b. GIS-driven display system:

- Display known city assets
- Select City Assets by Known Address, Asset Name, or Asset ID or combination thereof
- Display desired overlays (Flood, Historical District, etc.)
- Receive building design and footage, work order, financial, budgeting, energy and other relevant data through either push open data services, API or ETL (in order of preference)
- Serve as “clearinghouse application” for all other applications in this RFI, i.e. can launch any of the other applications
- Work with ArcGIS Pro, ArcGIS Enterprise, and ArcGIS Desktop as needed
- Work with Data Interoperability as needed
- Can consume (pull) and export (push) data to ArcGIS services
- Support dashboarding and KPI tools
- Support tabbed browser switching between Viewer and KPI applications

c. For the Work Order system:

- Work order entry and assignment, with **both** Mobile, including cellular phone and tablet, and Desktop-based entry
- Mobile work order entry and assignment can work in both connected or disconnected state
- Back Checking with inventory management system
- Estimate Hours of work and cost
- Indicate Status from opened to completed, including possible delay reasons (with extended notes field and BLOB field for geolocated photographs)

- Alert appropriate supervisory staff when a status has changed
- Export, via API (preferred) or ETL (if API not possible) to GIS system (a)
- Export, via API (preferred) or ETL to GIS-based decision support tools that are either in existence or may be built or purchased

d. For the Inventory System:

- Track requests for inventory
- Provide Cost per part
- Provide cost per work order
- Provide estimate person hours
- Provide daily, weekly and monthly costs of inventory
- Export, via API (preferred) or ETL (if API not possible) to GIS system (a)

e. For the Building Information Modeling (BIM) System

- Be able to convert CAD to 2D GIS-based display
- Be able to convert CAD to 3D GIS-based display
- Be able to acquire, geo-rectify and upload Adobe Portable Document Format files (PDFs) into CAD and 2D/3D GIS in a straightforward and preferably “one button” process
- Be able to create World (.wld) files by using Esri or similar GIS-based function within the application
- Be able to calculate the following: ground square footage (external), usable square footage (internal), configurable square footage, occupancy, vacancy
- Be able to calculate the size of individual workspaces and places, including, but not limited to: conference rooms, cubicles, offices and auxiliary function space
- Be able to enter updates to BIM data and CAD drawings from a tablet or other mobile device
- Be able to classify spaces by type of use (work, storage, files, etc.)
- Export, via API (preferred) or ETL (if API not possible) to GIS system (a)

f. Anticipated Optional Application Specifications

There is one optional application / component in this RFI, which would ideally be linked to the GIS tool described in VI (a), above.

- Lease management
- Track lease value and terms by Asset ID
- Track leases by type (lessor / lessee)
- Track total value of leases by council district
- Track value of costs per square foot
- Display additional terms of leasing arrangement (mid-term capital improvements, what’s included in the lease by notation field)
- Display 360-day, 180-day, 90-day and 30-day countdowns to lease end with email trigger to appropriate person(s).

VII. SUBMISSION GUIDELINES

The City expects each Respondent to include in their response to this RFI the following items in the order listed:

Company Overview:

Include company name, physical address, phone number, fax number, and web address, a brief description of the company, its services, business size (total revenue and number of employees), and point(s) of contact, including name, address, phone and email address. Note the company's operations including the number of years the company has been supporting this solution; location of company's headquarters and all other office locations; and three years of financial data to ensure company stability.

If applicable, please describe any subcontractors or partners with which you have worked. Resumes need not be included.

Experience:

Describe your company/organization's relevant experience (and that of partners, when applicable) with Asset management, Workforce management and Building Information Modeling. Identify your experience with clients of similar size and scope to the City of Philadelphia, including client name, engagement title, description of engagement, the solution implemented and the methodology used, cost, the start and completion dates of the project, as well as, the name, address and telephone number of a contact person.

Product/Software Solution:

Identify one or more COTS solutions that meet the City's requirements. Responses that describe solutions which are completely custom software may, in the City's discretion, be rejected without review.

A major goal of this RFI is to provide Respondent with an opportunity to inform the City and OIT about their respective software solution's interoperability and operational requirements in reference to the OSI model. Respondents are encouraged to include in their response an architectural diagram of the solution with a description of the solution's scalability. Respondents are welcome to provide one or more models or solution sets to meet this requirement for an integrated interoperable solution set.

Infrastructure, Data and Architecture Model:

Identify the infrastructure/architecture model(s) you provide and support, and whether they are on-premise, hosted off-premise, or Software-as-a-Service (SaaS) models.

Supplement this request with an interoperable architectural diagram outlining each OSI layer requirement for enablement, sustainment, reliability, redundancy, and growth. Highlight your anticipated annual upgrade and patch release schedule.

Supplement this request with a basic database/table schema, including flows. This need not be complete, but rather illustrative of data architecture and anticipated partnerships, if any.

Key Features:

Identify best of breed features included in the proposed COTS solution(s), including, at a minimum, the Key Features in Section VI. Anticipated Project Requirements.

Support and Maintenance Model:

Provide the anticipated ongoing software maintenance and support services required to sustain the solution including frequency of upgrades and patches/bug releases and the estimated timeframes to complete. Outline the services in your support model including available service level agreements.

Training Model:

Outline the services in your training model for administrative and end user training including the training services, methodology, and typical schedule. Include the pricing model for training services and the methodology and schedule.

Reporting and Key Performance Indicators (KPIs):

Provide the standard and custom reporting included in your solution and the available KPIs. Include information on data input and export capabilities; security and auditing, and dashboards and metrics.

Pricing/Licensing Model:

Include a general pricing model and costs for the software based upon the information provided in this RFI. This pricing should also indicate the licensing model, (i.e. licensing by individual users, by core, by seat etc.), descriptions of the hosting models available, and estimates of associated costs. Include cost estimates for ongoing support and maintenance for three years, and when those support and maintenance costs begin (i.e. at time of purchase, after implementation, etc.). If applicable, include a list of additional items or services/software needed to operate the system that are not included and must be provided/purchased by the City.

Respondents will not be bound by any cost estimates included in responses to this RFI.

VIII. USE OF RESPONSES

Responses to this RFI may be used by OIT to select a software product for the City of Philadelphia Workforce and Asset Management And Building Information Modeling (BIM) System. Responses may also be used to assist OIT in gathering information for planning purposes, and for purposes of identifying sufficient resources for an implementation initiative.

The City does not intend to announce any further actions taken pursuant to this RFI. If any such announcements are made, at the sole discretion of the City, those announcements will be posted

with the original RFI. In some cases, at the City's sole discretion, the City may issue an RFP. The City will notify Respondents to this RFI once the RFP has been posted on the City's website.

The City will notify you if additional information is required in order to evaluate your response to this RFI. Absent such follow up from the City, we respectfully request that respondents refrain from requesting additional information on the status of this RFI. In order to protect the integrity of the City procurement process, City personnel will not respond to requests for additional information on the status or outcome of this RFI, other than as described above.

IX. HOW TO SUBMIT RESPONSES

Respondents should submit their responses electronically (hard copies are unacceptable) in MS Word or Adobe PDF format, as a single document (see note below), to:

Richard D. Quodomine
Department of Public Property
Richard.Quodomine@phila.gov

Gayle Ruggeri
Office of Innovation and Technology
Gayle.Ruggeri@phila.gov

Responses are due October 11, 2019 before 5:00 pm, Local Philadelphia Time.

Note: Response document(s) are limited to 15 MB; if necessary, please submit multiple files or zip/compress the file(s).

X. CONFIDENTIALITY AND PUBLIC DISCLOSURE

Respondents shall treat all information obtained from the City which is not generally available to the public as confidential and/or proprietary to the City. Respondents shall exercise all reasonable precautions to prevent any information derived from such sources from being disclosed to any other person. No other party, including any Respondent, is intended to be granted any rights hereunder.

XI. RIGHTS AND OPTIONS RESERVED

In addition to the rights reserved elsewhere in this RFI, the City reserves and may, in its sole discretion, exercise any or more of the following rights and options with respect to this RFI if the City determines that doing so is in the best interest of the City:

1. Decline to consider any response to this RFI ("response"); cancel the RFI at any time; elect to proceed or not to proceed with discussions or presentations regarding its subject

matter with any Respondent and with firms that do not respond to the RFI; to reissue the RFI or to issue a new RFI (with the same, similar or different terms);

2. Select a COTS package from a vendor that does not respond to this RFI, or elect not to proceed with any procurement;
3. Waive, for any response, any defect, deficiency or failure to comply with the RFI if, in the City's sole judgment, such defect is not material to the response;
4. Extend the Submission Date/Time and/or to supplement, amend, substitute or otherwise modify the RFI at any time prior to the Submission Date/Time, by posting notice thereof on the City web page(s) where the RFI is posted;
5. Require, permit or reject amendments (including, without limitation, submitting information omitted), modifications, clarifying information, and/or corrections to responses by some or all Respondents at any time before or after the Submission Date/Time;
6. Require, request or permit, in discussion with any Respondent, any information relating to the subject matter of this RFI that the City deems appropriate, whether it was described in the response to this RFI;
7. Discontinue, at any time determined by the City, discussions with any Respondent or all Respondents regarding the subject matter of this RFI, and/or initiate discussions with any other Respondent or with vendors that did not respond to the RFI;
8. To conduct such investigations with respect to the financial, technical, and other qualifications of the Respondent as the City, in its sole discretion, deems necessary or appropriate;
9. Do any of the foregoing without notice to Respondents or others, except such notice as the City, in its sole discretion, may elect to post on the City web page(s) where this RFI is posted.

This RFI and the process described are proprietary to the City and are for exclusive benefit of the City. Upon submission, responses to this RFI shall become the property of the City, which shall have unrestricted use thereof.

XII. PUBLIC DISCLOSURE

By submitting a response to this RFI, Respondent acknowledges and agrees i) that the City is a “local agency” under and subject to the Pennsylvania Right-to-Know Law (the “Act”), 65 P.S. §§ 67.101-67.3104, as the Act may be amended from time to time; and ii) responses may be subject to public disclosure under the Act. In the event the City receives a request under the Act for information that a Respondent has marked as confidential, the City will use reasonable efforts to consult with Respondent regarding the response and, to the extent reasonably practicable, will give Respondent the opportunity to identify information that Respondent believes to be confidential proprietary information, a trade secret, or otherwise exempt from access under Section 708 of the Act.

Notwithstanding anything to the contrary contained in this RFI, nothing in this RFI shall supersede, modify, or diminish in any respect whatsoever any of the City’s rights, obligations, and defenses under the Act, nor will the City be held liable for any disclosure of records, including information that the City determines in its sole discretion is a public record and/or information required to be disclosed under the Act.

RFI Question Template Exhibit

Respondent Name:		
Question Number	RFI Section # (If applicable)	Question(s)
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Addendum No # 01
Office of Innovation and Technology
REQUEST FOR INFORMATION
Workforce and Asset Management And Building Information Modeling
(BIM) System

Please note:

The City Responds to questions due date is changed to October 2, 2019.

The Responses to RFI due date is changed to October 21, 2019.

End of Addendum No 01

Addendum No # 02
Office of Innovation and Technology
REQUEST FOR INFORMATION
Workforce and Asset Management And Building Information Modeling
(BIM) System

Please note:

The Responses to RFI due date is changed to October 23, 2019.

End of Addendum No 02

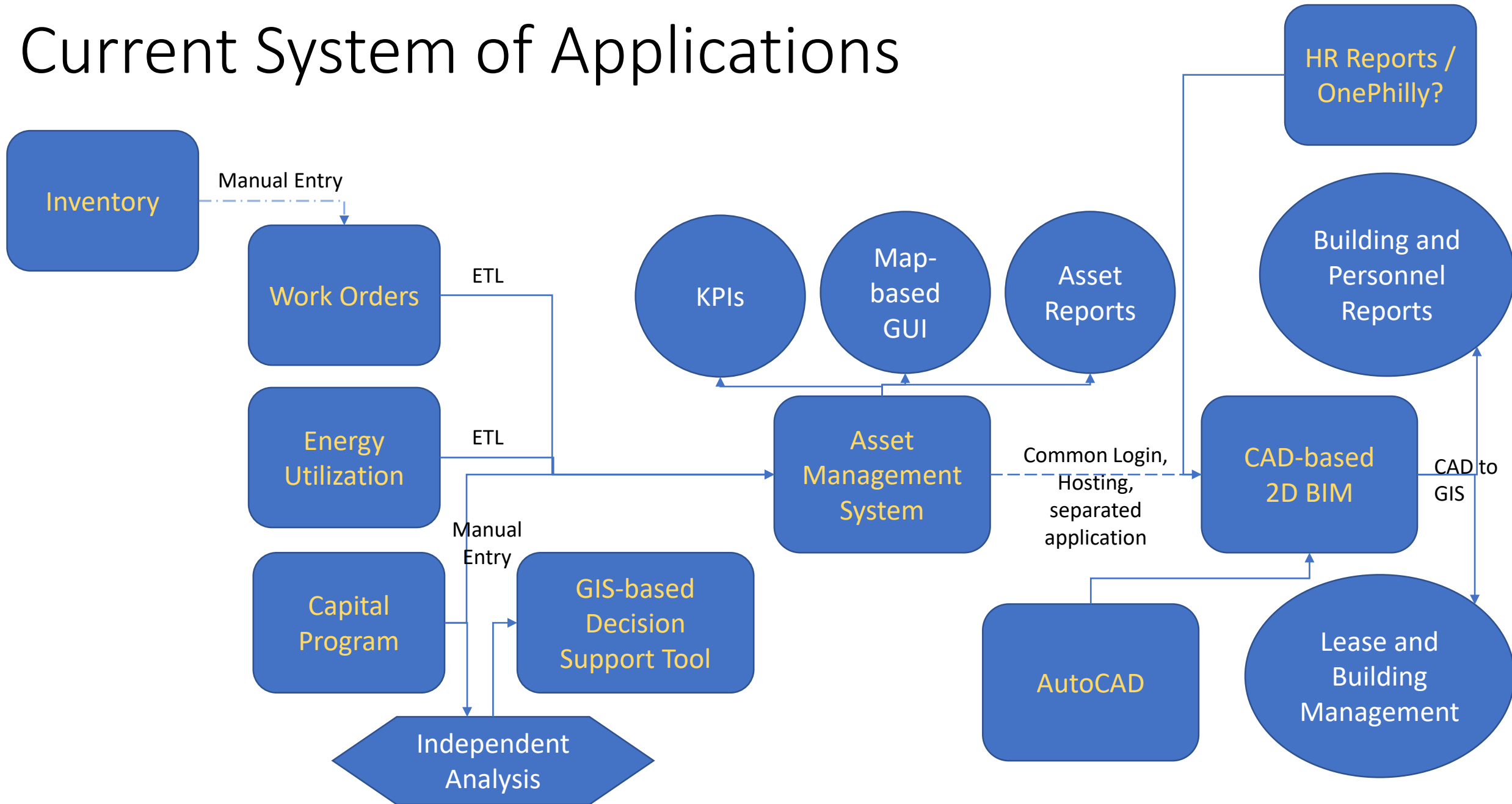
City of Philadelphia

**Request for Information for a Workforce and Asset Management And
Building Information Modeling (BIM) System**

A Brief History

- 2012: A study is undertaken and completed detailing the need for an Asset Management system, aka “The Tom Knox study.”
- 2014-2015: Procurement of Asset Management / basic Building Information System
- 2016-2017: IWAMS and InVision are built and tested
- 2017: UAT and delivery of IWAMS
- 2018-19: UAT and delivery of InVision

Current System of Applications



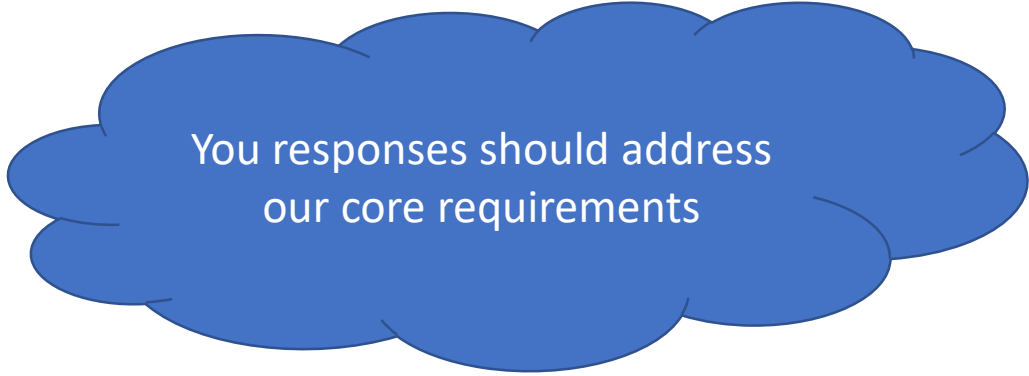
Solution Overview

The GIS-driven display system will be the governing application, and all information will either flow from or to that application from the other applications.

The proposed solution will eventually include the anticipated solution requirements listed in the RFI

Respondents do not need to provide all of the proposed solutions, but must be able to integrate with the below application

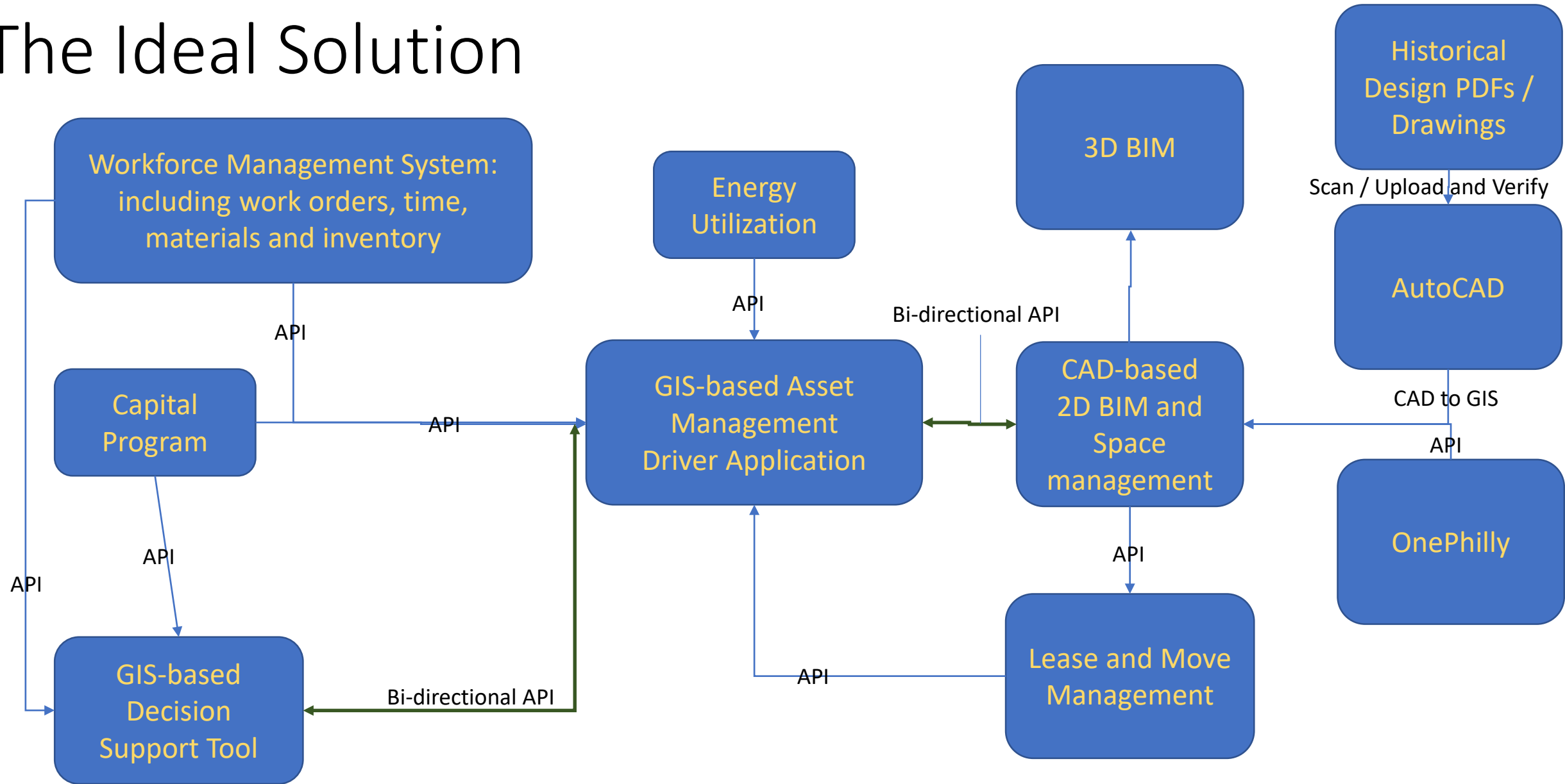
Core Requirements



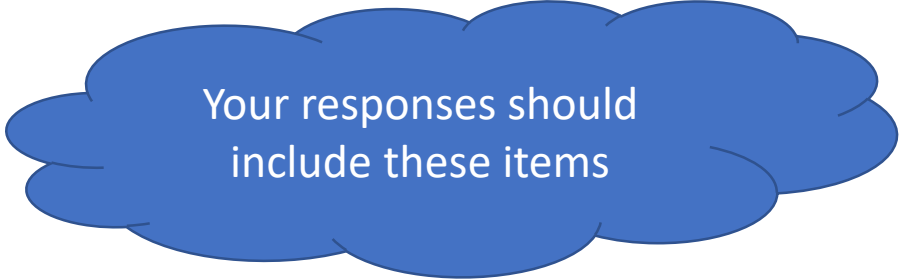
You responses should address
our core requirements

- **General Requirements**
- **GIS-driven display system**
- **For the Work Order system**
- **For the Inventory System**
- **For the Building Information Modeling (BIM) System**
- **Anticipated Optional Application Specifications**

The Ideal Solution



Submission Guidelines



Your responses should
include these items

- Company Overview
- Experience
- Product/Software Solution
- Infrastructure, Data and Architecture Model
- Key Features
- Support and Maintenance Model
- Training Model
- Reporting & Key Performance Indicators (KPIs)
- Pricing/Licensing Model

Next Steps:

- Questions due September 20, 2019
before 5:00 PM (Local Philadelphia Time)
- Responses due October 11, 2019, 5 PM
(Local Philadelphia Time)

Any questions?

- Public Property:
Richard Quodamine
Richard.Quodamine@phila.gov
- Parks and Recreation:
John Piller
John.Piller@phila.gov
- Public Health:
Izzat Melhem:
Izzat.Melhem@phila.gov
- Innovation and Technology:
Gayle Ruggeri
Gayle.Ruggeri@phila.gov



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
1.	Section II	If the response lists software capabilities and illustrations of past performance but not an architectural diagram of the solution will it be disqualified?	As this is an RFI, not an RFP, we are not reviewing any proposals. Consequently, there cannot be any disqualifications.
2.	Section VI-a	On Page 5 under GIS driven display system: Can you provide more detail on “Serve as “clearinghouse application” for all other applications in this RFI, i.e. can launch any of the other applications”. We are not sure of what is exactly meant by the question.	As the primary or clearinghouse application, the main GIS-enabled application should have a click-and-launch activation for KPIs, BIM, a decision support tool, and other related applications. As successive stages of the application system are developed, the features in the GIS-enabled application will be able to launch those, too.
3.	Section VI-a	Regarding the software / hardware solution for this project, is the City willing to entertain a 100% cloud-based system or does the City want it to be resident on City servers?	The city will consider a system that meets its requirements. Delivery method (cloud/hybrid/in-house) has not been determined at this time.
4.	Section VI-a	If the response does not include COTS capabilities that a vendor does not itself offer, will the response be disqualified?	Not necessarily. The goal of the RFI is to include what any vendor is good at, not necessarily to offer a whole solution, COTS or otherwise. COTS is desirable, but not required.
5.	Section VI-b	Can City elaborate how the existing IWAMS and InVision systems may fit into the future ideal solution design? Will the IWAMS system be able to provide all the asset details required to feed the GIS-driven display system	The Asset Management System (currently IWAMS) will serve as the central repository for Asset Information and its GIS-based application will launch multiple related applications. Ideally, the GIS-based platform application serves as the primary module.
6.	Section VI-c	The RFI includes the word Workforce, is the intention of this effort to have a Consultant provide personnel on-site?	No. The city has personnel deployed throughout its borders. The purpose of the software is to manage work orders, time, materials and labors in a coordinated application with reporting and KPIs.
7.	Section VI-b	Could the City expound on what it means by the solution working with ArcGIS Pro, ArcGIS Enterprise and ArcGIS?	The city has an ESRI-based ArcGIS enterprise deployment. All GIS Engines and tools should be able to interface with that deployment, including, but not limited to, push/pull services from the DataBridge or Open Data Philly.
8.	Section VI-c	How established are existing business processes for the work force management, engineering operations, document	Workflows are established in terms of supervision and responsibility. Respondents may include



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
		control, (etc.)? Are there flowcharts or standard operating procedure that can be shared?	Organizational Change Management services but it is not required. Existing processes, documentation and automation are being reviewed.
9.	Section VI-d	Anticipated Solution Requirements. 'd' Inventory System: could you please elaborate the need to provide estimate person hours by the Inventory System	The person-hours would include personnel, costed by occupation/type of work. This would run in concert with cost of inventory to complete work orders.
10.	Section VI-d	When the City discusses 'back checking with Inventory system', does the City have an Inventory system in place today that it wants us vendors to integrate with, or does the City want the Asset Management system to act as the inventory master?	The city currently has a manual inventory system with paper and some electronic entry. It is a candidate for replacement.
11.	Section VI-d	Please confirm that "Inventory System" is the same as the Space Planning as was referred to in the Presentation?	No. Space Planning is a separate application in InVision at present. The Inventory system is a means of tracking parts used in work orders. The two are separate.
12.	Section VI-b	Could the city describe what it means to Work with Data Interoperability as needed?	See (28) below.
13.	Section VI-b	Are you expecting an Esri ArcGIS Application solution?	See (7) above.
14.	Section VI-e	Is there an internal Design division/department?	Yes.
15.	Section VI-e	Is there a Construction and/or Construction Management division/department?	Yes.
16.	Section VI-e	Is there a Survey division/department?	The City has employees who complete surveys.
17.	Section VI-b	Have all maintainable assets been defined and/or identified already? If so, can you share them?	The City's facilities layer is available on Open Data Philly (https://www.opendataphilly.org/)
18.	Section VI-b	Are you currently using an Asset Management Application? If so, can you share which one?	We are currently using a combination of InVision FM (provided by PenBay) and Vision (provided by CFI/NGKF). They are hosted remotely.
19.	Section VI-b	Can you provide the specifications, current functionality and details for IWAMS? Specifically, what are the data integrations (both input and output)? Is this tool going to be retained or are you looking to replace this tool?	The first question is overbroad. To respond to the second question, the data are work orders, energy consumption and capital program. The outputs are charts, reports and the like. The tools may be updated or replaced via an RFP process.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
20.	Section VI-e	Can you provide the specifications, current functionality and details for InVision? Specifically, what are the data integrations (both input and output)? Is this tool going to be retained or are you looking to replace this tool?	InVision takes CAD drawings and personnel data and places them into a system where one can “click on” a location and receive information about it. It also conveys building and floor level information. Leases may also be managed there. The tools may be updated or replaced.
21.	Section VI	If you are you currently using an Asset Management Application, are you willing to use a different one that might better fit your needs?	Yes, that is one of the goals of this RFI.
22.	Section VI	(Does the City of Philadelphia have) A Document Management System? If yes, what is it and what version?	As it pertains to this RFI, no the City does not.
23.	Section VI	Do you have an asset hierarchy? If so, can you share it?	The City would need a clearer definition of Asset Hierarchy than provided. Any Asset structure or hierarchy will be provided during any RFP process, should one occur.
24.	Section VI-b	Have you already (defined) attributes to be used as part of the Asset Management effort? If so, can you share it?	The city facilities layer is available on Open Data Philly (https://www.opendataphilly.org/).
25.	Section VI	Have you already (defined) the criticality of your asset inventory?	Please feel free to define Criticality as you see fit in your response.
26.	Section VI	Have you established workflows and routines for all your assets?	All assets are included in workflows, with variance dependent on what kind and how much data is required by each asset.
27.	Section VI	Can you provide examples of the current outputs from the Asset Management System, specifically the KPIs, Map-based GUI Functionality, and data elements of the Asset Reports?	Yes, these can be provided. Please see attached Exhibit 1 - Examples of KPIs, Functionality, and Data Elements
28.	Section VI-c	Can you provide your current ETL Tool required data elements for your work order and energy utilization processes?	The City uses Safe Software’s Data Interoperability tool via ESRI.
29.	Section VI-c&d	Is there a City-wide inventory control system already in use, or is this to be a part of the project, i.e., how/what will be required in the scope of work for “inventory” requirements?	The City does not have a City-wide inventory control system in place at this time. One of the goals of this RFI is to define the scope of work and inventory requirements.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
30.	Section VI-d	If Inventory Management system is still being scoped, please provide additional details on “back checking” so we can confirm inter-operability	Ideally, the city’s work order system can interface with inventory and time management to provide an accurate costing of work orders.
31.	Section VI-c	Is it your intent for your work order management system manage work orders on exterior location items such as sidewalks or fences?	All Public Property, Public Health and Parks work orders should be included, regardless of location.
32.	Section VI-e	(Related to #31, above) If so, please confirm that you would like the price for 3D scanning for exterior asset collection or façade restoration collection in price per cubic feet or square feet?	Please include Rough order Of Magnitude Pricing for any 3D scanning you feel relevant, and in square or cubic feet.
33.	Section VI-e	Please confirm that you would like a price for 3D Laser Scanning for basic 2D floor plan verification and creation in dollar cost per square foot?	See response to #32
34.	Section VI-e	Please confirm that you would like the price for 3D scanning for basic 3D floor plan verification and creation in dollar cost per square foot?	See response to #32
35.	Section VI-e	Please confirm that you that your definition of BIM is a 3D Building Information Model and not just a 2D Floor plan with a reflective ceiling plan?	Yes, BIM would include both 2D and true 3D. Please provide Rough Order of Magnitude of Costs for both.
36.	Section VI-e	Please confirm that you would like pricing for Level 100 (Walls, doors, windows), Level 200 (fire extinguishers and switches) and Level 300 (reflective ceiling, HVAC, sprinklers, lights) in both 2D and 3D Floor Plans where 3D shows staircase treads and exterior access stairs	Please quote all 3 levels in 2D and 3D. Please note that 3D is not required, it is being explored .
37.	Section VI-e	Please confirm that you want the Level 300 BIM model converted into your Enterprise Geodatabase GIS and not just as an external link to your 3D BIM Model?	Yes, this should be converted to the Enterprise Geodatabase system for use by the City.
38.	Section VI-e	(Please provide) a rough estimate (preferably to the thousands) of how many files would be initially uploaded as part of the Establishment Project?	There are 3 buildings currently in InVision with associated .dwg files and .wld files. These are regularly updated. There are ~850 buildings we would like to scan and place into BIM.
39.	Section VI-e	Do you anticipate adding building design elements (such as stud location and MEP detail) to your 3D BIM?	That has not been determined at this time.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
40.	Section VI	It is our understanding that you wish to retain the “GeoDecisions GIS Tool”. Can you confirm this?	Yes, the decision support tool will remain in place. The City is interested in connecting information between the tool and other parts of its Asset Intelligence system.
41.	Section VI	Can you provide the specifications, current functionality and details for "GeoDecisions Tool"? Specifically, what language is it in, what scripts might be run, is there a logical process mode available, what are the data integrations (both input and output)?	The tool is an ArcGIS widget tool, hosted locally. We take points of public safety data, plus other socio-economic variables, and output “best capital investment” scenarios. The tool’s specifications, functionality and details will be provided if an RFP is issued.
42.	Section VI-e	What is the total usable square footage of the buildings (850 plus) you will need to include in this effort?	The city has roughly 18,000,000 sq. ft. of usable indoor space.
43.	Section VI-e&f	How often are new buildings designed and constructed?	Rarely. The City is much more likely to lease or re-use currently owned space.
44.	Section VI-e	Are most of the projects renovations and/or retrofits in comparison to new construction?	That is variable depending on the needs of the city departments in question.
45.	Section VI-e	How often are outside (consultants) hire to develop their Designs for renovations and/or retrofits?	That is variable depending on the needs of the city departments in question.
46.	Section VI-e	What is the total square footage of the open spaces (such as parks) you will need to include in this effort?	The indoor space is included in question 42 above. Outdoor space is variable but will be supplied as necessary.
47.	Section VI-e	Are you considering (including) underground utilities when applicable? (parks for instance)	Ideally, projects involving utilities would be included. Locations of individual utility structures, such as street lights or maintenance holes, can be obtained through Open Data.
48.	Section VI-e	Do you have accurate and reliable (field verified) information of underground utilities?	Yes, see (47) above.
49.	Section VI-e	Do you have accurate and reliable (field verified) information of the floorplans in either PDF or CAD, of all your existing facilities? (building and open spaces)	We currently have the triplex (City Hall, One Parkway Building, Municipal Services Building) field verified. We have PDFs and CADs of several other locations, not necessarily field verified.
50.	Section VI-e	What does One PDF CAD file represent? a building footprint ? a floor ? a Room ?	A CAD file typically represents one floor but may also represent changes to the space on that floor.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
51.	Section VI-e	From the PDF drawings, is the looking at extracting utilities inside the walls? or just a general squarefoot measurement?	Currently, the system does not extract utilities. However, please feel free to identify the costs (priced separately) for this feature.
52.	Section VI-e	Will all necessary building information be provided to consultant or is consultant required to site survey?	Not applicable to this RFI.
53.	Section VI-e	Will PDFs be vector or raster based?	This has not been determined at this time.
54.	Section VI-e	Please tell us what product or procedure you are currently using for PDF to CAD Conversion?	Currently, this is done by manual upload and conversion in AutoCAD at this time.
55.	Section VI-e	Does your organization have one, or multiple, CAD templates that would require mapping into (a system)?	We have CAD requirements and p-lines, but no CAD templates are used at this time.
56.	Section VI-e	Please tell us what additional functionality you would like out of your PDF to CAD Conversion as discussed in the Presentation?	Ideally, a PDF would be uploaded, assigned an address, automatically georectified to the city's basemap and placed into AutoCAD with appropriate P-line and other layers for review.
57.	Section VI-e	It is our understanding that you wish to retain the "CAD to GIS Tool". Can you confirm this?	It is not necessary to retain the specific tool currently in use. Any system will need such a tool.
58.	Section VI-e	Can you provide the specifications and details about the "CAD to GIS Tool" specifically, what are the data integrations (both input and output), what is the functionality and are the required parameters?	The CAD (P-line) is aligned with a World File (.wld) and then is uploaded via Trimble Connect. A transformation process places it into InVision, which is a web-based output of building plans and personnel information.
59.	Section VI-e	What version of AutoCAD do you run and what specific product(s) do you use?	AutoCAD 2020.
60.	Section VI-e	Please confirm what format you want your floor plans delivered in?	The current format is .dwg
61.	Section VI-e	Do you have a standard layering structure for your AutoCAD drawings?	Yes.
62.	Section VI-e	Can you provide your standard layering structure for your AutoCAD drawings?	Yes, see question #60 above.
63.	Section VI-e	Does the city produce the floor plans in house or do you currently outsource the creation of floor plans?	The City produces the floor plans in-house.
64.	Section VI-e	Related to (61) above: what are your current existing conditions verification procedures?	There is a current AutoLISP routine which verifies the P-Lines as suitable for upload to InVision.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
65.	Section VI-e	Please confirm that your AutoCAD floor plans are true scale? Meaning a 100' wall actually measure a 100'.	Yes, AutoCAD is True Scale at the City.
66.	Section VI-e	Are your AutoCAD floor plans georeferenced or located at an assumed coordinate system like: 500,500 or 0,0?	The ones in the current InVision application are georeferenced. Others may or may not be.
67.	Section VI-e	Have you considered capturing existing conditions through Photogrammetry and/or Laser Scans?	The city will consider any and all technologies to achieve better asset intelligence and building management.
68.	Section VI-e	Could the City further explain what it means by converting CAD to 3D GIS display?	The City has a number of CAD files. In a 3D BIM system, the city would take existing CAD files and convert them to 3D. These would be visible in a web-based format for named users.
69.	Section VI-e	The City has stated it wants to enter updates to both BIM and CAD drawing from mobile devices. Does the City expect to have the ability to edit/write to CAD files within the BIM system?	The city does not know if it can update CAD from mobile devices. The city will update BIM from mobile devices, along with its underlying information, such as personnel.
70.	Section VI-e	Does the City expect the BIM system to be IFC (Industry Foundation Classes) compliant?	The City seeks to adopt best practices where it can. Where it makes sense, IFC compliance will be sought.
71.	Section VI-e	Can you provide the specifications and details about the “HR Reports/OnePhilly” system specifically, what are the data integrations (both input and output), what type of access does the system have, please the relevant database schema for integration points.	OnePhilly houses payroll and personnel data to be applied to spaces in the BIM, ideally via an API.
72.	Section VI-e	Does the City currently utilize an existing Lease Management System? If so, what is the software being used?	A custom-built system is currently being used. It is being reviewed for a possible upgrade / replacement.
73.	Section VII	Can you please provide an estimated number of total users of the system? Identify if there would be different user quantities for the different possible solution areas.	The City is seeking 100 Fulltime Employee Equivalent (FTE) Seat Licenses. There should be expandability of this capacity.
74.	Section VIII	If a vendor does not include pricing in its response, will the response be disqualified?	We are requesting Rough Order of Magnitude (ROM) pricing to guide our annual budgeting process. It is not required in the response to this RFI.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
75.	Section VIII	Is responding to the RFI mandatory if a vendor wants to be included in a future invitation to respond to an RFP?	No vendor will be disqualified from applying to any resulting RFP opportunity if said vendor does not respond to the RFI. The RFI process helps our understanding of the market and what is available.
76.	General	Will we post all respondents to the RFI and participants in the call?	Responses to the RFI are subject to a Right-to-Know request. The City has posted the Information Session PowerPoint deck from the RFI Information session. The City does not post attendance at RFI Information Sessions.
77.	General	Please identify any existing applications for Work Order, Inventory, BIM, and optional Lease Management the City in place today and, if known, which solutions are expected to remain in place for the foreseeable future? Also, please indicate any additional systems/components intended to be integrated with the proposed solution (ERP, IoT, etc.) initially later time.	Please refer to Exhibit 1 - Examples of KPIs, Functionality, and Data Elements for a list of existing applications. Existing systems may or may not remain in place and would be based on an RFP. The city does retain the right to retain any existing system, even if a suitable replacement should be found. Specific details about the systems in place are included in appendix A. Conjecture as to other possible systems is not relevant to the RFI.
78.	General	Does the City of Philadelphia own Autodesk Revit software licenses?	No. It does own Full AutoCAD licenses.
79.	General	Does the City know the chosen Financial Project Management Tool and what database management system it will use?	No.
80.	General	What are the formats of the City's base maps?	The city has Esri formatted basemaps, including, but not necessarily limited to: Gray Canvas, Flown / Orthoimagery, ESRI standard, and a City Desktop / Road map.
81.	General	Could the City explain specifically what it means by its standard data conventions? Could those be provided to the vendors?	Please refer to: https://standards.phila.gov/
82.	General	Where is the asset information stored today? Is it all housed in the ESRI system or is there a Work Order/Asset Management solution in place today?	Asset Information is stored natively as a Geodatabase. The Work Order system is separate and is based on a COTS product with a Filemaker Pro database backend.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
83.	General	The City stated it has a GIS-based decision support tool? t it desired to have a bi-directional interface to the new system via an API. Could the City describe the architecture of that system since it wants to have a bi-directional interface between it and the new asset management system?	The GIS-based decision support tool is an ArcGIS Online (AGO) tool that has its own IP address. It statistically calculates the “best possible investment scenario” for Police and Fire facilities, given certain constraints. Ideally, one could launch the decision support tool from the Asset Management platform.
84.	General	Please describe the data involved in the “Bi-directional API” between the GIS-Based Asset Management Driver Application and the CAD-based 2D BIM and Space Management components as well as the GIS-Based Asset Management Driver Application and the GIS-Based Decision Support Tool, all shown in the “Ideal Solution” diagram.	The City’s Asset Management system has building data such as square footage and LEED certification. The City’s current Building Information should be updated with new built/purchased/leased/sold buildings as soon as they are city assets. The two systems currently do not talk to each other and should do so.
85.	General	Can you provide a list of all existing systems that the proposed solution will have to integrate with, as well as specifications for each system, including data elements and database schema?	Please refer to the Information Session Power Point Slide Deck . Complete Specifications, requirements, and schema will be provided should an RFP be posted.
86.	General	Can you provide your current Infrastructure Diagram, Data elements and System Architecture Model for all systems involved in the process or integrations for your current system?	Please refer to the Information Session Power Point Slide Deck . Specifications and schema will be provided with any potential RFP.
87.	General	Can you provide your Geodatabase Schema documentation for your current Enterprise GIS?	N/A.
88.	General	Are you requiring any configuration, programming or data creation to be done in the U.S.?	The city will follow all procurement rules and guidelines. Please see: phila.gov/procurement/aboutus/Pages/FAQ.aspx
89.	General	Will the successful vendor have access to the City's QA environment for their Enterprise GIS System as well as any other systems that need to integrate with the proposed solution?	N/A at this time, as this is an RFI.
90.	General	Do you envision geometry for the assets in the space inventory or work order management system to be Enterprise Geodatabase?	No. However, they may be accessed by Push / Pull services should they be considered available for public or internal consumption.



City of Philadelphia Question Responses – Work Force, Asset Management & BIM RFI

#	RFI Section	Question	Answer
91.	General	Do you envision the geometry for the actual rooms to be in the Enterprise Geodatabase?	No, the geometry will be housed in the application.
92.	General	Do you envision the geometry for the 3D BIM to be stored in the Enterprise Geodatabase?	No, the geometry will be housed in the application.
93.	General	What are you currently using FAMIS for?	FAMIS is a City-wide General Ledger mainframe-based enterprise application that, among other efforts, exports Capital program and project information to IWAMS
94.	General	Are you planning on retaining FAMIS or are you looking to replace this application?	We are in the planning stages for the FAMIS replacement.
95.	General	Can you provide the resulting reports from “The Tom Knox study”?	See Attached Exhibit 1
96.	General	Can you provide each Manual Entry form or “data elements” used in the “Current System of Applications” slide from the 9/13 meeting?	See attached Exhibit 2.
97.	General	Will the City consider splitting sections of this scope out to different RFPs to logically group items that would be served by business sector, such as application development and data collection?	To be determined.
98.	General	How many major and minor facilities do you have across your organization, that would require visits from our project staff for the purposes of change management and training?	We cannot speculate at this time. N/A.
99.	General	Roughly, how many staff and external contractors will require training?	We estimate 100 at this time.
100.	General	Will the future RFP have workforce and or subcontractor participation goals? If so, can you please provide additional detail as to what those percentage goals will be?	We will follow procurement guidelines, should an RFP be issued. See (88) above.
101.	General	Does the City of Philadelphia expect the SAAS solution to be on Cloud.gov?	To be determined.



Exhibit 1

FINAL REPORT AND RECOMMENDATIONS



Mayor's Task Force on City-Owned Facilities

Tom Knox, Chair

City of Philadelphia

November 2013

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Acknowledgements

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Leasing Subcommittee - Glenn Blumenfeld
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Executive Summary

The Mayor's Task Force spent two years evaluating four major areas of City facility management: space allocation, leasing, maintenance and facility management, and utility payments/energy efficiencies. The single greatest finding is the lack of systematic and coordinated data tracking by the City with regard to facility management. The complete cost of facility operations is not recorded in a manner that provides for optimal allocation of funding for the maintenance, repair and the capital investment in City facilities. Currently, there are multiple systems in place to record work orders for facility repairs. Each department collects data relevant to its specific needs, with no mechanisms for sharing information. There is no single, comprehensive database in City government that stores a common set of measurable data on the entire portfolio of facilities including: square footage, age of systems, expected useful life of systems, use, occupancy, and repair history.

The lack of centralized, uniformly collected data limits the City from fully evaluating the useful life of facilities and building components (roofs, heating and cooling, electrical systems, etc.) and calculating the return on investment (ROI) of repair versus replacement decisions. The lack of comprehensive data hampers the City's ability to develop a true strategic plan for making informed facility decisions, including building a new facility, rather than funding deferred maintenance projects indefinitely.

Further complicating the situation is that the City has not institutionalized the process of adequately tracking space utilization in City-owned and leased facilities. Personnel moves and their consequential effect on space are not captured in a single database or set of floor plans. Past space studies are a snapshot in time. Without the requisite up-to-date data on space utilization versus actual need, the City could be leasing unnecessary space at a cost of millions of dollars per year. Critical to solving both space allocation and leasing issues is to develop more concise lease language, institute policies that strengthen the City's position when negotiating leased space, and to institutionalize the practice of providing the Department of Public Property real time data on changes in personnel and space utilization.

Important steps have recently been taken by the City to track energy use by facility. Accurate data is critical to driving decisions to reduce energy consumption and costs by departments and tenants at

individual facilities and to reach the City's Greenworks plan goal of 30 percent reduction in energy consumption by 2015. The current practice of a centralized utility bill payment process for all departments and tenants has its efficiencies in terms of paying and tracking bills; however, since departments and tenants don't pay their utilities out of their own operations budgets, there is no incentive to enforce conservation. In addition, there is no governance policy in place to determine when the City should pay the utilities for non-City tenants leasing space in City-owned facilities.

Top Ten Recommendations of the Mayor's Task Force on City Facilities:

1. Implement an integrated, citywide asset management program (AMP) to manage all data on City-owned facilities in a uniform and consistent manner. The program should include technology and guiding policies and procedures. *In progress.*
2. Engage a design firm to conduct a space utilization study and develop new space standards for City offices that represent best practices and achieve optimal efficiencies.
3. Develop a citywide space consolidation plan, based on the space utilization study, which optimizes use of existing City-owned facilities and minimizes need for leased space.
4. Mandate a competitive procurement process for all real estate acquisitions and leasing including comprehensive request for proposals ("Lease RFP") and standard lease provisions to maximize the City's ability to achieve competitive rates.
5. Proactively prioritize capital investments based on strategic requirements, informed by data and reports generated from the new citywide AMP, as opposed to allocating capital reactively to deferred maintenance needs, subject to imminent health and safety issues.
6. Structure programs, processes, and agreements to incentivize reduction in the City's energy consumption in both owned and leased space.
7. Establish criteria for payment of utilities for existing tenants of City-owned facilities including a utility payment review board and process for managing contested payment relationships. *In progress*
8. Include sustainability requirements in the new the "Lease RFP" consistent with Mayor Nutter's goal of becoming America's Greenest City.
9. Ensure adequate staffing for the Department of Public Property's Real Estate Division to proactively address space consolidation and lease management tasks and to properly negotiate all leases for the City in order to achieve the best pricing and lease terms.

10. Commit to properly funding facility maintenance and capital improvements to achieve a state of good repair across the City's portfolio.

The Task Force estimates that significant cost savings and efficiencies can be gained through implementation of its recommendations. The following tables provide ranges of savings and costs, referenced by topic, and prepared from available sources of information to the Task Force. Sources of information include the FY14 Capital Budget, energy bill payments tracked by the Mayor's Office of Transportation and Utilities, lease abstracts, and the professional knowledge of the commercial leasing, facility and space management industries represented by members of the Task Force.

The recommendations of the Task Force are consistent, in general, with the findings and recommendations of the FTI Consulting, Inc., report (February 2013) with regards to space management energy efficiency measures, and facility asset tracking.

Implementation Benefits:

5-Year Savings Estimates (FY2015-FY2019)				
Area of Savings	Low	High	Notes	
Utility Payments / Energy Efficiency				
Reduction in number of tenant utility payments in City-owned facilities.	\$575,000	\$2,012,000	City's utility billing database, five year summary. ¹	
Capital Planning and Programming				
Reduction in portion of Capital Program spent on deferred maintenance achieved through greater preventive maintenance across facilities.	\$16,500,000	\$33,700,000	Nearly 50% of the FY2014 Capital Budget general obligation bond funded projects are categorized as deferred maintenance. Reduction is accumulative over five years starting at 2%-5% savings in 2015 and increasing to 15%-20% in 2019.	
Asset and Facility Management				
Energy savings from preventive maintenance program.	\$24,055,000	\$36,083,000	2011 base of \$33.4M in energy bills with 12% to 18% savings per year through 2018. Excludes PWD, Aviation facilities, and space leased from the City where maintenance is performed by the lessor.	
Space Allocation and Leasing				
Reduction in leased space or leased cost/sqft.	\$25,000,000	\$50,000,000	Task Force estimate.	
Total Savings Estimates Over 5-Years	\$66,130,000	\$121,795,000		

¹ The high-end savings estimate would increase to \$30.4M if Philadelphia Art Museum complex utility bills were managed separately from all other City facility tenant payments.

Implementation Costs:

5-Year Cost Estimates (FY2015-FY2019)				
Costs by Recommendation	Low	High	Notes	
<i>Asset and Facility Management</i>				
Implement a citywide asset management program (AMP).	\$800,000	\$1,500,000	Implementation and annual maintenance fees over five years. Based on review of available estimates for work order and asset tracking system and services, not including City personnel costs.	
<i>Space Allocation</i>				
Space utilization study to produce a new standardized space program for City offices.	\$100,000	\$150,000	One time expenditure.	
Feasibility study for co-location of public-serving facilities.	\$100,000	\$150,000	One time expenditure.	
<i>Capital Planning and Programming</i>				
Increase staffing resources within Dept. of Public Properties Real Estate Division.	\$1,120,000	\$1,180,000	Cost of two additional attorneys over five years including salary and benefits.	
Deferred maintenance study.	\$50,000	\$75,000	One time expenditure.	
Cost Estimates Over 5-Years	\$2,170,000	\$3,055,000		

Background and Purpose

Philadelphia Mayor Michael A. Nutter established the Mayor's Task Force on City Facilities by executive order on August 9, 2011 to ensure that:

- The City obtains the best financial terms for housing City operations in facilities and for leasing City-owned facilities;
- City facilities are clean, safe, and code-compliant;
- Facilities with complementary uses are co-located; and
- Underutilized facilities are merged.

The Task Force began its work in early 2012, chaired by Tom Knox. Members met monthly and operated through three subcommittees: Facilities (co-chaired by Jim Tucker and Joseph Campbell), Leasing (chaired by Glenn Blumenfeld), and Utilities (chaired by Don Haas). Staff support of the monthly meetings was provided by the Department of Public Property, Philadelphia City Planning Commission, Mayor's Office of Sustainability, Mayor's Office of Transportation and Utilities, and Integrity Office.

This report presents the findings and recommendations of the Task Force's work in five topic areas: Space Utilization; Leasing; Asset and Facility Management; Capital Planning and Programming; and Utility Payments and Energy Efficiency. Each topic introduces the problem, defines the importance, presents general solutions, and makes specific recommendations. Actions to achieve each recommendation are listed in the *Next Steps* section of the report. Each implementation action identifies the lead City department(s) responsible for follow through and notes where applicable. See page 25 for the *Implementation Actions* table.

SPACE UTILIZATION

The Problems

While formal space standards exist, they are antiquated and are often ignored as there are no repercussions for individual departments that deviate from the standards. This practice has led to:

- Inequality among staff in terms of space allocation and type of space (i.e., office versus workstation);
- A surplus of space throughout the City's real estate portfolio, particularly for administrative functions across departments; and
- Underutilization of many owned and leased facilities.

Improved space utilization in the Triplex could potentially eliminate multiple office leases saving the City \$3.4M to \$10M/year.

Why it Matters?

As of September 2013, the City spends over \$22 million per year on major leased spaces.² Money is wasted if underutilized space in city-owned facilities leads to the procurement of unnecessary leased space.

The Solutions

Use modern space standards (more open plans and smaller workstation and office footprints) and practices such as "hoteling" (non-dedicated office space for field staff) to shrink the City's total real estate footprint, substantially reduce the need for leased assets, and achieve material savings. For example, a pilot program of the Department of Human Resources to establish a mobile workforce has resulted in reduced office space demand and the planned elimination (spring 2014) of leased space at the Three Parkway Building.

Recommendation 1: Conduct a comprehensive space study.

Undertake a comprehensive strategic space utilization study of the City's portfolio of major office/administrative facilities, taking into account best practices and implementing more modern space standards and practices. Better space allocation in City facilities could improve efficiency by 10 percent

² From Department of Public Property records, top 30 leases by cost, see Appendices.
11/20/2013

or more. Current rental exposure from the City's major leases is over \$22 million per year. A significant opportunity exists to significantly lower this annual cost by shrinking the City's real estate footprint through more efficient space standards and utilization of Wi-Fi to enable mobile computing within a given office, floor, building, etc. Adoption of more efficient space standards is generally consistent with a recommendation made to the City by FTI Consultants Inc., in early 2013.

Recommendation 2: Adopt modern space standards.

Follow industry trends. According to a report by the federal General Services Administration (GSA) corporate office standards have declined from 250 square feet per employee in 2000 to less than 190 square feet in 2009. GSA researchers identified government office space allocation ranging from 120 square feet per employee for private offices to 48 square feet per employee for cubicles.³

Recommendation 3: Implement new technology to manage space allocation.

Implement available technology to track and design for changing and optimal uses of interior facility space. The current lack of technology requires staff to manually update hardcopy floor plans and to physically verify occupancy (and near term changes to occupancy) numbers by work area; both of which are resource intensive processes. DPP is currently updating floor plans and occupancy numbers for the Municipal Services Building (MSB) and One Parkway Building (OPB); the last update occurred in 2009.

The City currently lacks technology to efficiently quantify the space used in all of its facilities and track changes in occupancy in real time.

³ "Workspace Utilization and Allocation Benchmark" - General Services Administration, Office of Real Property Management, 2009. http://www.gsa.gov/graphics/ogp/Workspace_Utilization_Benchmark_July_2012.pdf
11/20/2013

LEASES

The Problems

Based on a review by the Task Force's Leasing Subcommittee, the City appears to lease far more space than it needs at rental rates that are, in some cases, above market or not optimal for City functions, particularly when there is excess space in owned facilities. In addition:

- The City has renewed existing leases without exposing the requirement to the marketplace in a competitive procurement process. As a result, the rents have gradually increased above market rates and the City has not secured building improvement allowances and other leasing concessions over time necessary to properly maintain these spaces and minimize occupancy costs.
- The City's leases lack key provisions and tenant rights that the City should be able to secure given its size, credit and bargaining leverage.
- There are instances where City agencies negotiate lease terms on their own and bring in the Real Estate Division of the Department of Public Property too late in the process to achieve parity for the City.
- Finally, when the City leases space from a third party landlord, the value of the building is increased due to the predictable stream of funds guaranteed by the lease agreement. The increased building value could instead be captured by the City through purchase and a sale-leaseback structure (see recommendation below).

The City currently pays an average of \$19/sqft for leased office space for the top 30 leases.

Why it Matters?

The City spends over \$22 million annually on leased space.⁴ Underutilized leased space and poorly negotiated terms drain unnecessary operating funds from the City. Improving and centralizing leasing management processes present several opportunities for meaningful savings by the City.

The Solutions

⁴ See Appendices for table of *Top 30 City- Leased Facilities by Cost*.
11/20/2013

The City should evaluate leasing versus ownership decisions on a regular basis and ensure that a set number of leases renew on a rolling basis. With citywide leasing functions assigned to the Real Estate Division of the Department of Public Property (DPP), it is imperative that this division be properly staffed to handle the work load and prepare well in advance of lease renewals (18 to 36 months) by issuing requests for proposals to solicit the best market prices.

Recommendation 4: Establish guidelines for owning vs. leasing space.

Institute a set of policies and decision matrices for establishing when it should own a facility or lease it. The City should reevaluate lease and ownership decisions throughout its portfolio on a regular basis. Owning real estate long term is generally less costly than leasing it.

Recommendation 5: Use a standard RFP for finding and negotiating leased space.

Ensure the best lease terms by requiring that in all cases a competitive lease procurement/request for proposal (RFP) process be utilized to secure multiple bidders for all of the City's real estate leasing requirements (*see Appendices*). Without competition for new and renewed space, the City will pay above-market rental rates and receive below-market concession packages. Use of a "Lease RFP" will allow for flexibility to be built into the City's leases and response to the Lease RFP will serve as a prerequisite for doing business with the City. The Lease RFP should also include provisions to ensure that leased space meets sustainability guidelines and energy conservation goals set by the City for its own buildings and operations.

Recommendation 6: Increase staffing resources for the Real Estate Division of the Department of Public Property.

All leasing functions for the City fall within the Real Estate Division of the Department of Public Property (DPP). There have been instances where leases are sought by individual departments that lack the necessary expertise to find and negotiate favorable leasing contracts for the City and also cannot adequately evaluate their individual space requirements within the larger context of the City's overall space inventory. Recognizing the authority and knowledge of DPP's Real Estate Division as the centralized manager of leases will allow the implementation for a portfolio-wide strategy to optimize real estate and minimize exposure. For example, lease terms may be staggered across the leased portfolio to ensure that at any given time leases are expiring thereby allowing the City to shed unnecessary space more frequently. Further, the DPP can identify opportunities to consolidate

functions into underutilized assets where this information may not be known to individual department heads.

Recommendation 7: Use sale-leaseback as a cost saving tool when appropriate.

In a sale-leaseback, the City buys a building (or otherwise utilizes an existing building in its owned inventory) with the intention of occupancy; however rather than continue to own the property, the City sells the building to a third party investor and simultaneously agrees to lease it back on a long term basis. The committed rental payments made by the City on the lease arrangement have the net effect of increasing the market value of the building (as compared to its "as vacant" value) and this enhanced value is captured by the City through a higher sales price. Otherwise, when the City makes a long-term lease agreement, the resulting increase in market value on the building may be monetized and recouped by its owner.

ASSET/FACILITIES MANAGEMENT

The Problems

The City lacks a central system where critical information about its facilities is stored, which makes it burdensome to manage and plan for facilities effectively. Where information exists, it is fragmented across departments using various technologies and is often incomplete or sporadically maintained. To date, no coordinated effort or technological system exists to:

- Integrate and share facility data among departments; and
- Track operating cost data by facility for informed decision making and strategic operations or capital programming.

Why It Matters

The lack of comprehensive information about facilities prevents departments from determining operating, life-cycle, replacement and return on investment costs. Decentralized approaches to facility maintenance data collection is a duplication of efforts, resources, and lacks coordination to ensure uniformity and utility of information for decision making and analysis.

The City cannot calculate the cost-benefits of repair vs. replacement decisions - required by 2013 changes to the Philadelphia Code Chapter 21 - without collecting data on condition, use, and age of building components.

The Solutions

Manage all data on facilities, including repairs, cost of operations, and use through a comprehensive asset management program. There is valuable business intelligence to be gained for systematic tracking of facility maintenance costs that can be used to evaluate repair versus replacement decisions, plan for facility component replacement (roof, boiler, chiller, etc.), evaluate changes in conditions and use over time, and ultimately to make informed operating and capital budget decisions.

Recommendation 8: Institutionalize the newly created master facilities database.

A comprehensive database of City-owned and leased facilities was prepared by Philadelphia City Planning Commission (PCPC) staff for analysis by the Task Force. The database is now regularly maintained by PCPC

and stored in a GIS data format for mapping and analysis. This master facility database should be adopted by all departments as a common resource and facility locator.

Recommendation 9: Implement a strategic, citywide asset management program (AMP).

A comprehensive asset management program (AMP), including technology and guiding policies and practices, is needed citywide to issue work orders, generate reports, and track metrics including:

- Energy use;
- Material and labor costs of maintenance;
- Useful life of components;
- Replacement dates and warranties;
- End-of-useful-life dates; and
- Capital investments.

It is critical that a common relational database and supporting policies be implemented for the consistent tracking of work orders and metrics so that data can be evaluated equally across all departments responsible for facility maintenance and operations. A citywide AMP will allow commonly collected data to feed reports for decision making and business intelligence at multiple levels.

Recommendation 10: Track operating and maintenance costs by facility in AMP and use metrics to implement performance-based management practices.

Track overall operating and maintenance (O&M) costs per square foot for facilities, focusing first on the top 100 facilities by square footage, which represent 80 percent of City-owned facilities total square footage. As the asset management program is fully implemented, it should be expanded to include all facilities. Use the cost per square foot data and other metrics to make informed management decisions and to evaluate the costs and benefits of:

- Repair versus replacement; and
- Consolidation/closure scenarios.⁵

⁵ See Appendices for table of *City's Top 100 City-Owned Facilities by Square Foot*.
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In addition, a performance-based approach using AMP metrics will help to fulfill amendments to Chapter 21 of the Philadelphia City Code passed by City Council in 2013 that require the Director of Finance to prepare annual reports on:

- Program-based budgeting specific to space and maintenance costs for each building (§21-2100); and
- Complete cost-benefit and ROI analysis of each new capital project (§21-2200).

Recommendation 11: Evaluate costs and benefits of in-house versus contracted facility management and maintenance.

DPP and Philadelphia Prisons System (PPS) currently contract with a property management company to perform facility management at several sites including the Municipal Services Building (MSB), One Parkway Building (OPB), and Curran-Fromhold Correctional Facility. The contractor uses a work order system to track the cost of maintenance work at these sites. The ability of contractors to document operating and maintenance (O&M) costs using a database system is of value to the City, and costs should be reported to the City annually as part of the contract agreement with a property management firm.

A newly established preventive maintenance team within Dept. of Public Property has reduced energy costs up to 10% across facilities serviced by the team in 2013.

CAPITAL PLANNING AND PROGRAMMING

The Problems

Due to a combination of factors—limited resources, aging structures, and potential over-supply of public facilities for current and future population needs—the City is generally not able to make capital investments in a truly strategic, proactive manner. Instead, it spends much of its resources on deferred maintenance, i.e., investing in major improvements or repairs to facilities that could have been avoided had proper routine maintenance taken place over the life of the asset.

Nearly 50% of all capital requests (funded by bonds) are deferred maintenance projects. Is this the best use of interest-bearing bond funds?

Additionally, the limited capital funding that the City is able to spend each year is generally allocated across departments and projects according to formulas and processes established years ago, which may no longer be the best way of meeting today's capital needs of assets and departments. A portion (typically \$10 million) of the City's annual capital budget is provided directly to City Council's district members for their discretionary use, within their districts. Each district Council member may approach the spending of capital funds differently, particularly when it comes to coordinating project spending with a City operating department's adopted plans or priorities. This is due in part to the City's lack of data for establishing project priorities, both across the City and within individual Council districts, and uneven engagement by City departments of district Council members in coordinating capital programming needs.

Why It Matters?

The annual Capital Budget and six-year Capital Program are the City's principal means for funding and planning for improvements to its facilities and infrastructure. The City has limited borrowing capacity as set by state law and debt capacity. For the five past years, the average annual amount of new funding was \$95 million, far below the City's true capital needs, estimated a few years ago at about \$1 billion to bring all City facilities to a state of good repair.

The Solutions

Recommendation 12: Establish a broader, more transparent Capital Program preparation process.

Currently preparation of the budget and program is shared among the PCPC, the Budget Office, Capital Projects Division of DPP, and the operating departments that make annual requests for funding. The process begins in September with a call for departments to identify capital investment needs, and ends in June of the following year with the Capital Budget being approved by City Council. Although the process involves departments in the initial requests, the final budget approved by Council is often the result of a series of budget-driven decisions and negotiations that are not as clear to the departments or the public as they could be. This should be improved by being more inclusive of a broader range of stakeholders, and being more iterative and ongoing, particularly with the operating departments. Large educational institutions (e.g., Drexel University) provide good examples of how year-round capital planning and programming, involving a broad range of stakeholders (e.g., users, project managers, budget analysts) can make the most positive impact with limited resources.

Recommendation 13: Prioritize capital investment based on needs, value, and other criteria and alignment to the City's comprehensive plan, *Philadelphia2035*, and other related plans including *Green City*, *Clean Waters*; *Greenworks*; and *Green 2015*.

A transparent process requires methods for evaluating capital requests and tracking decisions. The Budget Office, Capital Projects Division of DPP, and PCPC should establish a clear set of evaluation criteria on which to discuss and weigh requests for consideration, with the highest ranking given to life and safety issues. In addition, the city's comprehensive plan, *Philadelphia2035*, should be recognized as providing critical guidance to capital programming.

One purpose of a comprehensive plan is to identify priorities for capital investments over a long-term time horizon. As such, *Philadelphia2035* and other adopted plans including *Clean City*, *Green Waters*, *Greenworks*, and *Green2015* should be used collectively as the foundation for evaluating funding requests and for coordinating and planning short-term and long-term capital investments.

Recommendation 14: Track accurate data on the cost of deferred maintenance versus preventive maintenance.

In order to make good decisions, the cost of deferred maintenance versus preventive maintenance needs to be tracked using the citywide asset management program discussed above in the *Asset/Facility Management* section, recommendations 10 and 11.

UTILITIES / ENERGY PAYMENTS AND EFFICIENCY**The Problems**

The City centrally pays for the utilities of all General Fund departments including some non-City tenants of City-owned facilities. The latter arrangements have arisen over the years through formal and semi-formal agreements with inconsistent lease terms regarding utilities. The practice of a centralized utility bill payment has its efficiencies in terms of paying and tracking bills; however, since departments and tenants don't pay their utilities out of their own operations budgets, there is no incentive to conserve and reduce energy costs. The City spends \$28.8 million per year on utilities for General Fund departments with approximately \$590,000 allocated to utility payments for non-City tenants of City facilities.⁶

Why It Matters?

When departments or tenants are not held responsible for utility use, they have little incentive to save money through energy conservation. The approximately \$590,000 spent annually on tenant utility costs is difficult to contain or reduce without economic incentives directed at the energy consumer.

Blanket utility payments made for all departments provide no incentive for cost control. Annual cost to City: \$28.8M/yr.

In addition, while the City has taken great strides in energy management (e.g., web-based utility bill tracking and audit system; strategic wholesale portfolio electricity and natural gas procurement; and heating/cooling and lighting remote controls in the largest office buildings), the City must integrate energy conservation and sustainable practices into both operations and the early stages of planning and design of replacement systems and new construction, to ensure facilities operate efficiently and economically in the long term. Further, the City does not actively mandate life-cycle cost analyses as part of preparing the capital program. Incorporation of life-cycle cost analyses and utility costs in the building construction, or system replacement planning process, can result in significant savings and avoided costs.

⁶ General fund only, excludes utility payments for Aviation and Water funds totaling \$80M/yr. Source: MOTU.

The Solutions

The City must engage all departments, and tenants, in the conservation of energy. Through existing energy tracking systems, the City should identify where conservation efforts are effective and reward departments for their energy reduction efforts (e.g., since 2011 the Energy Efficiency Fund has been used to install lighting retrofits at Fleet Shops; energy efficient equipment upgrades at the Philadelphia Museum of Art; and remote heating/cooling controls at Police and Fire stations).

Recommendation 15: Adopt utility standards for all City facilities (leased or owned).

Healthy, sustainable work environments promote productivity and acknowledge the value of lowering our impact on the environment both locally and globally. To achieve sustainable and more productive facilities, the City should adopt the utility standards as outlined in the *Green and Environmentally Sustainable Practices Guidelines*, prepared by the Task Force (see Appendices).

Recommendation 16: Use savings from energy efficiency to fund building improvements.

The City should reward efforts to reduce energy use by departments. A program should be designed and implemented by the City to measure departmental energy use against an appropriate benchmark.⁷ When cost reductions are achieved, a portion of the resulting savings should be reserved and dedicated exclusively for a facility-improvement fund to support additional energy efficiency or sustainability projects. The balance of the energy savings should be returned directly to the department to reward and encourage more energy efficiency.

Recommendation 17: Make decisions on facility improvements based on return-on-investment (ROI) calculations and life-cycle cost analyses.

Understanding how much a facility is going to cost to operate and maintain throughout the life of the facility is a crucial component to determine how to approach first cost investment. The City should mandate life-cycle cost analyses and energy efficiency design information for its facilities. Decisions regarding repairs, replacement, or new construction should be informed by ROI and life-cycle cost analyses.

⁷ The Mayor's Office of Sustainability is in the process of preparing benchmarks for various facility types across the City's portfolio.

Recommendation 18: All renovations and new construction should meet sustainability standards.

Initiate a policy that all new built or renovated city properties meet a certain sustainability standard. For example, Section 17-111 of the Philadelphia Code mandates that any new facility over 10,000 SF must be at least LEED Silver. For construction less than 10,000 SF apply the proposed *Green and Environmentally Sustainable Practices Guidelines* prepared by the Task Force (see *Appendices*).

Recommendation 19: Implement guidelines and a review panel governing utility payments by the City to (non-City) tenants of City-owned facilities.

The City has a responsibility to taxpayers to lease facilities at a fair value and to renegotiate rent prices regularly. Utilities should not be an element of the negotiation. Instead, in every lease, the tenant should be responsible for payment of the utilities. When the City pays the utilities for a tenant, the tenant has no incentive to operate and maintain that facility economically. If necessary, the City can provide a lower leasing fee or negotiate some other alleviation to offset the burden of the cost of utilities. Energy efficiency is driven by economics.

In moving to a practice of having tenants pay for utilities, existing tenants should be allowed to appeal this change based on evidence of an agreement that the City would pay utilities or by demonstrating the value of the services provided to the community operated from a City-owned facility. A utility payment panel should be established to review and make decisions on appeals by non-City tenants. The panel should have representation by City Council, the Mayor's Office, and the real estate industry. For details on the proposed structure and operation of the panel, see the *City Utility Payment Policy* in the *Appendices*.

Energy efficiency is driven by economics.

NEXT STEPS

The table included in this section provides details on the actions needed to carry out each recommendation under the five topic areas. The actions are sequential and begin with the necessary first actions and build toward the more complicated ones that the City needs to take in order to realize cost savings and efficiencies from changes to space utilization, leasing, asset and facility management; capital planning, and utility payments and energy efficiencies. The Task Force identified the City departments or offices most likely to carry out each action. Where possible, notes are provided on estimated costs or on the status of an action that coincides with existing or planned departmental projects.

At a more general level, the following are recommended to advance and institutionalize the findings of the Task Force:

1. Establish accountability to this report by creating an annual review by an independent panel. Membership should be drawn from private and institutional sectors.
2. Incorporate these recommendations in the City's Five Year Plan as a means of implementing and institutionalizing this report.
3. Identify funds within the operating and capital budgets for FY2015 to use for the space allocation study, implementation of a citywide asset management program, and an increase in DPP's Real Estate Division staffing.

Implementation Actions

		Lead City Department(s)	Notes (cost, status, etc.)
SPACE ALLOCATION	1. Conduct a comprehensive space study.		
	Actions	(a) Identify funding for space utilization study.	Finance \$100K
		(b) Hire space utilization planner /consultant.	Finance, DPP
		(c) Review best space utilization practices of peer cities and large, institutional users including use of technology as a benchmark.	DPP
		(d) Make strategic decisions on need for leased vs. owned space after new space standards are approved and a comprehensive restacking plan is implemented for owned and leased facilities.	DPP
		(e) Restack the Center City office portfolio, leased and owned, using new and efficient space standards thereby freeing up available swing space to accommodate consolidations/relocations of other City-owned or leased properties.	DPP
		(f) Let existing leases run out and, by employing new modern, more efficient space standards, consolidate to newly freed up space in existing City-owned facilities.	DPP
		(g) Conduct a separate feasibility study to identify and implement synergistic co-locations of public-serving facilities (e.g., health centers, recreation centers, library branches, etc.) into shared, modern facilities as well as Police and Fire operations, where feasible.	DPP, PCPC, Operating Departments \$100K

		Lead City Department(s)	Notes (cost, status, etc.)
SPACE ALLOCATION	2. Adopt modern space standards.		
	Actions	(a) Based on findings of space utilization study, on a systematic basis, reconfigure offices to adopt modern space standards.	DPP
		(b) Require departments to provide head counts and updates to use of floor space on regular basis.	Finance, DPP, Operating Departments
SPACE ALLOCATION	3. Implement new technology to manage space allocation.		
	Actions	(a) Procure and implement technology, such as a space management database, to support the routine update, management and analysis of space utilization in City facilities including maintenance of floor plan diagrams to be managed by DPP's Real Estate Division.	DPP, OIT
		(b) Require departments to provide head counts and updates to use of floor space on regular basis; to be tracked in a new space management database. Verify counts annually during the operating budget submittal process.	Finance, DPP, Operating Departments

		Lead City Department(s)	Notes (cost, status, etc.)
LEASES			
4. Establish guidelines for owning vs. leasing space.			
Actions	(a) Adopt governing policies for when the City should lease space. Leasing should be limited to situations: <ul style="list-style-type: none"> • When space is required for an operation that has a fixed tenure or duration; • When a satellite office or operation is needed to provide services, and facility ownership in the designated area is not practical or cost effective; • When a short-term overflow situation exists or swing-space is needed; • When rental terms are so compelling that leasing is the cheapest alternative in such cases; and • When no currently owned facilities are viable and capital is not available to acquire a new or retrofit an existing facility. 	DPP	
	(b) Within 18-30 months before expiration date of a lease, evaluate the cost benefits of eliminating or reducing such leased space and consolidating departments/personnel into City-owned facilities or other leased locations. Use the space allocation analysis to inform the evaluation.	DPP	

		Lead City Department(s)	Notes (cost, status, etc.)
LEASES	5. Use a standard RFP as the basis for finding and negotiating leased space.		
	Actions		
		<p>(a) Institute a requirement that a comprehensive RFP be used for all lease procurement activities (see Appendix). The RFP includes provisions that ensure cost competitiveness and promote or advance other City priorities including:</p> <ul style="list-style-type: none"> • Anti-bias clauses (mandatory, not optional); • Sustainability language consistent with Greenworks goals and the Green and Environmentally Sustainable Practices Guidelines / Sustainability Rider prepared by the Task Force (see <i>Appendices</i>); • Requirements that landlords buy utilities at competitively priced rates; • Contraction and expansion rights to provide the City with maximum flexibility; • Requirements that Landlords expend defined funds on regular maintenance and repair so that their facilities are maintained at a certain quality; and • Renewal provisions that favorably define "market" rental rates to give the City the benefit of prevailing market concession packages. 	<p>DPP</p> <p>Initiated</p>
		<p>(b) When renewing leases, analyze need for space improvements. Include set of Tenant Improvements (TI) as conditions of renewal agreement.</p>	<p>DPP</p>
		<p>(c) Stagger leases so that lease comes up for renewal regularly to allow the Real Estate Division to evaluate needs, based on space utilization data, and act appropriately.</p>	<p>DPP</p>

		Lead City Department(s)	Notes (cost, status, etc.)
LEASES	6. Increase staffing resources for Real Estate Division of the Department of Public Property.		
	Actions	(a) Hire additional staff to manage new leasing processes effectively (see recommendation 5 above).	DPP, Office of Human Resources
		(b) Reaffirm DPP's role as the City's lease management office as established under the City Charter through an Executive Order by the Mayor.	2 additional lawyers Mayor's Office
LEASES	7. Use sale-leaseback as cost saving tool when appropriate.		
	Action	(a) Evaluate the cost benefits of negotiating the sale of an existing City office building with the intent to lease it back (long-term) from the new owner. The sale price should reflect the increased market value of the building created by the long-term lease agreement and reliable rental income.	DPP, Law

		Lead City Department(s)	Notes (cost, status, etc.)
ASSET MANAGEMENT	8. Institutionalize the newly created master facilities database.		
	Actions	(a) Incorporate master facility database's unique facility/asset ID in all existing budget, Capital Program, leasing, and work order databases across all departments.	Operating Departments, MDO, PCPC
		(b) Require departments to submit updates to the database during the operating budget submittal process to include: occupancy and numbers of the public/constituents served per facility.	Operating Departments, Finance, PCPC
		(c) Prepare maintenance plan for support of the database including required update schedule, access, storage and hardware/software needs.	PCPC, OIT
ASSET MANAGEMENT	9. Implement a strategic, citywide Asset Management Program (AMP).		
	Actions	(a) Assemble internal working group to prepare and execute an implementation plan for an integrated citywide asset management program including technology and policies.	DPP, MOS, MOTU, OIT, PCPC
		(b) Review peer city or related institutional practices on asset management including technology used and best practices.	PCPC
		(c) Conduct needs assessment of each department responsible for facility maintenance functions and document shared and department-specific requirements for asset management and work order tracking functions, data, and reports.	DPP, MOS, MOTU, OIT, PCPC
			Initiated

		Lead City Department(s)	Notes (cost, status, etc.)
9. Continued from previous page...			
ASSET MANAGEMENT	Actions	(d) Prepare AMP implementation plan for Administration to adopt including: <ul style="list-style-type: none">• Policies, procedures and standards for data collection and reporting by departments;• Funding;• Roll-out/timeline: include pilot, testing, training and adjustment phases to ensure that systems and polices are adapted to meet challenges;• Software or cloud-service, database, and other technology specifications; and• Training.	DPP, PCPC, MOS, OIT, MOTU Initiated
		(e) Investigate sources of funding for AMP.	Finance, OIT Initiated
		(f) Issue request for proposal to implement AMP technology solution.	OIT \$500K to \$1M
		10. Track operating and maintenance costs by facility in AMP and use metrics to implement performance-based management practices.	
ASSET MANAGEMENT	Actions	(a) Use AMP to track the following metrics: <ul style="list-style-type: none">• Facility utilization by staff;• Facility utilization by the public;• Deferred maintenance cost per square foot;• Utility cost per square foot; and• Operating and maintenance (O&M) cost per square foot.	DPP, PPR, Library, PPS, PDPH, OSH

		Lead City Department(s)	Notes (cost, status, etc.)
10. Continued from previous page...			
ASSET MANAGEMENT	Actions		
		(b) Compare data collected in AMP to Building Owners and Managers Association (BOMA) municipal building standards for deferred maintenance, utility, and O&M costs for specific facility types to facilitate the establishment of City-specific benchmarks.	PCPC, MOS, MOTU
		(c) Use data in AMP to prepare cost-benefits, return on investment (ROI), and life-cycle analyses to identify facilities reaching obsolescence and to make informed decisions regarding the repair, replacement or sale of such properties.	Finance, Operating Departments
		(d) Fulfill Philadelphia Code Chapter 21 requirements for cost-benefits and performance-based program evaluation calculations for the Capital and Operating budgets, respectively (see page 17 for details).	Finance
11. Evaluate costs and benefits of in-house versus contracted facility management and maintenance.			
ASSET MANAGEMENT	Actions	(a) For administrative office facilities, compare their deferred maintenance, utility, and O&M costs to that of the Municipal Services Building, One Parkway Building and Criminal Justice Center where maintenance is contracted.	Finance, DPP, MOS, MOTU, PCPC
		(b) For non-administrative office facilities, compare deferred maintenance, utility, and overall O&M costs to similar facilities within the City's inventory and to other peer city operations.	Finance, DPP, MOS, MOTU, PCPC

		Lead City Department(s)	Notes (cost, status, etc.)
CAPITAL PLANNING	12. Establish a broader, more transparent Capital Program preparation process.		
	Actions	(a) Establish a Capital Asset Allocation Committee (PCPC, Finance/Budget, and DPP Capital Projects Division) that meets quarterly to review capital planning and projects in preparation of the Capital Budget and Capital Program.	PCPC, Finance
		(b) Ensure City's new budget formulation software and processes support capital budget decision-making and analysis.	Finance Initiated
CAPITAL PLANNING	13. Prioritize capital investment based on needs, value, and other criteria and alignment to the City's comprehensive plan, <i>Philadelphia 2035</i>, and other related plans including <i>Green City, Clean Waters</i>; <i>Greenworks</i>; and <i>Green 2015</i>.		
	Actions	(a) Establish a rating and ranking process to evaluate capital budget and program requests against multiple factors (e.g., health and safety requirements, potential for adverse consequences, life-cycle costs, contracts commitments, potential for interruption of service delivery, consistency with approved master plans, promotion or acceleration of economic development, etc.).	PCPC, Finance
		(b) Use return on investment analysis to understand the impacts capital investment has on operations and maintenance (e.g., service impacts, and cost of alternative options).	PCPC, Finance
		(c) Establish a process for improving coordination and collaboration between the City administration and City Council on spending of City Council-dedicated capital funds.	Mayor's Office, City Council, Finance

		Lead City Department(s)	Notes (cost, status, etc.)
13. Continued from pervious page...			
Capital Planning	Actions	(d) Include City departments in the development of capital-investment recommendations of <i>Philadelphia2035</i> District Plans, through the steering committees and periodic "exchange meetings" to check in on progress.	Initiated
		(e) Make inclusion of capital projects from <i>Philadelphia2035</i> and other adopted city plans a formal criterion for Capital funding approval.	Finance, PCPC, DPP
14. Track accurate data on the cost of deferred maintenance versus preventive maintenance.			
CAPITAL PLANNING	Actions	(a) Prepare an analysis of past capital spending according to purpose (e.g., deferred maintenance, capital reserve, and new asset) to understand spending patterns.	Initiated
		(b) Hire consultant to prepare a deferred maintenance study and report for a representative sample of City facilities.	\$50K-\$70K
		(c) Institute preventive maintenance program across city departments responsible for facility maintenance, if not in place already: PDPH, PPR, Library, etc.	
		(d) Provide training on preventive maintenance and energy efficiency opportunities to departmental staff responsible for facility maintenance.	

		Lead City Department(s)	Notes (cost, status, etc.)
UTILITIES	15. Adopt utility standards for all city occupied facilities (leased or owned).		
	Action	MOTU, MOS	Policy
	(a) Adopt minimum standards for <ul style="list-style-type: none"> • Water conservation; • Electricity conservation; • Gas conservation; and • Recycling diversion requirements. 		
UTILITIES	16. Use savings from energy efficiency to fund building improvements.		
	Actions	Finance, DPP, MOTU	Initiated
		DPP, MOTU	
		MOS, DPP	
	(a) Determine acceptable terms and conditions for energy related savings to foster further energy conservation measures.		
	(b) Utilize a third party such as the Philadelphia Energy Authority to provide accounting and money transfer to departments.		
	(c) Review the Energy Efficiency Fund approach to determine if appropriating money each year is a better option.		

		Lead City Department(s)	Notes (cost, status, etc.)
UTILITIES	17. Make decisions on facility improvements based on return-on-investment (ROI) calculations and life-cycle cost analyses.		
	Action (a) Mandate life-cycle cost analyses and energy efficiency design information for major repairs, replacement, or new construction of facilities.	PCPC, DPP, MOS, MOTU, OIT	
UTILITIES	18. All renovations and new construction should meet sustainability standards.		
	Actions (a) Pass ordinance that any renovated city property must meet the <i>Green and Environmentally Sustainable Practices Guideline</i> (see <i>Appendices</i>).	City Council, MOS, MOTU	
	(b) Study the usefulness of real-time energy data collection to evaluate the performance of City's investments in energy efficiency.	MOS, MOTU	
UTILITIES	19. Implement guidelines and a review panel governing utility payments by the City to (non-City) tenants of City-owned facilities.		
	Actions (a) Adopt policy to determine payment of utility accounts (see <i>Appendices</i>).	MOTU	Initiated
	(b) Prepare and issue letters to sites for which the City has no documented contract to pay for utilities notifying end of service and opportunity to appeal with evidence.	DPP	Initiated

		Lead City Department(s)	Notes (cost, status, etc.)
19. Continued from previous page...			
UTILITIES	Actions	(c) Review second tier accounts that have not been reviewed and still need consideration.	DPP, MOTU
		(d) Establish a utility payment review board.	Initiated
		Mayor's Office, City Council	

Appendices

- Glossary
- City's Top 100 Facilities by Square Foot
- City's Top 30 Leased Facilities by Cost
- Standard Lease Request for Proposal (RFP)
- Green and Environmentally Sustainable Practices Guidelines / Sustainability Rider for Leases
- Utility Payment Policy

APPENDIX: Glossary

Abbreviation, Acronym or Term	Description
AMP	Asset management program
BOMA	Building Owners and Managers Association of Philadelphia
BRT	Board of Revision of Taxes
Budget	Finance Department, Budget Office
CJC	Criminal Justice Center
Com	Community
DHS	Department of Human Services
DPP	Department of Public Property
DOR	Department of Records
Finance	Finance Department
Fleet	Fleet Management Office
GIS	Geographic Information System
Hoteling	Non-dedicated office space for field staff
L&I	Department of Licenses and Inspections
Library	Free Library
MDO	Managing Directors Office
MOS	Mayor's Office of Sustainability
MSB	Municipal Services Facility
MOTU	Mayor's Office of Transportation and Utilities
OIT	Office of Innovation and Technology
OPB	One Parkway Facility
Ops	Operations
OSH	Office of Supportive Housing
PCPC	Philadelphia City Planning Commission
PDPH or Public Health	Philadelphia Department of Public Health
Phila or PHL	Philadelphia
PPR	Philadelphia Parks and Recreation
PPS	Philadelphia Prisons System
PWD	Philadelphia Water Department
Quadplex Facilities	City Hall, Criminal Justice Center (CJC), Municipal Services Facility (MSB) One Parkway Facility (OPB)
RFI	Request for information
RFP	Request for proposal
ROI	Return on investment
SF or SQFT	Square foot
Streets	Streets Department
Triplex Facilities	City Hall, Municipal Services Facility (MSB) One Parkway Facility (OPB)

APPENDIX: Top 100 City-Owned Facilities by Square Foot

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
1	64	Holmesburg Prison	8215 Torresdale Avenue	Detention Center Adult	PRISONS	688,128	98		0.30	Shared w/ #66
2	287	City Hall	Market St and Broad St	Multi-Use\Office Building	Multiple Depts	659,185	145	3.92	1.80	Shared w/ #93, #165
3	1438	Philadelphia Museum of Art (PMA)	2600 Ben Franklin Parkway	Museum	PMA	631,000	84	6.31	4.95	Shared w/ #1745
4	93	Criminal Justice Center	1301 Filbert Street	Multi-Use\Office Building	COURTS	571,570	19	0.26	3.04	Shared w/ #287, #165
5	165	Municipal Services Building (MSB)	1401 JFK Blvd	Multi-Use\Office Building	Multiple Depts	500,000	45		1.84	Shared w/ #93, #287
6	319	Eastern State Penitentiary Museum	2027 Fairmount Avenue	Museum	E. State Pen. Museum	443,414	184			Not paid by City
7	395	Curran-Fromhold Correctional Facility	7901 State Road	Detention Center Adult	PRISONS	436,250	18	4.35	4.84	
8	397	House of Correction	8151 State Road	Detention Center Adult	PRISONS	387,000	86	13.69	3.46	Shared w/ #701, #2989, #1701
9	40	One Parkway Building (OPB)	1515 Arch St	Multi-Use\Office Building	Multiple Depts	379,846	48		3.62	
10	701	Riverview Supportive Housing	7979 State Road	Housing\Group Quarters	OSH	373,618	42	10.38	0.34	Shared w/ #397, #2989, #1701
11	309	Family Court	1801 Vine Street	Multi-Use\Office Building	COURTS	250,000	74	0.42	2.08	
12	398	Riverside Correctional Facility	8001 State Road	Detention Center Adult	PRISONS	220,000	9	12.52	2.38	
13	321	Central Library	1901 Vine Street	Library Central	LIBRARY	200,680	91	0.21	3.44	
14	393	Philadelphia Industrial Correction Center	8301 State Road	Detention Center Adult	PRISONS	200,000	34	8.15	4.10	
15	1745	PMA Perelman Building	2501-21 FAIRMOUNT AVE	Museum	PMA	173,000	84			Shared w/ #1438

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
16	1703	Juvenile Justice Service Center	91 N. 48th Street	Detention Center Youth	DHS	166,000	0.25	3.07		Not enough data to report
17	1049	Legacy Youth Tennis and Education Center	Ridge Avenue	Recreation Building	PPR	126,624				
18	156	Police Administration Building (HQ)	700-734 Race Street	Police Operations\Unit	POLICE	126,000	57		4.65	
19	394	Philadelphia Detention Center	8201 State Road	Detention Center Adult	PRISONS	108,960	50	3.84	6.18	
20	1744	Highway 1st District Yard and Building	49th & Parkside Avenue	Materials Yard	STREETS	80,503			0.16	
21	895	Health Administration Building	500 South Broad Street	Multi-Use\Office Building	HEALTH	77,688	54	2.83	3.35	
22	1012	Memorial Hall	4231 N Concourse Dr	Museum	Please Touch Museum	75,314	137			
23	785	Health Center 5	1900 N. 20th Street	Health Center	HEALTH	67,280	53	1.52	1.56	
24	904	Garage 134	100 E Hunting Park Avenue	Garage\Maintenance Building	FLEET	59,962	45		2.90	
25	680	Police Tactical Unit / Police Warehouse	660-70 E. Erie Avenue	Warehouse	POLICE	53,000			1.55	
26	274	Fire Administration Building	240 Spring Garden Street	Multi-Use\Office Building	FIRE	50,601	38		3.30	
27	1157	Police 24th/25th District	3827 Whitaker Avenue	Police Station	POLICE	48,000	12		3.17	
28	575	Woodstock Shelter Supportive Housing	1981 Woodstock St.	Housing\Group Quarters	OSH	47,490	43	0.66	2.16	
29	738	Street Lighting Shop	701 Ramona Avenue	Garage\Maintenance Building	STREETS	42,856	70			

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
30	1770	Highway 4th District Yard Bldg	4501 Stanton Ave	Garage/Maintenance Building	STREETS	41,480				Shared w/ #1769
31	1719	Garage 258	2525-45 Master Street	Garage/Maintenance Building	FLEET	41,176			2.31	Shared w/ #824
32	1769	Highway 4th District Yard	4501 Stanton Ave	Garage/Maintenance Building	STREETS	40,113			0.25	Shared w/ #1770
33	179	Police Forensic Science Center	843 - 849 N. 8th Street	Laboratory	POLICE	40,000	90		7.98	
34	840	King, Martin Luther Recreation Center	2101-35 Cecil B. Moore	Recreation Building	PPR	39,332	44		1.96	
35	281	Regional Library Northeast	2230 Cottman Avenue	Library Regional	LIBRARY	36,996	50	0.14	5.01	Shared w/ #277
36	1023	Car Barn at West Fairmount Park	4100 Montgomery Dr	Garage/Maintenance Building	PPR	36,804			3.17	Shared w/ #1022
37	367	Junod Playground	Mechanicsville Rd	Recreation Building	PPR	34,350			1.74	Shared w/ #368
38	970	Weccacoe Playground Building	405-25 Queen Street	Recreation Building	PPR	34,138	113			
39	832	Stanton Shelter Supportive Housing	1300 E. Tulpehocken St.	Housing\Group Quarters	OSH	33,998	54	0.40	4.38	
40	922	Rivera Recreation Center	3201 N 5th Street	Recreation Building	PPR	33,532			1.79	Shared w/ #1040
41	1678	Former Library George Institute	1461-69 N 52nd St	Other	Vacant	33,056				
42	959	Tolentine Community Center Building	1025-33 Mifflin Street	Recreation Building	PPR	32,322	113		0.99	
43	391	Afro-American Historical Cultural Museum	7th & Arch Streets	Museum	AAHC Museum	32,100	37		3.40	
44	272	Anderson, Marian Recreation Center	740 S 17th Street	Recreation Building	PPR	31,857	32		1.51	

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
45	861	Animal & Vector Control Facility	111 - 131 West Hunting Park Ave	Kennel	HEALTH	31,824	41	63.65	\$2.97	
46	974	Kingsessing Recreation Center	4901 Kingsessing Ave	Recreation Building	PPR	28,759			\$1.87	
47	1123	Air Management Lab	1501 E. Lycoming Avenue	Laboratory	HEALTH	28,700	49	26.09	\$1.86	
48	1150	Police 22nd District	1747 N. 17th Street	Police Station	POLICE	28,600	73		\$1.74	
49	671	Kendrick Recreation Center	5822-24 Ridge Avenue	Recreation Building	PPR	27,684	86		\$2.02	
50	965	Myers, Francis J. Recreation Center	5800 Chester Avenue	Recreation Building	PPR	27,475			\$2.29	
51	687	Athletic Recreation Center	1450 N 26th St	Recreation Building	PPR	26,845	28		\$1.78	
52	58	Health Center 3	555 S. 43rd Street	Health Center	HEALTH	26,750	54	0.77	\$2.79	Shared w/ #397, #701, #1701
53	2989	Prisons Maintenance Building	8001 State Road	Garage\Maintenance Building	PRISONS	26,310				
54	761	Young, Lonnie Recreation Center	1100 E Chelton Avenue	Recreation Building	PPR	25,971			\$1.86	
55	1163	Moore, Cecil B. Recreation Center	2020-50 W Lehigh Avenue	Recreation Building	PPR	24,713			\$3.54	
56	216	Police 18th District	5510 Pine Street	Police Station	POLICE	24,552	30		\$3.28	
57	363	Vare Recreation Center	2600 Morris Street	Recreation Building	PPR	24,504			\$2.49	
58	1367	29th & Chalmers Playground Building	3001 W Lehigh Avenue	Recreation Building	PPR	23,902				Paid by PSD
59	929	Traffic Shop	4501 G Street	Garage\Maintenance Building	STREETS	23,666	53		\$2.61	Shared w/ # 738
60	531	Police 1st District	2301 S. 24th Street	Police Station	POLICE	23,000	16		\$5.18	

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
61	688	Garage 233	3275 Fox Street	Garage/Maintenance Building	FLEET	22,533				Shared w/ #608
62	686	Highway 5th District Yard	4000 Whitaker and Luzerne	Multi-Use\Office Building	STREETS	22,398	70	622.17	\$0.80	
63	709	Police 35th District	5960 N. Broad Street	Police Station	POLICE	22,000	43		\$4.01	
64	788	Police Tow Squad	4290-98 Macalester St	Garage/Maintenance Building	POLICE	21,970	53		\$2.02	
65	857	Highway 5th District Salt Dome	4040 Whitaker Avenue	Salt Shed	STREETS	21,812	70		\$0.68	
66	246	Police 12th District	6438 Woodland Avenue	Police Station	POLICE	21,235	57		\$1.95	
67	899	Bridenburg Recreation Center	4625 Richmond Street	Recreation Building	PPR	21,192	58		\$2.17	
68	961	Health Center 2	1720 S. Broad Street	Health Center	HEALTH	21,175	51	0.43	\$4.26	Shared w/ #72, 73, 1771
69	74	Streets Training Center Facility	8401 State Road	Multi-Use\Office Building	STREETS	21,134		23.48		
70	1269	Highway 1st District Salt Dome	48th & Parkside Avenue	Salt Shed	STREETS	21,134			\$0.60	
71	277	Health Center 10	2230 Cottman Avenue	Health Center	HEALTH	21,013	37	0.36		Shared w/ #281
72	645	Health Center 6	321 W. Girard Avenue	Health Center	HEALTH	21,000	40	0.41	\$2.33	
73	1776	Police IMPACT	7800 Dugan Rd	Police Operations\Unit	POLICE	21,000			\$3.95	
74	1679	Former Library - Vernon Park	5710-18 Germantown Ave	Other	Vacant	20,830				
75	161	Mummers Museum	Washington Avenue	Museum	Mummers Museum	20,797	37			Not paid by City
76	446	Gateway Shelter Supportive Housing	907 Hamilton Street	Housing\Group Quarters	OSH	20,679	63	0.38	\$3.36	

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
77	824	Police AID Unit	2525-45 Master Street	Police Operations\Unit	POLICE	20,601	23			Shared w/ #1719
78	1205	Feltonville Recreational Center	231-37 E Wyoming Avenue	Recreation Building	PPR	20,273			\$1.84	
79	685	Garage 159	4040 Whitaker Avenue	Garage\Maintenance Building	FLEET, STREETS	20,070			\$6.35	
80	116	Police 19th District	1201 N. 61st Street	Police Station	POLICE	20,000	57		\$0.02	
81	982	Sayre Morris Recreation Center	5825 Spruce St	Recreation Building	PPR	20,000				Paid by PSD
82	1008	Carousel House Recreation Center	1701 Belmont Avenue	Recreation Building	PPR	20,000	147		\$3.27	
83	957	Guerin Recreation Center	2201 S 16th Street	Recreation Building	PPR	19,965			\$1.67	
84	1204	Northeast Transfer Station	3901 N Delaware at Wheatshaf Ln	Transfer Station	STREETS	19,902			\$5.44	Shared w/ various
85	27	Garage 423 - Autobody Shop	1117 Reed Street	Garage\Maintenance Building	FLEET, DPP	19,644	57		\$4.66	
86	86	Former Childrens Reception Center	1823 Callowhill Street	Multi-Use\Office Building	Children's Crisis Center	19,566	64			Not paid by City
87	722	Belfield Recreation Center	2109 W Chew Avenue	Recreation Building	PPR	19,125	17		\$1.52	
88	1138	Regional Library Northwest - J Coleman	68 W. Chelton Avenue	Library Regional	LIBRARY	19,117	35	0.17	\$5.51	
89	250	Jardel Recreation Center	1400 Cottman Avenue	Recreation Building	PPR	19,088			\$2.09	
90	648	Mcveigh Recreation Center	400-64 E Ontario Street	Recreation Building	PPR	19,025			\$2.47	
91	818	Northcentral Service Building	2523 Glenwood Avenue	Multi-Use\Office Building	STREETS	18,996	57		\$3.90	Shared w/ various
92	829	Former 24th/25th Police Dist	3300 N. Front Street	Police Station	Vacant	18,928	52			

RANK	ASSET ID	NAME	ADDRESS	ASSET TYPE	OCCUPANTS	BLDG SQFT (rentable)	AGE	SQFT/ PUBLIC USE (2012)	UTILITY COST/ SQFT (FY2011)	UTILITY COST NOTES
93	75	Philadelphia Fire Academy Building	5200 Pennypack Street	Multi-Use\Office Building	FIRE	18,911	33		\$3.64	
94	1158	Finley Recreation Center	7701 Mansfield Avenue	Recreation Building	PPR	18,909	22		\$2.50	
95	1701	Alternative Special Detention Central Unit	8101 State Road	Detention Center Adult	PRISONS	18,680		1.38		Shared w/ #397,701, 2989
96	1080	L&I East District Office	Rising Sun Avenue	Multi-Use\Office Building	L&I	18,592	89			
97	35	Lawncrest Recreation Center	6000 Rising Sun Avenue	Recreation Building	PPR	18,553			\$3.29	
98	66	Prisons Training Academy	8215 Torresdale Avenue	Multi-Use\Office Building	PRISONS	18,348				Shared w/ #64
99	468	Police 2nd/15th District	2831 Levick Street	Police Station	POLICE	18,162	57		\$3.08	
100	953	Murphy Recreation Center	300 Shunk Street	Recreation Building	PPR	18,115			\$2.32	

Median	27,160	53	2	\$2
Average	90,129	58	29	\$3
Lowest	18,115	0	0	0
Highest	688,128	184	622	\$8
TOTAL SQFT	9,012,930			

<i>Total All Buildings (442) SQFT</i>	11,262,539	<i>Top 100 as Percent of Total SQFT</i>	80%
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*Excludes Aviation terminal and support buildings and PWD water and wastewater facilities.

Data from PCPC's Master Facility Database 9/5/13

APPENDIX: Top 30 City-Leased Facilities by Cost

RANK	ASSET ID	LEASE NUM	ADDRESS	CITY DEPARTMENTS/TENANTS	LESSOR	LEASED SQFT	TOTAL COST\ SQFT	OTHER COST (incl Utilities)	TOTAL LEASED COST*	TERM**	PRIMARY USE
1	2981	20-70	Aramark Bldg, 1101 Market St	PWD, Public Health, Community Behavioral Health, Bar Assoc. Offices	Girard Estate Leasehold	179,295	\$30	\$2,664,907	\$5,443,980	8/31/2016	Office
2	868	69-21	1327-39 Chestnut St	District Attorney's Office (DA)	Phila Municipal Authority	200,114	\$23	\$613,264	\$4,565,516	1/31/2026	Office
3	2979	20-109	Curtis Center, 601 Walnut St	BRT, OPA, Human Relations Com., Inspector General	Phila Municipal Authority	78,695	\$25	\$9,806	\$1,966,855	8/31/2022	Office
4	2977	11-53	2800 S 20th St at Oregon Ave	Delaware Valley Intelligence Center	Phila Authority for Ind Dev	39,830	\$44	\$1,440,000	\$1,768,199	6/30/2026	Office
5	2980	04-01	SEPTA Bldg, 1234 Market St	Office of Innovation and Technology Offices	U.S. Equities Realty	42,532	\$29	\$421,718	\$1,229,826	6/30/2014	Office
6	92	20-90	990 Spring Garden St	L&I, Police, Streets, Community Empowerment Office, Town Watch	Spring Garden East, LLP	86,640	\$14	\$137,037	\$1,220,037	6/30/2014	Office
7	324	31-09	3101 Market St	Dept of Records Archive Center	Phila Parking Authority	79,900	\$13	\$874,769	\$1,074,519		Storage
8	1766	20-91	Land Title Bldg, 100 S Broad St	Commission on Aging, Fleet, Sheriff, Tax Review Board	Phila Municipal Authority	50,461	\$19	\$48,664	\$949,897	8/31/2018	Office
9	2982	73-14	4700 Wissahickon Ave	City Commissioners Voting Machine Warehouse	Forty Seven Hundred LP	184,128	\$5	\$244,200	\$869,399	6/30/2014	Storage
10	2978	22-01	Three Parkway Building, 1601-1645 Cherry St	Dept of Human Services	Phila Municipal Authority	27,522	\$30	\$119,164	\$834,736	4/20/2014	Office
11	3003	73-15	520-34 N Delaware Ave	City Commissioners Office	Spring-Del Assoc	39,116	\$16	\$135,156	\$644,642	6/30/2014	Office

RANK	ASSET ID	LEASE NUM	ADDRESS	CITY DEPARTMENTS/TENANTS	LESSOR	LEASED SQFT	TOTAL COST/ SQFT	OTHER COST (incl Utilities)	TOTAL LEASED COST*	TERM**	PRIMARY USE
12	713	11-42	4000 American St	L&I, DPP, Office of Supportive Housing, Police Special Ops.	Red Gap Limited Partnership	37,500	\$7	\$141,036	\$265,536	12/3/2017	Storage
13	1727	11-39	5301 Tacony St, Arsenal Bldg 202	Police Strike Force	Arsenal Business Center	13,260	\$17	\$77,333	\$229,690		Office
14	3005	24-79	1430 Cherry St	Office Supportive Housing Intake	WHY Partners LP	9,997	\$23	\$19,992	\$228,280		Office
15	405	11-37	401 N 21 st St	Police 9th District	Rodin Partners	24,000	\$7	\$171,590	\$171,590	12/1/2024	Office
16	3004	36-12	8 Penn Center	City Mail Room	Phila Municipal Authority	9,736	\$17	\$24,660	\$163,583	10/31/2019	Office
17	1708	20-61	2504 Snyder Ave	DPP Warehouse	Peter Roberts Enterprises	27,325	\$6	\$30,645	\$158,016		Storage
18	1735	11-52	4500 S Broad St	Police Regional Operation Command South	Phila Auth. for Industrial Development	9,635	\$14	\$135,113	\$135,114	3/30/2014	Office
19	282	52-10	18 S 7th St	Library Branch - East Phila/Independence	18 S 7th St Assoc	7,736	\$16	\$597	\$122,439	5/31/2020	Library
20	1762	20-88	34 S 11th St	DA's Complaint Unit	Girard Square A NYLP	8,076	\$13	\$0	\$108,218		Office
21	1730	11-38	1341 N Delaware Ave	Police Citywide Vice / Employee Assist.	Penn Treaty Park Place	7,670	\$12	\$16,234	\$94,008		Office
22	1733	11-41	98 Ashton Rd, NE Airport Hanger A	Police Northeast Aviation Unit	Atlantic Aviation PNE	6,200	\$12	\$0	\$72,000		Office
23	2996	10-59	2150 W Somerset St	North Philadelphia Municipal Services Bldg	Equity Retail Brokers	3,000	\$21	\$32,943	\$64,143		Office

RANK	ASSET ID	LEASE NUM	ADDRESS	CITY DEPARTMENTS\TENANTS	LESSOR	LEASED SQFT	TOTAL COST\ SQFT	OTHER COST (incl Utilities)	TOTAL LEASED COST*	TERM**	PRIMARY USE
24	3017	35-01	714 Market St	Finance - Tax Code Unit	Liberty Resources, Inc	3,343	\$14	\$6,720	\$46,000		Office
25	3002	28-06	2615-21 E Huntingdon St	PWD Distribution Crews Muster Site	Global-Win Inc	3,000	\$11	\$3,037	\$33,037		Storage
26	2998	20-107	8729-49 Frankford Ave	DPP Warehouse, MDO - Community Life Improvement Office	Washington Service Corp	1,200	\$20	\$6,857	\$24,029		Storage
27	137	10-60	9239 Roosevelt Blvd	Northeast Philadelphia Municipal Services Bldg	Alvin & Marie Antony	2,400	\$10	\$6,017	\$24,017		Office
28	169	20-77	Pier 46 at Delaware Ave	Fire Marine 15	U. S. Coast Guard	3,049	\$5	\$16,753	\$16,753		Fire Ops.
29	2981	28-05	Aramark Bldg, 1101 Market St (Basement)	PWD Storage	Girard Estate Leasehold	1,150	\$14	\$450	\$15,676	8/31/2016	Storage
30	1672	26-52	1311 S 10th St	L&I Confiscation Warehouse	Stephen J. Palladinetti	6,500	\$2	\$1,592	\$14,592		Storage

Average	39,767	\$19	\$246,675	\$751,811
Median	11,629	\$14	\$31,794	\$167,586
TOTAL	1,193,010		\$7,400,254	\$22,554,327

*Total Lease Cost includes Other Cost column (separate column for 'base cost' is not represented).

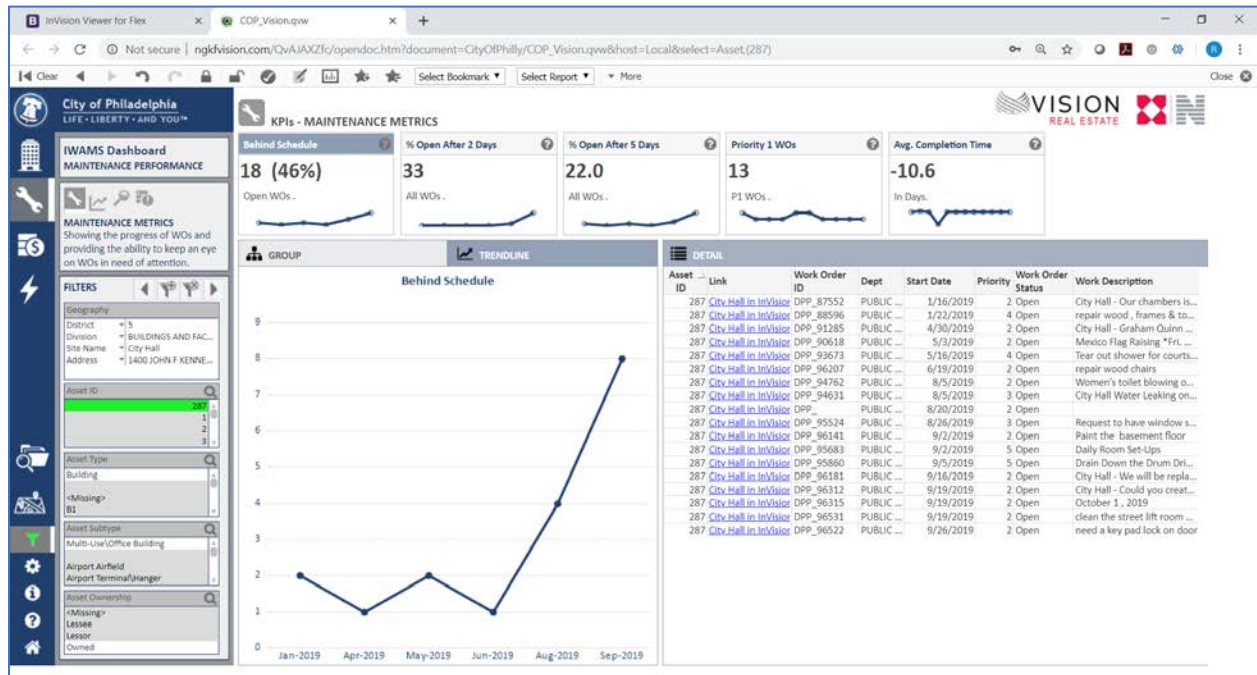
**Leases are year to year, unless specified by term date.

Source: DPP Real Estate Division 10/31/13

Exhibit 2 - Examples of KPIs, Functionality, and Data Elements

This exhibit addresses questions 27 & 96 and include examples of KPIs, Functionality, and Data Elements.

KPIs



Map-based GUI

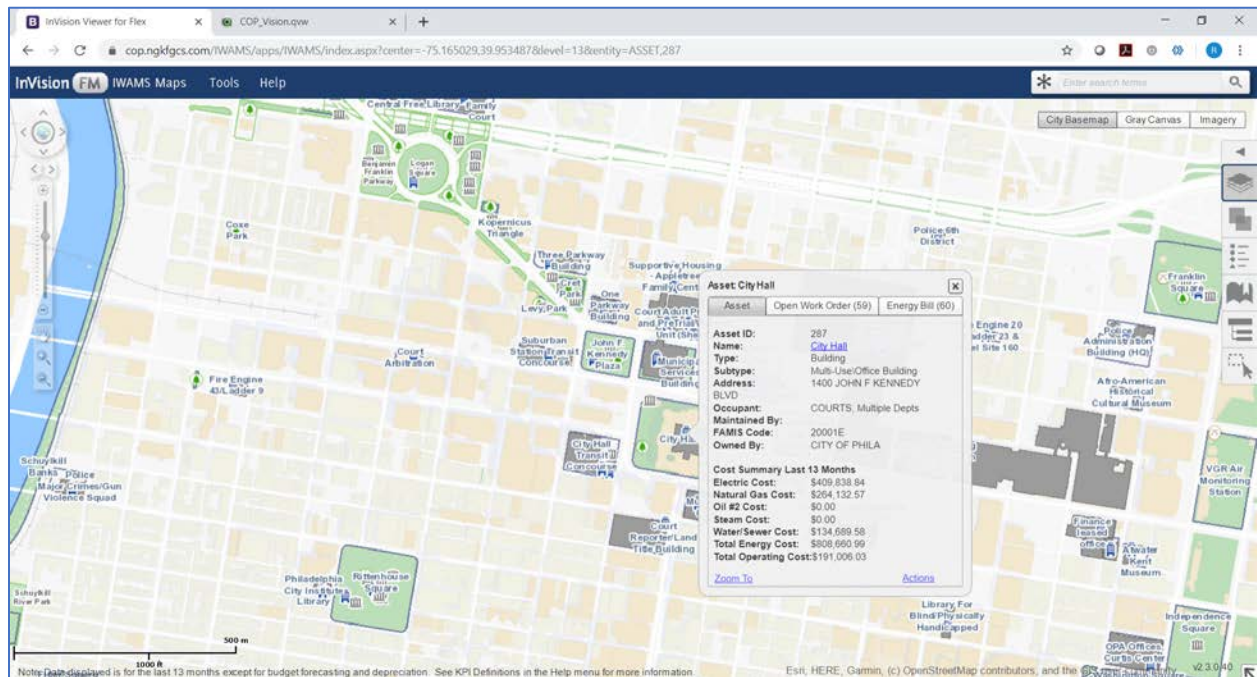
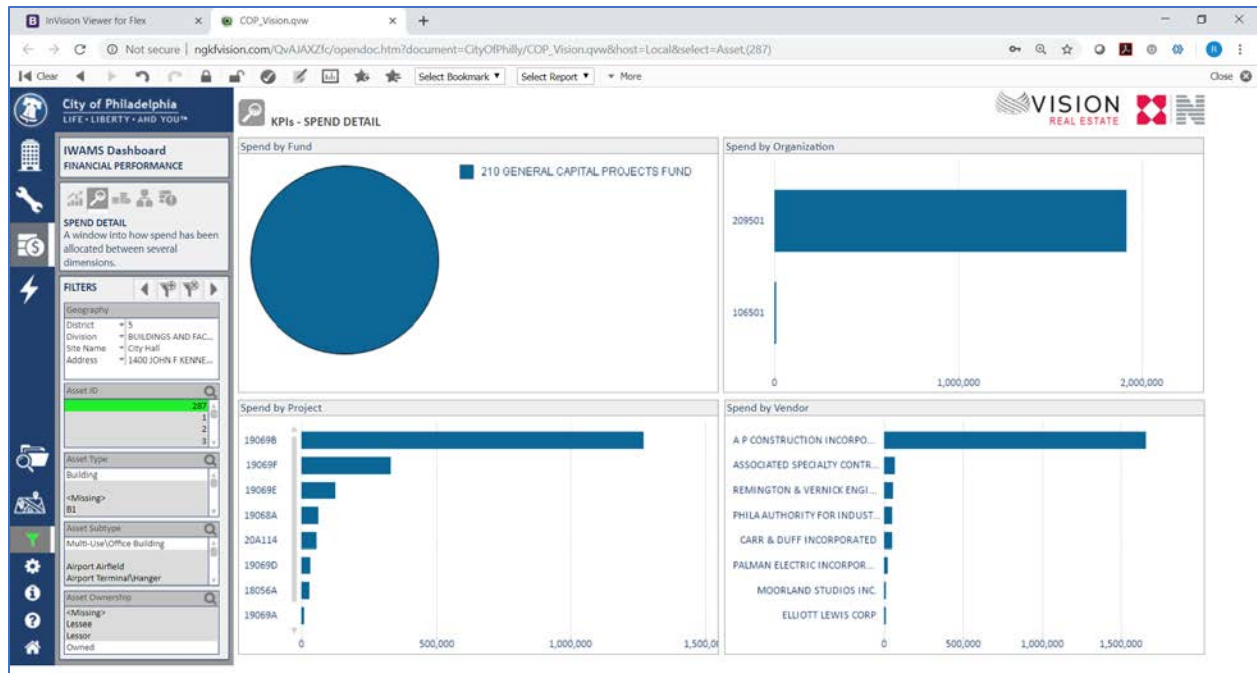


Exhibit 2 - Examples of KPIs, Functionality, and Data Elements

Chart-based KPIs:



Sample Historical Raw Data Table:

KPIs - MAINTENANCE DATA

Asset ID	Asset Name	Address	District	FAMIS Code	Asset Type	Asset Subtype	Status	Work Order ID	Start Date	Start Time
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43445	1/5/2016	7:02:18
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43726	1/7/2016	7:33:04
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43562	1/7/2016	7:08:52
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43584	1/7/2016	2:30:51
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43610	1/8/2016	7:50:59
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43796	1/13/2016	8:52:40
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43857	1/14/2016	7:41:41
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43858	1/14/2016	7:42:22
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_43933	1/17/2016	7:00:00
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_44580	2/1/2016	8:26:07
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_44789	2/8/2016	8:22:30
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_44829	2/9/2016	7:37:46
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_44840	2/9/2016	10:05:04
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_44914	2/11/2016	6:52:52
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_45467	2/16/2016	12:20:28
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_46261	3/17/2016	3:08:15
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_46302	3/18/2016	8:39:05
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_46562	3/28/2016	2:45:17
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_46940	4/6/2016	12:13:35
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_47627	4/25/2016	11:33:43
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_48460	5/15/2016	3:06:39
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_48470	5/16/2016	7:07:17
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_49082	6/1/2016	7:09:58
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_49254	6/3/2016	2:29:48
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_49447	6/7/2016	2:02:02
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_52689	6/17/2016	11:55:41
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_50012	6/22/2016	3:59:00
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_50010	6/22/2016	3:53:05
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_50608	7/7/2016	11:36:03
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_50788	7/13/2016	8:17:07
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_51199	7/22/2016	3:26:19
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_51381	7/26/2016	3:26:44
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_51438	7/28/2016	8:07:52
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_51805	8/5/2016	7:58:07
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_52299	8/16/2016	4:55:08
1125	Fire Engine 45/Ladder 14	2535 W YORK ST	5	13045E	Building	Fire Station	A	DPP_52325	8/17/2016	9:53:27