The True Value Proposition

Strategies to Get Projects Done and Increase Your Influence

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FACILITIIES CHAMP BY DAY





CITY COUNCILMAN BY NIGHT AND MORE!

Brandon McCullough

Facilities Manager

Northville Township (Michiga

Why FM gets labeled a cost center

Our systems report spend and activity more easily than outcomes.

BUDGET

What did we spend?

WORK ORDERS

How many did we close?

PROJECTS

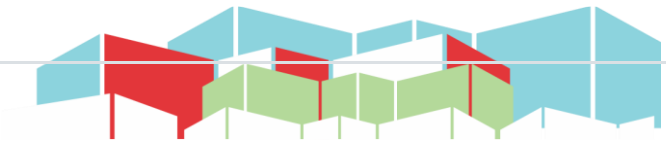
Did we hit cost + schedule?

What often goes unreported

- Failures prevented
- Risk reduced
- Useful life extended
- Service continuity protected

YOUR EXAMPLE

Sunday 10/11; Watching my Lions beat up on the Cards! Phone buzzes, water leak on main floor of Township Hall.



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Activity is not value

The work order is the transaction. The outcome is the product.

ACTIVITY	OUTPUT	VALUE
Replace motor	Airflow restored	Operations continue
PM inspection	Issue found early	Disruption avoided
Access upgrade	Controlled entry	Risk reduced
Space change	Better layout	Capacity improved

FM earns strategic credibility when we finish the sentence: “so that…”

The FM value proposition

Facilities sits at the intersection of five enterprise priorities.

PEOPLE

safe • healthy • productive

PLACE

reliable • functional • adaptable

PERFORMANCE

continuity • service • capacity

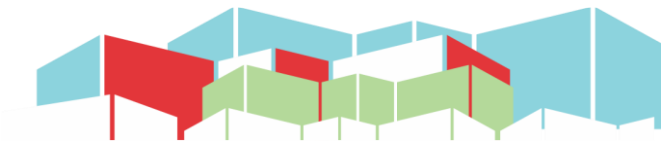
CAPITAL

lifecycle • stewardship • timing

RISK

compliance • resilience • readiness

This is the language of leadership — not just maintenance.



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Linear vs. circular FM

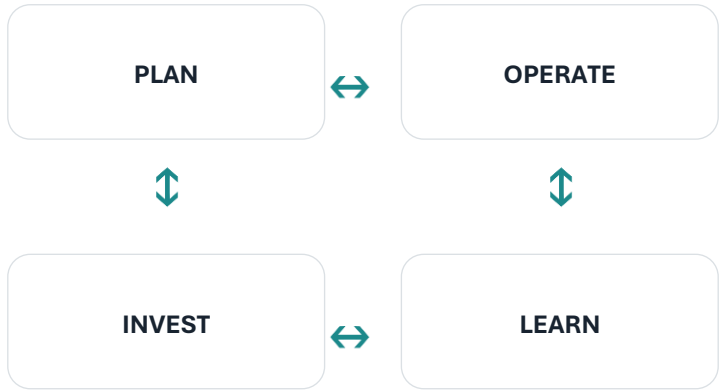
Reactive work is necessary. A reactive operating model is expensive.

LINEAR

REQUEST → REACT → REPAIR → CLOSE

Success = transaction completed

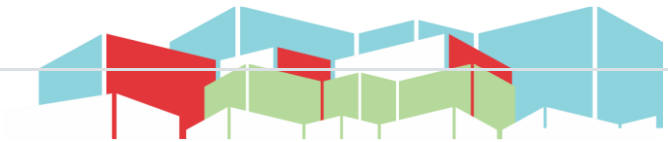
CIRCULAR



Success = every intervention improves the next decision

YOUR EXAMPLE

Robust Work Order System; Helps provide backup for CIP



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Think beyond the fiscal year

The cheapest year can create the most expensive decade.

NEED DESIGN BUILD OPERATE RENEW REPURPOSE

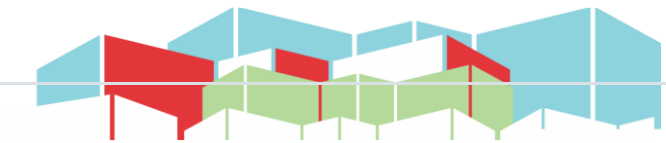
Design affects maintainability.

Maintenance affects useful life.

Condition data affects capital timing.

YOUR EXAMPLE

Green Building; The ROI matters!



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Six ways FM creates enterprise value

Use these as your executive vocabulary.

Reliability

uptime + continuity

Risk

safety + compliance

People

experience + productivity

Capital

lifecycle + asset value

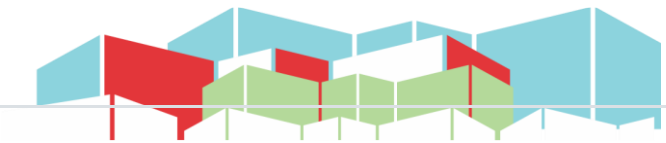
Efficiency

energy + labor + space

Adaptability

change + resilience

Nearly every FM initiative should move at least one of these levers.



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Tell the story in the right order

Lead with organizational purpose, not the equipment.

WHY

Protect the mission

→

HOW

Risk-based • lifecycle • data-informed

→

WHAT

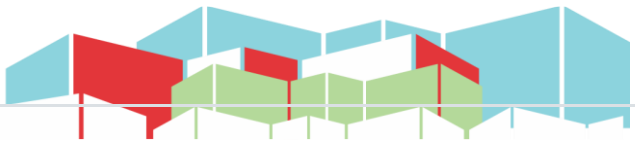
Maintain • operate • renew

→

VALUE

Outcome + risk + total cost

The capital request becomes a business case.



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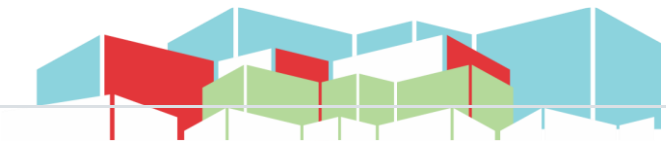
Build a value story

WHAT	What are we doing?
WHY	What mission / people / risk does it protect?
HOW	How are we deciding and delivering?
VALUE	What outcome changes?

CASE STUDY Work place furniture renovation



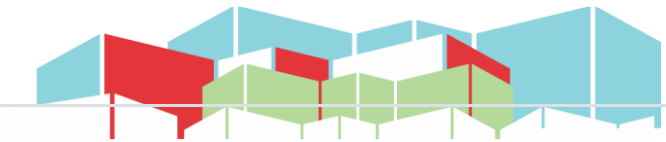


Be disciplined with value claims

Trust is part of the FM value proposition.

HARD VALUE	RISK VALUE	SOFT VALUE
• Measured utility reduction	• Exposure reduced	• Experience improved
• Verified labor reduction	• Probability lowered	• Flexibility created
• Bid / procurement delta	• Consequence limited	• Reputation protected

State assumptions. Use ranges. Separate measured savings from avoided risk.



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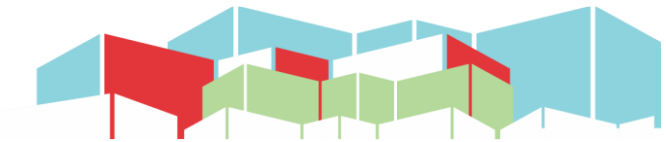
Who Has a Story?

Choose one current FM issue.

1. WHAT are we doing?
2. WHY does it matter?
3. HOW are we deciding / delivering?
4. Which VALUE lever does it move?
5. What ONE measure proves progress?



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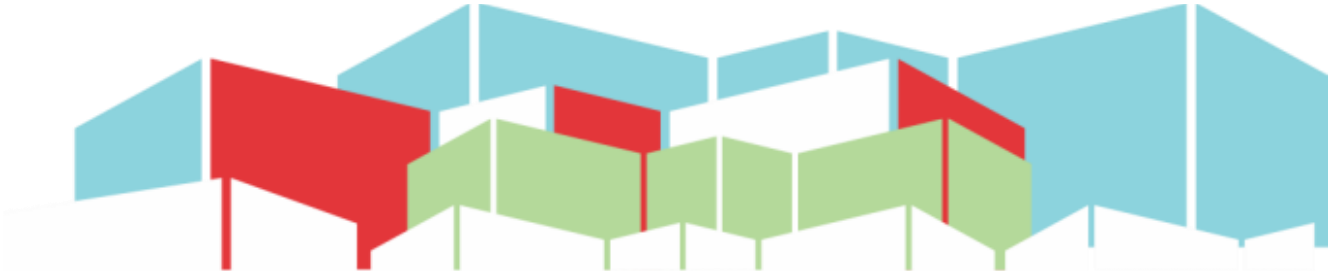

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