

# Furbish Company

LIVING ROOFS | LIVING WALLS

Maintenance PM - Operational Tasks
Maintains/administers contract obligations for all installation and follow-up maintenance contracts in place
Keeps abreast of all living roofs in region by maintaining database of such with appropriate information regarding stakeholders, profiles, conditions of each.
Strategically pursues contracts for more living roof maintenance. Understands issues, develops estimates, crafts proposals, sells the work.
Tracks actual costs per maintenance visit vs. budgeted. Analyzes results for trends and pricing standards.
Schedules work to living roofs optimizing needs of each roof, locations, efficient use of travel time, specific needs of each roof based upon last visit observations, and any other relevant factors.
Collects data from field workers/horticulturalists, subcontractors. Updates data files for real time reference for status of roof plus notes relevant to next visit.
Maintains overall schedule of contract obligations. Can see slack times and overcapacity times well in advance of problems being right on top of us.
Downloads photos from maintenance visits. Generates PowerPoint base report that horticulturalist will edit. Ensures finalized maintenance reports go out on time and with requisite level of professionalism.
Markets our services to build bigger book of business.
Sees a bigger picture of maintenance operation opportunity. Can make assumptions, forecast profitability, predict cash flow. In general views maintenance as a profit center and approaches this work as entrepreneurial opportunity.
Coordinates with Field Ops to determine/balance labor needs.
Recruits appropriately for our requirements
Maintains safety at all times.
Evaluates upcoming installs for grow-in maintenance requirements and offers input to protect our probability of success when maintenance shifts into gear.
Develops reputation in the industry that: "our plants grow" and "we're good folks that do what we say we'll do"

<b>Maintenance PM - Skills</b>
Organized. Can set appropriate priorities and structure work so as to minimize time consuming dead ends.
Self initiating. Can sniff out opportunities and find way to pursue. Doesn't wait for new angle or direction to be identified by others. Makes logical hypothesis and then pursues them.
Shrewd. clever at understanding various positions and determining the match between what is desired by the client and how we can deliver. Or, if we can't, determining that very rapidly.
Anticipates - Can we see several steps ahead? Can we anticipate problems far enough in advance that allows steps to avoid them? Can we predict how various parties will react to any aspect of our work?
Judgment - Adept at balancing our objectives for quality, client satisfaction, and margin. Understands major vs. minor factors quickly. Knows when to be resourceful and just get things done vs. asking for help. Both have their place.

<b>Maintenance PM Learning</b>
Creates follow-up systems for quantifying "how we did" - budget and client satisfaction and our internal quality standards.
Tracks tangible success measures and analyzes results. Generates and assesses variance report for every maintenance contract.
Creates hypothesis for cause/effect.

<b>Maintenance PM - Innovation</b>
Seeks creative approaches to improve margins and quality and client satisfaction simultaneously. Seeks improvements in material handling, materials in general, labor methods, labor sources, etc. (For example, looks for ways to store materials on client sites so our transporting materials is less burdensome.
Develops experimental/creative ways to test hypothesis (from "Learning" above) to see if effective results can be expected.

<b>Maintenance PM - Tools</b>
Excel - Is skilled at using Excel and can rapidly learn new aspects of Excel to develop computations and layouts that benefit analysis and presentation.
Outlook - Uses contact management effectively. Keeps up to date. Leverages all contacts with ease.
Word - Can use the software to format proposals and other information in professional manner. Can envision the presentation desired and then make it happen using the software.