Re-imagining Facilities

Facilities Initiative Implementation
Phase
Status Update to the
CFPN
November 9, 2010

Facilities Services
Objectives of the Initiative

• **Build a true partnership** between Units and Facilities Services
  – Establish alignment, accountability and trust through changes in governance and organization
  – Achieve consistent baseline standard of care campus-wide

• Transition to a **more efficient staffing model** that makes appropriate use of contractors
  – Re-focus front-line staff on core activities (e.g. maintenance)
  – Implement better controls for facilities staffing levels

• Develop a management system that **creates the right incentives** for stewardship and cost management
  – Improve budget and billing model, contracting process, and project management

• Encourage **sustainable use of resources** across Cornell
  – Pursue energy efficiency projects
  – Create incentives that encourage increased use of transit

• Identify **specific non-personnel opportunities** to reduce costs
  – Change practices in transportation, mail and operations

November 9, 2010
Cornell University
Facilities Services

Key Accountabilities

1. Campus Mgr → VP of Facilities:
   - Adherence to budget
   - Balance competing facilities needs
   - Quality & cost-effectiveness of work performed across zone

2. Zone M/C/P mgr → Campus mgr:
   - Manage zone function needs
   - Cost-effective use of allocated funds
   - Quality of zone facilities work

3. Crew leads → Zone M/C/P mgr:
   - Satisfactory execution of work
   - Performance of work crews

4. VP of Facilities → Dean/VP:
   - Ultimately responsible for ensuring unit needs are met by Facilities

5. Campus Mgr → Facilities Dir.:
   - Ensure high quality, timely, and cost effective facilities services
   - Effective steward of unit needs

6. Zone M/C/P Mgr → Facilities Mgr.:
   - Effective management of specific facilities service across zone

7. Crew Leads → Facilities Managers:
   - Timely, high quality service delivery and high customer service

8. Facilities Dir. → VP of FS
   - Ensures unit facilities needs are met within University standards

9. Facilities Dir. → College Officer:
   - Effective management of unit facilities needs
   - Leverage zoned facilities services to deliver effective service

10. Facilities mgr → Facilities Dir.:
    - Manage daily facilities tasks within assigned buildings
    - Hire zone work crews to complete necessary maintenance tasks
1. Zone maintenance manager and work crews (multi-trade shop and mechanics) are dedicated to a specific zone.

2. Specialty trades are shared campus-wide and assigned to jobs within zones as needed.

3. Project managers assigned to zones on a project-by-project basis; accountable to campus manager during assignment.

4. Building care teams are assigned to specific zones (and specific facilities within zones).

5. Grounds crew based centrally and often work across zones; campus managers set priorities within University standards.
Implementation Phase
Overview

Charge:
Authorization to move from Design into Implementation Phase received May 11, 2010

Project Manager: Kristie Mahoney

Implementation Teams:
1. Governance and Accountability: Dave Howe and Todd Pfeiffer
2. Zone Management: John Kiefer
3. Custodial Services: John Kiefer
4. Project Management: Gilbert Delgado
5. Energy Conservation: Bert Bland
6. Job Order Contracting: Dave Howe
7. Mail Services/Warehouse Inventory/Fleet Garage: Joe Lalley
8. Unit Zone Staffing: Lori Barry and Karen Muckstadt

November 9, 2010
Goals and Charge

- Clearly defined decision roles; alignment through partnerships and accountability
- FS sets campus-wide standards and executes work; units determine their needs/priorities
- Establish and fund minimum standards of care to ensure consistent look and feel

Governance

- “Zone” model to align staff with specific buildings or areas of campus
- Consistent standards across units (variance based on size/complexity/mission)

Organization

- Staffing sized for primarily maintenance activity; most construction contracted out
- Reduced staffing results in reduced cleaning frequency, especially in private areas

Staffing

- Budget/billing system creates the right incentives; FS should not be a profit center
- Contracting process seen as an enabler
- Cost-effective transport/mail/fleet services

November 9, 2010
High-Level Actions to Date:

1. **Governance and Accountability**: Key services evaluated and high level metrics identified; work continues to define metric details and specifications

2. **Zone Management**: Buildings assigned to primary organization; Campus Managers assignments complete; Trade Shop preliminary structure complete; pilot trade zone launched; completed definition of zone facility manager

3. **Custodial Services**: Merged CL Housekeeping and FS Building Care. Gained efficiencies in management and training costs; draft SLA being reviewed

4. **Project Management**: Initiated PM center consolidation, initiated major revision to project managers’ guidebook, and identified certification knowledge base

5. **Energy Conservation**: PARs for FY10 and FY11 issued. PAR for FY11 phase 2 will be submitted today. Interviewing energy service contractors (ESCO).

6. **Job Order Contracting**: JOC training developed; bids opened and 2 contractors will be selected; JOC live for Endowed by 11/01/10; Request for proposals for State contract has been issued- will be live by Feb 11

7. **Mail Services/Warehouse Inventory/Fleet Garage**: Warehouse inventory is down and selected auctioneer; Developed new competitive fleet rental rates

8. **Unit Zone Staffing**: Reviewing unit staffing in the facilities job family, reviewing organizations within buildings to assist with Zone structure, and units team members are documenting facilities functions within their units.

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