Facilities Services
Town Hall Meetings

May 2010
(updated June 2010)
Welcome

It’s been a tough year and thank you for your support!

The big changes have been made and we’re ready to move forward into the next fiscal year.
Objectives of Facilities/Utilities initiatives

- Build a **true partnership** between units and Facilities Services
- Deploy a staffing **model** that effectively utilizes contractors
- Develop a management system that **creates incentives** for stewardship and cost management
- Encourage **sustainable use of resources** across Cornell
- Identify **specific non-personnel opportunities** to reduce costs
We have identified facilities savings opportunities in addition to those previously identified in spans and layers

- Immediate demand driven reduction in staffing and material costs
- Maintenance-focused (increased contracting of projects)
- Increased use of maintenance mechanics for minor work
- Increased productivity; efficient use of labor pool workers

- Maintain current level of custodial staffing

- Operational efficiencies and consolidation of mail metering, fleet garages and warehouse

- Comprehensive energy efficiency initiative
- Identified both marginal and billed-rate savings of $11M
Areas Identified for Opportunities

Trade Shops

- Annual savings can be achieved without the need to layoff regular employees
- Shops staffing levels should be managed below an average “cap” based on forecast billable hours
- The shops should focus on maintenance and should not increase staff levels to meet construction demand
Areas Identified for Opportunities

- Building Care

  Staffing reductions have already been made and further reductions are not recommended
Areas Identified for Opportunities

Transportation and Mail Services

- TMS has identified savings opportunities that will not impact the bus service or reduce the number of personnel
Areas Identified for Opportunities

Utilities

- Energy efficiency projects could yield more than $10M in long-term annualized savings
Key Enablers

- **Governance**
  - Clearly defined decision roles
  - Streamlined decision-making processes

- **Organizational structure**
  - Zone model with crews embedded in assigned zones
  - Redefined roles and responsibilities for zoned positions

- **Budget and billing model**
  - Incentivize alignment of Facilities and unit goals
  - Maintenance allocated; billing for discretionary work

- **Project approval and contracting process**
  - Streamlined processes that enable units to contract work quickly, easily, and cost effectively
Key Enablers

Organizational structure

Facilities Services will assign a Campus Manager to represent a service “Zone” area.

Zones are based on organizational type, but are also clustered somewhat geographically.

Campus Manager is responsible for all facilities activities within their zone; where appropriate, staff will be dedicated to a zone.

Organizational changes create new accountabilities across Facilities Services and units.
Key Enablers

Project approval and contracting process

Improved project management can lead to savings through more efficient contracting and execution of projects:

- Certify project managers
- Consolidate project management centers
- Implement job order contracting (JOC)
- Raise PAR threshold from $50K to $100K
- Improve large project approval processes
Charge to Facilities Services

- Implement the governance and organizational structure
- Implement the staffing model for the facilities function as well as the recommended staffing levels for the shops, custodial and unit-based facilities activities
- Define and implement measures of accountability
- Implement the budget and billing recommendations in partnership with the VP for Planning and Budget
- Implement changes to the contracting process including certification of project managers, consolidation of project management center, and implementation of job order contracting
- Execute energy conservation projects
- Consolidate fleet operations
The Facilities Leadership Team will be engaged in developing methodologies to implement the charge and seeking input from staff.

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