Facilities Director’s Roundtable Questions – November 22, 2010, with updates in March 2011

The Roundtable provides a forum where Facilities Services leaders and Unit Facilities Directors gather monthly to share initiative updates and gain consensus on various topics relating to facilities priorities on the Ithaca campus. In November 2010, each member of the group was invited to submit questions they had about specific topics. Answers were written by the subject matter experts and they are compiled here for your perusal. The last review of the document was done in March, 2011. If you have follow up questions to what is shared here, please feel free to contact the responder directly, or vice president, Kyu-Jung Whang in Facilities Services.

Zone Management – John Kiefer and Jim Gibbs (with input from Lori Barry and Karen Muckstadt)

- How will we determine the base level of services and can they be customized?

  Working in partnership with the facilities directors of the units, a base level service level agreement between Facilities Services and the units will be drafted using the template that has been established by the ASP task force. The level of service will be a product of the needs of the units balanced with the expected level of service that FS can provide with the funding levels established for various services. What is important to note is that the level of services be consistent across campus and that units will have the ability to buy a higher level of service if they feel that is required. We already have draft base service levels for Building Care, Grounds and the Mech Shop, the former two appearing on our departmental web page, the latter as defined by the PM work orders in Maximo. The Governance and Accountability team is tasked with developing criteria for Service Level Agreements for the overall division of Facilities Services and for the units. We should encourage discussions to customize service levels, within certain limits, to meet the unique needs of each unit.

- What is the role of the “Zone Facility Manager” and “Campus Manager” and will there be changes?

  Following are a few key attributes of the two positions:

  Campus Manager (CM)
  - Strategic partner with the units in the Zone on all facilities matters, including topics such as facilities master planning and capital planning. CMs are not expected to be involved with the day-to-day operations within the zone; however, they will serve as an important link between the unit facilities directors and the vice president of Facilities Services.
  - Serve as a resource at a strategic level to the units in the Zone on procurement of the diverse services provided by the Facilities division.

  Zone Facilities Manager (ZFM)
  - Serve as a technical resource and partner for unit facilities managers in the Zones to maintain spaces in a manner consistent with the programs they support. The ZFMs role will include all maintenance related functions, including
preventive, corrective, planned maintenances, grounds, building care and program upgrades. The ZFM will have knowledge of all maintenance and program work that is occurring in his or her zone.

- Work with zone crew leads and unit facilities staff at a strategic level to insure quality and consistency of services provided by central facilities crews.

- **When will we do a post mortem on the pilot zone?**

  Hopefully the pilot will not die, but rather be converted to a permanent fixture. Seriously, we have already started gathering information from the building coordinators, facility managers and shops staff on performance of the pilot. We will report out at upcoming Roundtable meetings.

- **What is a “Zone” going to look like?**

  That is a very broad question. There are many types of zones: trade crew zones, building care zones, grounds zones, unit facilities zones, campus manager zones, etc. Zones “look like” organizational divisions of campus in which facilities services are organized and applied at the zone level, as opposed to the departmental level or by technical skill set. The purpose of organization at the zone level is to aggregate work such that it can be done by full time, professional facilities staff, and to dedicate that staff to specific areas of campus to foster partnerships and improve familiarity with facilities.

- **Do we have a roll out plan to communicate to campus?**

  Yes, but it needs more work. So far we have communicated using the Facilities Directors Roundtable and Town Hall meetings, plus meetings with specific work groups that are affected by changes in service delivery (eg, the Shops Pilot Zone). The Zone Management team leads (Barry, Muckstadt, Kiefer) are working on a unit communication plan to include the CM, ZFM, Unit Facility Director, Facility Manager and other facilities staff, on a unit by unit basis, for units that have not participated heavily in the ZM. We have also developed a webpage in the FS website for Zone Management.

- **When is the Zone Management scheme going to be deployed?**

  Some pieces are already are being deployed, such as the pilot trade crew and the Campus Manager roles. The next main zone structure slated for roll out is Zone 1 (Contract Colleges) with a scheduled implementation by 2/28/11. We are intending to have all remaining zone structures fully operational by the end of this fiscal year.

- **How is this tied to the Budget models?**

  Zones will be deployed using existing personnel within Facilities Management and the units and funding will follow the person in their new role. Other management costs around the new structure will have to be borne out of the overall funding strategies. Our goal is to balance additional costs with saving through efficiencies and reduction of duplications.
• How many Zones will there be?

As noted above, we need to be specific about which zone. There are three “main” zones: SAS, Endowed and Contract Colleges. A campus manager and a ZFM will head up a single zone except in the case of the endowed zone which will be split into 2 equal parts with each headed by a campus manager and a ZFM.

• What criteria will be used to create and redo zones?

It depends which zone you are describing. We don’t expect to change the existing Building Care and Grounds zones. Criteria for establishing the Trade zones includes balancing the number/GSF of buildings with the trade crew size, arranging the zone so that each unit facilities office will work with only one trade crew, and selecting buildings that are proximate to one another.

• How can small buildings gain management and trade resources?

We are encouraging units to aggregate their facilities function such that small buildings/departments receive facilities coverage from the central, unit office by full time facilities professionals. Units that are too small to have positions such as Facilities Director will be matched with “partners” from other units or central facilities such that they have ready access to facilities staff.

• Will there be a sharing of resources across zones?

We must avoid building chimneys and consequently should avoid viewing zone boundaries as barriers to sharing of resources. Yes, resources will be shared across zones.

• How will we know if we saved money?

As part of the FUR/ASP process the budgeted trade staff in the Shops dropped about 100 people over a two year period. The Shops budget was adjusted accordingly. As noted above, some costs are going up and others are dropping. A principle goal of the Zone Management initiative is to improve efficiency of execution of maintenance work. Two good indicators of cost are the number of tradespeople engaged in corrective and preventive maintenance post ZM vs. pre ZM.
Building Care – John Kiefer and Rob Osborn

- **Why did Building Care and Campus Life Housekeeping merge?**
  
  The merger is part of the campus wide centralization of services. This is something that has been discussed for years, however given the very different customer base in Campus Life, historically this group reported to VP Susan Murphy within SAS. Given the nature of our respective service businesses, our Building Care administration believed that it could provide enhancements to the existing CL management group, and housekeeping service protocol. The Building Care support structure (for 285 employees) was already existent and considered highly effective in managing service for over 10,000,000 GSF of building area. Consequently, we believed that the merging of 100 employees and four professional service managers could happen smoothly. Our positive expectations of this merger that began in July 2010, have been exceeded in all categories. The CL housekeepers are very pleased with the merger and the support they are receiving from the BC management team. As we begin to study the CL housekeeping protocol in more depth, and look at metrics, we believe that there will be areas where we can achieve further savings. This has already happened with our sharing management oversight, and technical assistance.

- **How are you going to determine base level service of Building Care?**
  
  Last spring the Building Care FUR Team submitted an outline of core service changes to the ICO and it was approved, along with the reduced staff size required to provide the core services. Rob and his staff expanded on the outline and put it on their web page. The information on the web page will serve as the starting point for service level agreements between the units and FS.

- **Window washing – How is it managed?**
  
  Interior and exterior window washing is considered “project work” for our custodial staff. Given the loss of 44 custodial positions over the past two budget years, one of the work areas specifically affected by the budget cuts has been that of project work. Our staff will clean windows inside when they are able to work it into their schedule.

  Exterior window washing, to a height of two stories, will fit the same schedule as interior window washing (as discussed above), and they will be cleaned annually when possible. Windows above two stories on the Endowed Campus will be cleaned by a contractor with a very limited budget in our Endowed appropriation. Those windows will cycle on a three year rotation. There is no budget on the Contract College campus for contracted window cleaning. This is one, very unique area where there is a difference in the custodial services provided on the two campuses.

- **How are Building Care teams deployed? For example, on C.C. side**
  
  Building Care has a model of campus that shows, for each building, the areas that need to be cleaned and the resources required. Criteria for sizing and assigning teams include matching the workload with the staff and physical proximity of the buildings in each Building Care zone. There is no difference with regard to the cleaning maintenance protocol on the two campuses.
• **Is Building Care tied into budget discussions? In relationship to service levels?**

As noted above, the ICO (now called the ASP, Administrative Streamlining Program) already approved the staff size reduction, associated cost savings, and an outline of service level changes.

• **Will the Building Care governance model still be separated by endowed and C.C.? (eg: Endowed custodian’s staff in endowed buildings and vice versa?)**

Building Care’s current academic service group of 285 custodians is administered by a management team that is funded consistently with its two main appropriations. The Endowed operations are funded at 66% and Contract College operations at 34% of the combined allocations. All entry-level custodial employees are deployed consistently with their divisional appointments. That is, Endowed custodians work in Endowed buildings and the converse is true with Contract College employees. Over the years, the director made the strategic decision to allow its 16 custodial managers to work across campus in different assignments, without regard to their divisional appointment. The same has been true for our head custodians at the S0-06 and S0-04 levels. Providing these two leadership groups with the opportunity to work in all academic buildings across campus, has been highly educational for them individually, and has enhanced their experience base in working with our extensive customer group. Furthermore, it has been a factor as individual employees have applied for promotions within the Building Care organization.

• **Will the service guidelines be rolled out formally to entire campus?**

Yes. The Governance and Accountability team is working on a process for service level agreements between the units and FS. The process is in development and the roll out is not yet defined.

• **How will we know if we saved money?**

The Building Care custodial staff level decreased about 14% over the past two years. Building Care’s Endowed appropriation was reduced $1,039,000, and the Contract College was reduced $498,000.

• **When will service agreements be completed?**

We are planning to complete the SLAs by the end of FY11.
JOC’s (Job Order Contracting) – David Howe and Pat Redder

• Where are we with State JOC contract?

There are a series of State approvals that have to take place prior to bid and subsequent award of JOC contracts for State buildings. Pending favorable results from the approval process the contracts will be out for bid in the mid to late February time range.

• Will there be guidelines for its use?

Yes – similar to the endowed JOC contracts the state contracts will have defined criteria for use on state projects. Both state and endowed individual work orders will be limited to $150K.

• List of all options available for contractor procurement?

The campus community has a number of procurement options available to them. The choice in procurement method will depend on a number of variables including: complexity of project, schedule, cost, documents, and quality to name a few. The options include:

- Lump sum competitive bid through the Facilities Contracts Office
- Less than $50K self-bid process
- JOC contract via PSG
- GMAX through PSG
- Sole source procurement:
  - FM Shops – no written sole source justification required
  - Outside contractor – written sole source justification required on projects >$10K
  - Outside contractor – written sole source justification not required <$10K

Note all procurement options, with the exception of the FM Shops, require a contract through the Facilities Contracts Office.

• Are all the JOC contracts in place?

We have awarded two JOC contracts that are available for use on the endowed campus or University-owned SUNY occupied facilities. The contracts have been awarded to Ace Unlimited and Fahs Construction via the competitive bid process. Two additional contracts will be awarded in a similar manner to execute work on the state campus facilities.

• Why can’t campus users see the book?

Cornell agreed with Gordian not to publish the Construction Task Catalog (CTC). People are welcome to stop by the PSG office to see it. The (CTC) is a relatively complex document that establishes base prices for thousands of construction related tasks. Each task is somewhat generic in nature and is used as a basis for further price
modification to best fit the specifics of individual projects. The interpretation of the tasks and related pricing in the CTC requires the skillset of an advanced construction professional that routinely engages in material takeoffs and possesses a broad understanding of construction pricing, project assembly and project execution.

• **When will the OH rate go down?**

Gordian will receive a 5% fee applied against the value of all JOC executed construction contracts until $6M in construction has been executed. When the initial $6M threshold has been reached the fee is then applied at a rate of 1.95%.

• **How do we control JOC relating to design requirements? Are control points in place?**

JOC is an alternative procurement option that is best applied to repair, replacement, alteration, and minor new construction projects. Repair and replacement applications will likely require little or no review. When applied to alteration and minor construction projects the responsibility of complying with all University and regulatory compliance falls on either the client requesting the work or PM acting on the client’s behalf. Both the Intake Interview and the Joint Scope Meeting will serve as control points for identifying potential building code implications, design requirements, and potential hazardous materials. JOC is intended to serve as an alternate construction delivery method, not a comprehensive project delivery tool.

• **Does Gordian have a minimum dollar expectation?**

To date, Gordian has invested significant time and professional resource in the assembly of the Cornell specific CTC, bid documents, and set-up of the JOC contract without compensation. Their compensation comes by way of fees assessed to projects executed using JOC. Gordian has not shared their breakeven point with us beyond establishing the aforementioned fee structure.

• **Why PSG for administration of JOC?**

The JOC implementation team, acting on the advice of the Gordian Group’s representative elected to administer the program by the Project Services Group. It was agreed that the most cost effective and consistent method of JOC administration could best be done by PSG. The group has in place the skillset that best matches the need as well as having adequate staff to implement the program. Future staffing needs will be assessed if the program gains momentum and requires application of resource beyond the current staffing level.

• **Concerned that JOC will be used as a “budgeting” tool?**

The JOC implementation team shared this concern as well. For JOC to be successful we need to safeguard against the misuse of its intent as a construction delivery tool. To that end the “Request for JOC Proposal” form requires the requestor to provide an account number and the name of the Financial Manager responsible for the account that will fund the proposed work.
How do we make sure we have qualified PM’s for JOC work?

The need to engage a PM for a specific project should occur well before the engagement with JOC. As previously mentioned, JOC is an alternative construction delivery method, not a comprehensive project delivery tool. Scope, complexity, and schedule should all be considered by the client during the initial planning stage of projects. If JOC is used for repair and replacement in kind, there may not be a need for a PM. For more complex projects, clients have the option of either self-managing the project or hiring their PM needs at fee through the central facilities organization.

- **What are the dollar values for the contracts?**

  There is no upside limit to the total volume of work that can be executed using the JOC contractors. Individual projects are limited to $150K in construction cost.

- **Can we use the endowed JOC contracts for State work in University owned buildings?**

  Yes, the JOC contracts that are in place now are applicable for work on the endowed campus and University-owned, SUNY program occupied facilities.

- **How will we get estimates?**

  Prices for a broad range of maintenance and construction related work have been pre-negotiated via competitively bidding the CTC (Construction Task Catalog). The specific scope of work applied to the CTC will define the final cost of JOC executed work. If a client is seeking assistance with budget development that will inform their decision around moving forward with a project there are several options available. For JOC destined projects the client may engage the FM Shops estimating section and request an estimate be prepared at fee that aligns itself with the proposed scope of work. The client may also engage estimate preparation from an outside agency that specializes in this service. This option would also carry a fee.

- **Will a college owned building renovation use state or endowed JOC contract?**

  Work in endowed facilities and University owned, SUNY program occupied facilities will utilize the endowed JOC contract. Work in state owned facilities will utilize the State JOC contract.

- **Will JOC change in the future?**

  JOC has been around for many years but is new to the University. As is the case with other new programs, we will periodically assess the performance of the initiative and if warranted, apply change in a way that benefits the University.
• **What types of obstacles have you run into?**

As of mid-December there have been no requests for JOC contracts. We have received several requests for additional information about the program however none of these have resulted in a request being submitted.

• **What informs you that your communication strategy is working?**

It is not clear whether the lack of JOC requests is an indication of poor communication or simply lack of interest from the campus community. Other factors may play a part in the reluctance of the campus community to request JOC including:

- The Gordian fee may be perceived as being excessive
- Clients relied heavily on FM Shops to prepare free budget estimates and now must seek alternative sources to formulate project budgets
- Clients are unsure if the JOC program will actually save time or money
- It may not have fully met the expectation of being a simple process

• **What defines the scope of the JOC contract?**

Implementation of JOC work orders require a five step process that is usually accomplished within a two week timeframe. The steps are:

1. Intake interview
2. Joint Scope Meeting
3. RFP
4. Contractor price proposal
5. PSG review and authorization to proceed

The scope will be defined in steps one and two, confirmed in step five.

• **Does JOC work require a PAR if over $50K?**

Yes, JOC work orders will be subject to the current PAR threshold
How is CCHPP operating?

The CCHPP is operating fine, providing the majority of power for campus since its start up last December 18, 2009. We still consider the unit to be in the “shake down period” and have, throughout the course of the last year of operations, found several issues which have been corrected to maximize the reliability of the new equipment.

When will we stop using coal?

The university has pledged to stop using coal by July 2011. In order to assure the reliability of our systems during the shakedown period of the new CCHPP, one coal boiler is being run at a low level. This will result in the combustion of about 8,000 tons of coal for the year as compared to the 65,000 tons that we used to burn.

What is backup fuel without coal?

Without coal, the central Energy Facility (CEP) has 3 boilers and 2 combustion turbines with duct burners. Together they can provide approximately 831 thousand pounds per hour of steaming capacity using natural gas or fuel oil. The steam supply capability of this equipment and the associated fuels are shown in the following table:

<table>
<thead>
<tr>
<th>Equipment Name</th>
<th>Fuel</th>
<th>Actual Continuous Capability</th>
<th>Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boiler 5</td>
<td>gas</td>
<td>88</td>
<td>44</td>
</tr>
<tr>
<td>Boiler 6</td>
<td>gas/oil</td>
<td>97</td>
<td>18</td>
</tr>
<tr>
<td>Boiler 7</td>
<td>gas/oil</td>
<td>97</td>
<td>18</td>
</tr>
<tr>
<td>CT/HRSG 1</td>
<td>gas/oil</td>
<td>58</td>
<td>1</td>
</tr>
<tr>
<td>CT/HRSG 1 duct burner</td>
<td>gas</td>
<td>92</td>
<td>1</td>
</tr>
<tr>
<td>CT/HRSG 2</td>
<td>gas/oil</td>
<td>58</td>
<td>1</td>
</tr>
<tr>
<td>CT/HRSG 2 duct burner</td>
<td>gas</td>
<td>92</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>831</td>
<td></td>
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</tbody>
</table>

The peak steam need for campus is estimated to be 405 thousand pounds per hour. The back-up available without coal varies depending on the failure scenario that needs to be accommodated. Several key failure scenarios are portrayed in the following chart.
This chart shows that under certain scenarios that the steaming capacity available to feed campus is inadequate. A steam reliability study is underway to ascertain the likelihood of these failures happening and the options available to address the situation. These are the addition of capacity or instituting other load lowering actions such as load shedding in buildings. The study will be completed in March 2011.

- **Target for energy savings/year at end of ECI?**

  The total savings characterized in the 2010 through 2015 ECI Project Plan is about $5 million. This is made up of about $4 million/year savings on campus at today’s variable fuel and electricity rates ($6 per million btu of heat delivered to the buildings and $.06/kWhr of electricity). About $1 Million savings are expected off-campus. These “marginal” rates for heat and electricity are at historical lows and are expected to rise over the five year period. The projects that get completed will meet or be better than the maximum 10 year simple payback approved by the administration and trustees.

- **How is ESCO evaluation going for ECI delivery?**

  As part of the ECI Re-imagining team work, we evaluated three performance contractor or Energy Service Company (ESCO) methods to deliver the studies and capital construction involved in the ECI program. Two private sector companies and one public sector authority were interviewed and costs discussed/negotiated in detail. The two private sector companies were Johnson controls and Ameresco. They are the number 1 and 3 ESCO (by market share) contractors in the nation. One is a subsidiary to a controls company (Johnson) and represents the “vendor aligned” approach. The other is
not aligned with a vendor: Ameresco. The public path in NYS is unique and is provided by the New York Power Authority, NYPA. NYPA is legislated to provide their services to the public sector and public sector owned buildings at Cornell are eligible for their services.

Our investigation revealed that the two private sector companies have large volumes of work underway nationally for many college and university customers. They typically work for owners that do not have in-house capabilities for program management and project management like Cornell. Both of them could definitely do the work we described in our program, but will do so at significantly greater total mark-up on the contractor cost of work than if we manage the studies, design, bidding and construction ourselves (45-55% markup total versus 25-30% total, excluding owner PM and contingency).

The NYPA route is a similar markup to the study/design/bid/construct approach, but is much slower (typical 36 month delivery start to finish) and less technical with less savings because the engineer/implementation team is forced to perform their study/design/management services with a very small fee. The result is typically a very “cookie cutter” approach without customization, resulting in less savings. If the owner does not have access to capital (not the case at CU – as we are able to use available uncommitted debt funds), then NYPA can bring variable rate capital to finance the program.

The ECI Reimagining team rated the owner managed study/design/bid/construct process much higher than the other ESCO methods due to the much lower cost, Cornell control of quality/budget/schedule, and our belief that we will provide the best value to the University using this method. We are going to pursue this approach on all the 2011 work and hold the ESCO/NYPA path in reserve if needed in future years. We will also talk to Johnson and Ameresco about energy contracting should they be interested in bidding and installing the measures we design in the conservation projects.

- **How do we get to “zero” (carbon emissions)?**

There is a well-developed Climate Action Plan that was approved and published in the 2009. The plan called for a climate neutral campus by 2050 or before. This plan will be updated in 2011.

Cornell was awarded one of the 1st annual Second Nature Climate Leadership Awards for Institutional Excellence in Climate Leadership on October 12 at the 4th Annual American College & University Presidents’ Climate Commitment (ACUPCC) Summit in Denver, Colorado.

Cornell is following a reduction glide path to zero, with the start-up of the Combined Heat and Power Plant. The start-up of the CHPP and the planned elimination of coal with reduce the carbon emissions by 80,000 tons per year, yielding a 25% reduction in our footprint.

- **See the climate action plan at the sustainable campus website:**
  [http://www.sustainablecampus.cornell.edu/climate/index.cfm](http://www.sustainablecampus.cornell.edu/climate/index.cfm)
• **How do we compare to other schools/universities?**

Cornell’s annual demand and consumption of electricity and fuel for heating has not risen since 1990 while the campus has grown by 20%. This demonstrates the on-going commitment to energy conservation, which puts us in a leadership position relative to other colleges and universities.

Out of the over 4,000 colleges and universities in the USA, only 676 have signed the American College and University President’s Climate Commitment (ACUPCC). Cornell is one of only two Ivy League Institutions that have signed the ACUPCC.

• **How can/will we raise student awareness of energy use? (breakers trip in residence halls)**

The residence hall community requires a much greater staff and student participation from Campus Life to be successful, something we hope to partner with Campus Life to provide. The residence halls are competing on North campus this fall in their annual program. We are working with CALS and Engineering right now on conservation outreach pilots. In the coming fiscal year (2012) we are approved to add an energy outreach specialist who will work closely with the campus community and create new tools to increase awareness of conserving behavior and increase participation. The CALS Green initiative includes a web based tutorial and “pledge” system whereby participants pledge to do certain conserving behaviors, something we hope to roll out campus wide.

• **What is short and long term strategy for chilled water capacity?**

The short term strategy is to institute the energy conservation program as soon as possible. When chilled peak load can no longer be met with existing equipment a new chiller will have to be installed. We anticipate that this chiller would be located in the vicinity of chilled water plant 2 on east campus and it will have to be constructed in 5-10 years, depending on campus growth.

• **Can enterprise units get central funds for energy conservation?**

All of the major enterprise units have been contacted as part of putting together the ECI 2010 to 2015 Project Plan, and a funding plan was developed that uses many funding sources to accomplish the conservation projects. Enterprise units were provided funds from the administration in the form of short term debt through the overall umbrella of the Energy Conservation Initiative. However, the debt was limited 50% maximum.

• **Is the steam distribution system in bad shape?**

The steam distribution system is generally in good condition. Most of the main transmission lines which distribute steam from the CEP to branch lines feeding campus have been replaced in the last 20 years. These lines typically last 50-70 years if they are designed and constructed properly. There are several areas which do need attention when funds become available. These are located on the east campus along Tower Road and Campus Road. The Tower Road project is in design now and is planned for construction during summer 2011 if state funds are available. The 5 year
capital plan includes minimal renewal of steam lines. There are a number of steam lines on campus that are very old (1920’s and 1950’s). These will eventually have to be addressed.

- **How can we do longer payback projects?**

  We recommended to the administration and they and the trustees approved a program of studies/projects/programs that have up to a 10 year simple payback using either the campus variable rates (see the “Target for energy savings/year at end of ECI” question above) for heating fuel and electricity, or the vendor billed rates (if the building is off the central campus utilities and is provided by NYSEG or another utility for gas/elec/oil/propane). This is a very generous payback criteria, although the calculation is being made with very low rates of energy in 2010 (near historic lows). Going longer at this point is not possible given the shortage of funding overall. It makes good sense to accomplish all we can at 10 year paybacks before we tackle a longer payback.

- **How will new budget model drive behavior?**

  A new budget model is being considered, but there is not a final proposed model, nor has a decision been made.

  In the current model, only Student and Academic Services and the four TUBS are responsible for directly paying the energy bill out of their cost center. The endowed and contract colleges do not directly pay the energy bills, which are paid by the central administration. Presumably, a budget model that involves the colleges being directly responsible for the cost of their energy use would incentivize more energy saving construction, equipment procurement, and behavior.

- **Why do Conservation Focused Preventive Maintenance (CFPM) staff report to E & S for leadership?**

  The conservation focused preventive maintenance team is part of the Facilities Management Control Shop (reports to Jim O’Brien and Dan Fuller as Shop leadership), and they get their technical/program leadership from Energy Management within Energy and Sustainability.

  The program is built with an “energy cost saving” mandate as its primary purpose, and the staff and work are highly technical in nature. The program was created as a result of strong technical and program leadership that creates savings in energy and as a secondary benefit, routine maintenance. Leadership is provided by two engineers in Energy Management (Mark Howe, Energy Conservation Initiative Program Manager and Lanny Joyce, Director, Energy Management).

  As part of the Control Shop, the CFPM staff collaborate with all other segments of the Shop and work very closely with Maintenance Management and College/Unit maintenance/facility managers.

  The team is deployed in a zone format, and will be expanded in 2012 to include two new staff to cover Campus Life/Dining facilities. Student and Academic Services specifically asked that we manage these new staff using their funding within the overall CFPM program, and the Professional Schools/Cornell Store have asked we do their work as
well on a fee-for-service basis. In the future we expect to add Geneva, off-campus contract colleges, and real estate space utilizing contractor provided labor.

- **How is the CFPM Team affected by Zone Maintenance?**

  No major changes are expected, only improvements due to better communication. The small number of staff and highly technical nature of their work focused on energy cost savings require central leadership. The staff are currently deployed in zones the same as proposed for the maintenance zones, but with only one endowed zone for the four staff dedicated to endowed space (four other staff are dedicated to CCF space). The zone maintenance leaders will be new staff for the CFPM team members to coordinate with/keep informed of progress. It is our expectation and hope that the extra communication with the colleges/units by campus managers and zone managers will result in more ideas and savings as we go forward.

  Since its inception, the CFPM program has been a collaboration between Maintenance Management and Energy Management. The tickets that are created to perform repairs needed to go to Maintenance Management for approval and execution. As needed, these tickets will now be scrutinized/managed by campus/zone managers. Our expectation is that repairs will continue since they are always needed and help prevent unscheduled routine maintenance repairs later. Should repairs need design, they enlist the help of Facilities Engineering. Tom Jordan from the FE Mechanical Section is a member of the regular CFPM meetings for information and technical support. We expect this collaboration to continue within the changes occurring with zone management.

- **Is there a plan to see energy conservation off campus?**

  Yes. The off campus contract college facilities, off campus academic utilities, real estate and off-campus campus life spaces are all categories of space that have not historically had energy management. We have specifically included many of these categories in the work planned in the ECI 2010 to 2015 Project Plan. The off-campus campus life and academic utilities spaces will be tackled as time and resources permit.

  The off campus program represents $1 million in potential savings of the total $5 million annually expected from the overall ECI 2010 to 2015 Project Plan.

- **What is the communication plan for ECI, CAP?**

  The President’s Sustainable Campus Committee (PSCC) has a sub-committee for Communications, chaired by Leslie Yorke, a staff member of University Communications. This committee will oversee and advise on the communication, outreach, and education.

  The CAP will be updated in 2011 and outreach will be an important part of the update process.

  The ECI plans to fund a “Energy Outreach Specialist” to advance communication and engage the campus community in energy conservation behavior change.
• **How can colleges and ECI partner further on deferred maintenance issues/improvement?**

The best way to partner is to make Mark Howe and Lanny Joyce aware of issues and needs as the studies and designs that result are pursued in each college/unit. Generally all projects are either lighting or controls (for heating/ventilating/air conditioning/refrigeration) related and do not include wholesale systems replacement. By their nature, they are always addressing deferred maintenance issues in these areas.

There is some opportunity to include deferred maintenance/improvement, but the mandate is very clear to accomplish the conservation projects quickly and efficiently by 2015. Although this sounds like a long way off, the huge number of buildings and projects that will be tackled will not allow significant additions and complications that result when trying to merge funding streams/sources. We will work hard to include deferred maintenance/improvement issues, but will also need to be firm about our ability to include them when the time comes to decide whether they can realistically be added.
When will the R5 facility become operational?
- The R5 facility is operational as of November 1, 2010. The R5 operation completed their move out of the old facility as of January 5, 2011.

What’s the status of single stream?
- Spring Buck, Manager of R5 Operations, reports that Tompkins County will begin implementation of single stream in March. Cornell will pilot single stream in a limited number of facilities in April, and expects widespread rollout beginning in May. In the meantime, preparations at Cornell are well underway to alter Cornell processes once the county makes the switch.

When is the auction?
- The auction of remaining inventory items at the former PDC warehouse was held on Saturday, December 11, 2011.

What functions will remain at warehouse?
- R5 Operations continues to provide receiving and staging support for units both in Facilities Services and for departments throughout campus; for units in Facilities Services small sales of bulk commodities such as refrigerant and heating glycol continue. Additionally management of the C&D transfer station, and storage of critical maintenance items and equipment including those used for university events continues.

How will closing the warehouse affect quick delivery of products?
- For emergencies/repairs that must be done immediately, we get materials from local suppliers. If an item is not available locally and must be available for immediate emergency use, we can still use the warehouse. For most things we do wait for an item to be delivered.

How can we prevent people from using p-cards to circumvent the process?
- We can, but we do offer the alternatives stated above.

What are the critical maintenance items stored at the warehouse?
- It is a long but finite list of items characterized by having long times for delivery and/or needing to be instantly available in the event of a system failure.

Have you set up metrics to see if you will be saving dollars by changing warehouse functions?
- There are at least three metrics:
  - FTE’s involved in the material procurement process.
• Ending the inventory function resulted in a save of 3.0 FTE
• Minimizing the possibility of obsolete inventory
• In my 26 years, I have been involved in inventory write-downs exceeding $1.5 MM, an average of $56K per year

• Are you still maintaining/receiving staging functions?
  o Yes

• How will we control the Zones from creating warehouses?
  o By maintaining open dialog with the zone and central shop staff on the topic. Material supply is a frequent topic at staff meetings. No one wants to accumulate non-inventoried stock. Instead, we are focused on solving supply problems as they come up.

• How do I get items on the critical maintenance items list?
  o Contact the Director of Facilities Management or Director of Energy and Sustainability. If they approve the request, they will purchase the item and ask the R5 Operations to store it at the warehouse.

• How will we know/measure when quick delivery of products isn't happening?
  o By maintaining open dialog with the zone and central shop staff on the topic. Material supply is a frequent topic at staff meetings. No one wants to accumulate non-inventoried stock. Instead, we are focused on solving supply problems as they come up.

Fleet – Joe Lalley

• When will the new rates go into effect?
  o New fleet rental rates became effective January 1, 2011. Please check the Cornell University Fleet Services web site for the rate schedule.

• Will you consolidate the fleet – when?
  o The rental fleet is available to all Cornell approved drivers for university business use as of May 1, 2010.
  o Fleet Services will continue to operate out of two locations under one management structure for the foreseeable future.

• When will Car Share start?
  o The informal Humphreys Car-sharing program will be used as a pilot for a potential campus-wide program in April, 2011. If successful, we will expand the program to other locations on campus during the summer of 2011.
• **When will the Fleet start renting to the endowed campus?**
  - The rental fleet is available to all Cornell approved drivers for university business use as of May 1, 2010.

• **Can we use the Stafford building?**
  - The location in Dryden, NY is too far away from campus. We did look at the Crispeell facility on Route 79 just a few miles from campus. The current asking price and the renovations needed do not make this a financially viable option.

• **Do we have new rental rates?**
  - New fleet rental rates became effective January 1, 2011. Please check the Cornell University Fleet Services website for the rate schedule.

• **Can I give you my vehicles and have you manage them for me?**
  - Yes. Please contact CUFS at fleet@cornell.edu.

• **Will there be central registration or driver’s license?**
  - We hope to implement this by July 2011.

• **Is the cooperative extension model applicable to ILR?**
  - Possibly. We will explore this option in Spring 2011.

• **Can C2C be used as a transport mechanism between Ithaca & NYC?**
  - It may be possible. There are some postal regulations we must consider.

• **Will the post market arrangement continue?**
  - We intend to continue to operate the Post Market Operation. We need to resolve funding problems. The appropriation for the Post Market does not cover the costs.

• **Will we continue to get mail 2x a day?**
  - The basic service level will be once per day effective July 1, 2011. Units can pay for a higher service level.

• **Is “in-building” mail sorting under consideration?**
  - Yes, although it may actually be sorted at the Cornell Mail facility and then delivered to mail slots at the individual mail stop.
Unit Staffing – Kristie Mahoney

- **How are buildings being split up? Geographic criteria for deciding/setting up Zones?**

  Buildings are being divided into 3 areas – Contract Colleges, Endowed and SAS. Location may also play a part in some decisions.

- **Who is deciding whether to dispatch maintenance mech vs. tradesperson?**

  This decision will be determined by several means: 1) the Crew Superintendent and Asst. Crew Superintendent will make the call to deploy either a Tradesperson, Maint. Mech., Trade Asst. and/or Maint. Asst. or 2) a Unit Facilities Representative may request a specific responder by noting on the service request or speaking to Crew Superintendent or Asst. Crew Superintendent.

- **Is anything changing vis-a-vis Customer Service?**

  At this point customer service will continue to perform the majority of the work they currently do with the exception of directing service requests in Maximo. Once the zones are in place the hope would be for service requests to go straight to the Crew Lead for deployment. However, it is recognized that the role that customer service has beyond issuing service requests is still needed and will continue to be provided in some way.

- **How Unit Staffing in Zone is divided – Endowed + State or comingling?**

  Buildings are being divided into 3 areas – Contract Colleges, Endowed and SAS. Location and building occupants, including current unit facilities support staff, may also play a part in some decisions.

- **Is there an expectation for a “shared pool” of staff?**

  Yes – within each zone a minimum of one trades crew will be assigned. It is assumed the buildings/units in the zone would collectively draw from this crew/s. Specialty trades will be drawn from the central shops.

- **Is there an intention to define vol/Staff – SF/FTE?**

  Staff size for the units will be influenced by the size and needs of the each unit.

- **Will current staff be maintained within a unit?**

  For the most part, yes, but the intention is to make sure staff that are designed “facilities personnel” are trained facilities professionals with at least minimal skill sets for the given facilities role.

- **Is there a plan to assess current job descriptions?**

  Yes – that process is currently underway.
• **What are the boundaries? Is it global (maintenance & project)**

  Boundaries will not be fully known until full implementation and they may vary between zones.

• **How is Unit Staffing fitting into Zone?**

  Unit staffing is one side of the unit/central facilities partnership in responding to college/unit Facilities needs. They will develop strong relationships particularly with the Zone Facilities Manager, Crew Superintendents and Asst. Crew Superintendents and some levels will play a significant daily operational role in the zone structure.

• **When will Zones be rolled out? Detailed schedule from now out to two years**

  A pilot zone was rolled out 11/1/10. The next zone slated for roll out is the Contract College Zone and that is scheduled to be implemented by 2/28/10. It is the intent that all remaining zones will be fully operational by the end of the fiscal year.

• **How will we measure changes (FTE) in Unit Staffing?**

  This has not as yet been determined.

• **How will we measure success? How do we measure Unit efficiency (metrics)?**

  Success will be measured by efficiencies and cost savings through various metrics and reports. Unit efficiencies will be measured by their success in fulfilling the unit side of the unit/central facilities partnerships.

• **What are we doing to increase flow/cross training – units and control?**

  This has not as yet been determined.

• **Are we going to have a post mortem for pilot trade start up?**

  Yes and the meetings are already taking place. The pilot team and Zone leadership meet every month to talk thru issues and adjust things as necessary.

• **What is role of Zone Facility Manager?**

  See Zone Management Questions

• **What is the true definition of Building Coordinator? Does the rate go away?**

  This is being looked at by university compensation with discussion around needing the Building Coordinator definition being only used for facilities functions.

• **How can unit organizations be effective with Zone structure to get things done?**

  By accepting that they are part of a team with central facilities and other units. They will sometimes be asked to do things differently for the good of the whole.
• How do we incorporate input for other initiative activities?

As the Zone structures are developed the Project Management Initiative and the Governance & Accountability initiatives will be incorporated in the structure.

• How is this being incorporated with new Budget Model?

At the moment it is not because the new budget model has yet to be finalized.

• What is the transfer of roles/responsibilities between units and cultural Facilities?

This has not as yet been determined.