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.

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.