Service Level Agreement

Facilities Services and Units in the Campus Zones
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I. Overview: This service level agreement describes the relationship and services provided between Facilities Services (FS) and the Unit Facilities Organizations as they support the operations of the University physical plant.

A. Goals:

1. A principal goal of the zone structure is to create stronger partnerships between central and unit staff performing facilities functions at Cornell. The partnerships are based on clear definition of roles and accountabilities.

2. The intention of the Zone Management structure is to segment the entire University (except Weill Medical College and the Cornell NYTech Campus) physical plant and all facilities services resources to reinforce decision roles, create accountability, increase consistency and standards of performance, normalize performance expectations, and improve functional efficiencies and organizational effectiveness. This Service Level Agreement represents the relationship between Facilities Services staff and the Unit Facilities staff in the three Campus Zones for purposes of services and/or support as defined below. The Agreement is intended to be a foundation to define roles, responsibilities and accountabilities that promote effective communications; and resolve service problems that may arise. It defines facilities roles not organizations.

B. Organizational Principles: A “Zone” is a segment or subset of facilities defined by the alignment of the physical plant of the university with building occupants and to which all service and support performed by Facilities Services is delivered in a distributed manner while managed centrally. The three Zones and the Direct Mission Units (DMUs) contained in each are:

1. Contract Colleges Zone which includes the facilities assigned to the College of Agriculture and Life Sciences, the College of Veterinary Medicine, the College of Human Ecology and the School of Industrial and Labor Relations.

2. Endowed Zone which includes the facilities assigned to the College of Arts and Sciences, the College of Architecture, Art and Planning, the College of Engineering, the School of Hotel Administration, the Johnson Graduate School of Management, the Cornell Law School, the Vice President of Research, and the University Libraries.

3. Student and Academic Services Zone which includes the facilities assigned to Athletics and Physical Education, Cornell Auxiliary Services, Cornell Career Services, the Dean of Students, University Health Services, Public Services Center, University Registrar, Student and Academic Services Finance and Administration and the Office of the Vice President of Student and Academic Services.

Zone Management is an organizational structure for Cornell’s facilities function that is based on physical location rather than organizational departments or technical function. The purpose of the organization at the zone level is to aggregate work such that it can be done by full-time, professional, facilities staff, and to dedicate the professional facilities staff to specific areas to foster partnerships, improve familiarity with facilities, and to increase efficiencies and organizational effectiveness. For this to be effective, communication, in all directions, must be through the zone structure.
II. Responsibilities and Accountabilities: Facilities Services and Unit Facilities Staff will adhere to university policies and procedures at all times.

A. Facilities Services

1. Vice President

   a. The Vice President is responsible for providing a broad spectrum of facilities services to the Cornell campuses. These include the planning, design, and construction of facilities, the maintenance, care and upkeep of campus buildings and grounds, promoting environmental sustainability in operations, and the development and operation of the University utilities infrastructure.

   b. As steward of university facilities the Vice President will work with the Direct Mission Units (DMUs) to strategically plan, review, structure, and subsequently bring facilities projects forward to senior management and, if appropriate, the Trustees for approval. In this role, the Vice President is a member of the University’s Capital Funding and Priorities Committee (CF&PC) and provides the senior staff support for the Trustees’ Building and Properties Committee.

   c. Assign a direct report as Campus Manager for each zone.

   d. Monitor the performance of the FS organization with respect to this Service Level Agreement and lead changes required. Input into decision making will be through:

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"Key Accountabilities" chart is presented below the text. The chart illustrates the relationships and accountabilities among various roles, such as Campus Manager, Zone Facilities Director, Facilities Manager, and others, with arrows indicating direct reporting, partnership, and secondary accountability.
Governance and Accountability Review Committee Meeting

Purpose: Annually review and advise on governance and accountability issues including metrics and Service Level Agreements as well as provide direction for strategic positions and advocate with policy decisions.

Members: FS Vice President, Rotational – 2 Dean/Unit VP, 2 FS Senior Directors, 2 Unit Facilities Directors.

Organizer/Owner: Office of the VP for Facilities

2. Campus Manager (ZCM)
   
   a. Promote and facilitate the Zone Management principles and that there is clear communication and objectives set for the Facilities Services groups and Unit Facilities Directors within their assigned zone.
   
   b. Is responsible for the FS integration of a multifunctional work team [including multiple Units, multi-trade crews (UAW and BTC), specialty trades, maintenance planners, project managers, project crews, and others] into one cohesive, efficient, and effective partnership activities including:

   1) Zone X Executive Meeting Purpose: to discuss, review and receive direction from College/Unit Administrators on addressing current and future facility management issues in the Zone.

      Members: Unit Facilities Directors and College/Unit Administrators, Campus Manager, Zone Facilities Director, Recorder, Occasional Guest for specific issues.

      Owner/Organizer: Campus Manager

   2) Zone X Leadership Meeting

      Purpose: to review performance (including staffing levels), develop comprehensive zone capital plan including preparing for and finalizing the list of capital projects for each unit to be included in the annual capital list of capital projects for each unit to be included in the annual capital plan request; prioritize maintenance funds, evaluate, review, and discuss expenditure of maintenance funding including providing input, review, and “pre-endorse” the annual deficiencies list prior to routing of the annual PARs; identify issues to be taken forward to the Zone Leadership Council, the Governance & Accountability Review Committee and the Zone X Executive Committee.

      Members: Campus Manager, Unit Facilities Directors, Zone Facilities Director, Zone Facilities Managers, Maintenance Planners, Recorder

      Owner/Organizer: Campus Manager
Unit Projects Status Meeting
Purpose: to review all active projects and issues with the individual College/Unit; provide an avenue to address issues, concern and strategy on regular basis.

Members: College/Unit representatives, FS Project Manager(s), Campus Manager, Maintenance Planners, Zone Facilities

Owner/Organizer: Campus Manager
c. Accountable for understanding all aspects of facilities management for the Zone, including all services provided to the DMUs.
d. Prioritize the needs of the Zone within the context of other university facilities’ needs, and in the context of overall university strategy.
e. Act as a liaison, strategic partner, and front door for strategic, large scale, or global issues.
f. Develop an ongoing partnership with Zone Leadership and key stake-holders to understand facilities and space needs to serve as a Zone Steward.
g. Provide facilities guidance at a strategic level to units on effective and responsible engagement of services provided by Facilities Services in support of the Zone’s academic, research, outreach mission.
h. Advocate for the resources allocated to the Zone and those available within FS to meet the needs of the units in the Zone, taking advantage of the economies of scale and scope within the Zone.
i. Advocate the Zone needs with the VP of Facilities Services, the FS Leadership Team, the Capital Planning Group, Capital Funding & Priorities Committee and the Buildings & Properties Committee.
j. Respond to inquiries and facilitate problem solving efforts by including FS Senior Directors for issues that occur between Zone units and FS that cannot be resolved by the Zone Facilities Director (ZFD).
k. Work with units within Zone on the development of coordinated, zone level annual capital plan, including definition of scope, schedule, ad budget of facilities projects that respond to programmatic needs.
l. Involve DMUs in the development and implementation of FS policies and procedures.

3. Zone Facilities Director (ZFD)
a. Act as the front door to Facilities Services for the DMU’s daily operational needs by being a resource to shepherd projects and issues to the appropriate group within Facilities Services.
c. Accountable for all facilities related services provided to DMUs:
   1) Maintenance – corrective, preventive, planned
   2) Custodial services
   3) Ground care
   4) Maintenance Planning and Assessment

d. Develop and maintain strong communication protocols with Unit Facilities Staff. Make sure they are fully aware of status of work conducted in their buildings.

e. Understand the DMU’s program needs and partner with the DMUs to accommodate those needs.

f. Be accountable for the successful outcome of maintenance and custodial services in meeting the needs of the DMUs.

g. Develop and manage Zone maintenance budgets.

h. Prioritize the needs within the zone given available staffing and financial resources.

i. Zone “Leadership,” defined as Zone Facility Director, Zone Facilities Managers, and Associate Director.

j. Provide leadership for Zone Facilities staff and manage the work to meet the needs of the DMUs they support.

k. Proactively communicate with DMU Facilities staff regarding staffing and schedule changes; assignments; status of work.

l. Manage the delivery of services such that they are of appropriate quality and efficiency, and are completed in a timely manner, the ZFD’s will hold regular meetings with the Unit Facilities Directors and Unit Facilities Representative (UFR), and perform other partnership activities including:

   1) **Zone X Performance Meeting**
      Purpose: to evaluate, review and discuss general facilities issues across units within Zone for each unit to identify for others any specific issues within their unit, including resource allocation and work trends, identify issues that should be taken forward to the Zone X Leadership Meeting.

      Members: One UFR from each Unit, Zone Facilities Director, Zone Facilities Managers, Maintenance Planners, Recorder.

      Owner/Organizer Zone Facilities Director.

   2) **Zone X Performance Meeting**
      Purpose: to evaluate, review and discuss facilities issues in a specific unit, including but not limited to Service Request work status and schedules, to regularly review active projects and issues within the College/Unit, to identify issues that should be taken forward to the Zone X Performance Meeting.
3) Members: One UFR from each Unit, Zone Facilities Director, Zone Facilities Managers, Maintenance Planners, Recorder.

Owner/Organizer: Zone Facilities Director.

m. Communicate this agreement to all key staff within their operational areas.

n. Provide back-up contacts to provide seamless communication.

4. Zone Facility Manager (ZFM)

a. Provide leadership and supervise union trades’ people who perform work on all buildings and facilities in a Trade Zone on the Cornell Campus.

b. Instruct and supervise personnel concerning assignments; prioritize, assign, schedule, coordinate and review job assignments.

c. Inspect work sites to insure staff is working safely, efficiently and that work products are of appropriate quality.

d. Coordinate requests for labor with other units of the FM Zones and Shops.

e. Assure all personnel remain proficient in trade by coordinating training and other staff development opportunities.

f. Partner with Facilities Planning and Assessment team on establishment and implementation of a PM program.

g. Partner with ZFD and Maintenance Planning & Assessment team to learn building inspections and project/maintenance investigations.

h. Partner with and work closely with ZFD’s, FM’s, and PM’s to establish project scope, schedule and budget for work that will be done by the FM project team.

i. Work with ZFD to develop efficient processes for reception and triage of work requests.

B. Direct Mission Units

1. Dean

a. The Dean is entrusted with the stewardship responsibilities of the physical plant assets assigned to the DMU’s academic program

b. The Dean or Vice President is responsible for providing unit support for the maintenance, preservation and environmental sustainability of the campus physical plant assigned to the DMU. Support includes assignment of staff to perform the roles of Unit Facilities Director, Unit Facilities Manager and Unit Facilities Representatives and allocation of financial resources.
3. **Associate Dean or Associate Vice President**
   
a. Will be responsible to VP of Facilities Services and the campus manager to promote and facilitate Zone Management Principals with their staff in partnership with Facilities Services.

b. Lead a unit facilities organization that supports the operations of entire unit, not individual departments

c. Understand, communicate and advocate for college/unit priorities

d. Provide at least one facilities professional to serve as unit facilities steward and serve as the interface between FS and the college/unit’s organizations and operations

e. The organization should provide facilities support in the building or group of buildings by partnering with Facilities Service for functions including:

1) Maintenance and repair  
2) Operational support  
3) Project Administration  
4) Energy and Sustainability  
5) Building access and security  
6) Space management  
7) Events Support  
8) Materials Handling/Mail Services  
9) Emergency Preparedness Planning and Response  
10) Safety and Environmental Compliance

f. The Unit Facilities Organization shall translate the facilities related needs of their college into a prioritized set of activities. The units shall use the processes, procedures, and system tools of Facilities Service to provide this information and shall communicate these needs in a clear, comprehensive, and efficient manner. It is the obligation of the units to categorize within the operating convention in place, these needs in terms of a range of urgency from emergency to planned, and to use the language of the system.

g. Communicate this agreement to all key staff within their operational areas.

h. Provide back-up contacts to provide seamless communication.

4. **Unit Facilities Director (UFD)**
   
a. The UFD is primarily responsible for understanding and integrating the unit’s unique academic program into its facilities priorities and managing all facilities related activities within their unit. They serve as the unit level expert on facilities within their unit, maintaining an intimate familiarity and strong working knowledge of the unit level facilities physical plant.

b. All unit facilities staff should report to the UFD who is responsible to hire, develop and promote a staff experienced facilities professionals, strongly versed in the programmatic mission of the unit, and educated in the roles, responsibilities, processes and policies that exist with Facilities Services.
c. The UFD role exists at the unit/college level, not at the department level. UFD’s are accountable to Deans and College Officers/AVP for effective management of the unit level facilities needs and to the VP of Facilities Services for meeting university Facilities policies, procedures, and standards. The UFD participates as part of the FS Leadership team in the development, review, and revisions of Facilities policies, procedures, and standards.

d. UFDs are expected to serve as the executive point of contact between their units and central Facilities Services. The UFD works with the Zone Campus Manager (ZCM) as a front door into Facilities Services. Together, the UFD and ZCM create and maintain a prioritized strategic plan for all Capital Projects and Planned Maintenance Projects within the Zone for the unit and advance and trouble shoot inefficiencies associated with all other operational or maintenance related facilities issues the unit may have. The UFD serves as the unit level representative for all engagement with non-Zoned units of Facilities Services: Capital Projects and Planning; Facilities Finance; Facilities Project Administration; Projects Services Group; Facilities Engineering.

e. The UFD works with the Zone Facilities Director (ZFD) and the Zone Maintenance Planner to prioritize and advance corrective, preventive, and planned maintenance work in support of unit level programmatic goals. It is expected that facilities related concerns and challenges that cannot be addressed between the Zone Facilities Managers and the other unit level Facilities personnel will be escalated to the UFD and ZFD or ZCM for discussion and resolution.

f. The UFD will work with Facilities Services to advance the university Climate Action Plan.

g. It is expected that the UFD works with internal unit stakeholders to present the Service Level Agreement, emphasize the importance of the collaborative nature of the agreement, explain the services and resources available from Facilities Services, and assist in expediting Unit Level signatures on the SLA agreement.

5. Unit Facilities Manager (UFM)

a. The UFM may be designated by the UFD as primarily responsible for coordinating all operational and maintenance activities based on a strong understanding of facilities priorities within the facilities of their unit. They serve as a unit level expert on facilities within their unit, maintaining an intimate familiarity and strong working knowledge of the unit level facilities physical plant.

b. The UFM should report to the UFD. Due to the varying size and complexity of units found at Cornell, it is not uncommon for a UFM to assume all or part of the responsibilities of the UFD. When this occurs, it is understood that the UFM will exist at the unit/college level and not at the department level. In this case, it is the UFMs responsibility to clearly communicate to the ZCM which responsibilities of the UFD are not being assumed by the UFM and who in the unit/college assumes responsibility for excluded activities ad functions. Likewise, it is not uncommon for multiple UFMs to exist in one unit/college. When this occurs, it is the UFM’s responsibility to clearly communicate to the ZFD how UFM responsibilities will be divided or replicated among staff.
c. The UFM is responsible to adhere to the policies and procedures that exist within Facilities Services. The UFM is expected to train and develop proficiency in all applicable Facilities Services Systems with the intent to promote efficiencies, communication, and co-operation at both the Unit and Facilities Services level.

d. UFM's are expected to interface with departments and serve as a primary point of contact between the department and unit facilities group. The UFM works with the Zone Facilities Director (ZFD) and Maintenance Planners to coordinate unit level priorities into a work plan for the advancement of corrective, preventive, and planned maintenance work in support of unit level programmatic goals. The UFM works on a daily basis with the Zone Facilities Managers to manage and advance corrective, preventive, and planned maintenance work in support of unit level programmatic goals. It is expected that facility related concerns and challenges that cannot be addressed between the ZFM and Zone Facilities Managers will be escalated to the UFD and ZFD for discussion and resolution.

e. In large units it is not uncommon for a Unit Facilities Director to be supported by one or more Unit Facilities Managers and multiple Unit Facilities Representatives. In smaller units the Unit Facilities Director and Manager responsibilities may merge, or the Managers and Representatives responsibilities may merge depending on the unique operating requirements of the particular unit.

6. Unit Facilities Representatives and other Unit Facilities Staff (UFR/Other)

a. The UFR/other may be designated by the UFD as primarily responsible for the daily coordination and oversight of all operational and maintenance activities based on a strong understanding of facility priorities within the facilities of their Unit. They serve as a unit level expert on facilities within their unit, maintaining an intimate familiarity and strong working knowledge of the unit level facilities physical plant.

b. The URF/Other should report to the UFM and UFD. Due to the varying size and complexity of units found at Cornell, it is not uncommon for a UFR/Other to assume all or part of the responsibilities of the UFM. When this occurs, it is understood that the UFR/Other will exist at the Unit/College level and not at the department level. In this case, it is the URF/Other's responsibility to clearly communicate to the ZCM which responsibilities of the UFM and UFD are not being assumed by the UFR/Other and who in the Unit/College assumes responsibility for excluded activities and functions. Likewise, it is not uncommon for multiple URF/Other to exist in one unit/College. When this occurs, it is the URF/Other's responsibility to clearly communicate to the ZFD how URF/Other responsibilities will be divided or replicated among staff.

c. The URF/Other is responsible to adhere to the policies and procedures that exist within Facilities Services. The UFR/Other is expected to train and develop proficiency in all applicable Facilities Service Systems with the intent to promote efficiencies, communication, and co-operation at both the unit and Facilities Services level.

d. UFR/Other are expected to interface with departments and serve as a primary point of contact between the department and unit facilities group and to translate the needs of their unit/college to the Zone staff in an efficient, collaborative, and partnered manner. The UFR/Other works on a daily basis with the Zone Trade Crews
to coordinate and advance work associated with service requests and corrective, preventive, and planned maintenance projects in support of unit level programmatic goals. It is expected that facilities related concerns and challenges that cannot be addressed between the UFR/Other and Zone Trade Crews will be escalated to the UFM and Zone Facilities Managers for discussion and resolution.

7. Primary Organization Facilities Operative for a multi-unit facility.
   a. Due to the realities of space allocation on campus, at times multiple units occupy the same shared facility. In these cases, the facilities have been assigned to a Zone based on the designation of a Primary Organization. The responsibility of the Primary Organization is to provide a single point of contact between the units and central Facilities Services. The Primary organization is responsible for representing the unit’s facilities priorities in support of its unique academic program and providing direct support for the management of all strategic and operational facilities activities within their Unit. The roles of the UFD, UFM, and UFR/other of the Primary Organization are extended to the units in the multi-occupant shared facility.

III. Duration of Agreement

A. Agreement Dates
   This Service Level Agreement shall remain in effect for two (2) years from its effective date. Thereafter, it shall automatically renew in increments of one (1) year on the day after the anniversary date.

B. Agreement Renewal
   Either the DMU or FS may serve the other with notice of a desire to amend, supplement or renegotiate specific sections(s) of this Service Level Agreement, in whole or in part. Such notice shall be provided in writing not more than one hundred and twenty (120) calendar days nor less than sixty (60) calendar days prior to the anniversary date of this Agreement.

   Upon receipt of notice, the DMUs and FS will meet within ninety (90) calendar days of receipt of a proposal to begin full-term negotiations, unless another time frame is mutually agreed upon or negotiated.

IV. FS Support

A. Support Functions (see Appendix A)
   1. Customer Service
   2. Energy Management and Equipment Monitoring
   3. CMMS (Maximo)
   4. Contracts
   5. Solid waste and recycling
   6. Accessibility

B. Facilities Management
   1. Custodial Services (Appendix B)
   2. Grounds Care (Appendix C)
   3. Maintenance Assessment Planning (Appendix D)

C. Facilities Project Management (Appendix E)
D. Energy and sustainability (Appendix F)
E. Transportation (Appendix G)
F. Maintenance (Appendix H)

V. Service Communication Strategy

The following link on the Facilities Services website provides a summary of the Zone structure and contact information for key support providers: http://www.fs.cornell.edu/fs/zonemgmt

A. All communications shall be open and honest and shall occur as close to the work being completed as possible.
B. The meeting structures outlined above are a framework for communication of planned, ongoing and completed work.
C. Facilities Services and the DMUs are to make every effort to communicate important developments to each other in adherence with the Zone structure.

VI. Problem Resolution

A. An attempt should always be made to work out any issues or concerns with one another prior to elevating it to the next level.
B. Depending on the service area where the problem exists, the next level up should be consulted.
C. If satisfaction cannot be achieved, the ZFD and/or the ZCM should be alerted to the situation. The ZFD and/or ZCM will work with the Senior Director of the service unit to resolve the issue. The issue may also be raised at any of the meetings outlined in the FS Zone Management Committee/Meting Structure.
D. If the issue still remained unresolved, it will be raised by the Campus Manager or the Unit facilities Director with the Vice President of Facilities Services.
E. If the issue is related to the DMU facilities organization, the issue will be raised with the Associate Dean or DMU Vice President.
F. If the issue is related to the Zone organization, the issue will be raised with the VP for Facilities Services.
G. If the issue remains unresolved, it will be raised by the Campus Manager or the Unit Facilities Director with the Unit Dean or Vice President. If needed the DMU Dean/VP will resolve the issue directly with the Vice President for Facilities Services.
H. The final step is the issue is raised with the Provost’s/President’s Office.

VII. Periodic Review and Annual Review

A. Periodic meetings will be held to collaboratively discuss service performance, communicate updates and/or changes to processes.
B. An annual renewal meeting for this agreement will be conducted by the Governance & Accountability Review Committee with input from the Facilities Directors Roundtable, Zone Leadership Council, and it will be a collaborative effort between Service Providers and Service Recipients to specifically cover the following items:

1. Service Level Agreements and any riders or amendments
2. Current service performance
3. Adequacy of current service standards
4. Issues that may affect the delivery of future services
5. Confirmation of/concerns regarding this agreement as currently stated
6. Review of prior year performance metrics

VIII. Measurement

See individual appendices as well as http://www.fs.cornell.edu/fs/metrics

IX. Schedule of Appendices:

A. Appendix A: Support Services
B. Appendix B: Custodial Services
C. Appendix C: Grounds
D. Appendix D: Maintenance Assessment and Planning
E. Appendix E: Facilities Project Administration
F. Appendix F: Energy and Sustainability
G. Appendix G: Transportation
H. Appendix H: Maintenance

X. Schedule of Interpretations, Clarifications and Corrections: Over the life of the SLA it may become necessary to provide additional clarity to the meaning and intent of the SLA and Apprentices. As questions or issues arise, they will be addressed in the Zone Leadership Council and the Facilities Directors Roundtable meetings. The VP for Facilities Services, who is a member of both groups, will process the input from both groups and formulate an interpretation, clarification and/or correction which will be documented below and distributed to all signatories of the SLA.

XI. Conclusion and Signatures

A. Service Provider encourages Service Recipient to use this Agreement in the spirit of collaboration.
B. Effective date for this biannual Agreement is July 1, 2014.
C. Signatures below indicate acceptance of this Agreement.
XII. **Signatures:** By signing below I agree to implement and direct all staff to adhere to the requirements of the Service Level Agreement and all appendices.

VP of Facilities Services  
Date: 12/23/14

Dean (or delegate to Assoc. Dean) of respective unit  
Date: 12/23/14

Campus Manager  
Date: 

College/Unit/Director of Facilities  
Date: 10/25/15

University Architect  
Date: 12/23/14

University Engineer  
Date: 12/23/14

Associate Vice President Facilities Management  
Date: 12/23/14

Associate Vice President Energy and Sustainability  
Date: 01/09/15

Senior Director Transportation Services  
Date: 23 Dec 15

Associate Vice President Facilities Project Administration 
Date: 

Please return signed original to the Office of the Vice President of Facilities Services for filing and distribution.
Appendix A
Support Services

I. Overview: Facilities Services support services are dedicated to serving the needs of the campus community to preserve, maintain and improve the campus infrastructure in the most cost effective manner and without sacrifice to quality. The support services are provided by several Facilities Services departments in a coordinated way to improve coordination and reduce overhead.

II. Responsibilities and Accountabilities:

A. Unit Facilities Director
   1. Assign a minimum of two Unit Facilities Staff as Maximo UFRs for each facility and hold them accountable for their performance as a Maximo UFR.

B. Unit Facilities Staff
   1. Provide space within facilities, as required for regulatory compliance, of universal waste satellite accumulation areas.
   2. Properly handle and dispose of all hazardous and medical wastes per Cornell’s Environmental Health and Safety Department. This requirement helps for the safe handling of waste material by Cornell staff, vendors, and downstream processors.
   3. Report any waste collection data (such as weights of recycled, donated, composted, or landfilled materials) not coordinated by the R5 Operations Department, to the R5 Operations Department so that campus reporting for regulatory purposes is correct and compliant.
   4. The procurement of facility specific supplies such as interior recycle and landfill bins, dump carts, etc. are the responsibility of the unit and must be coordinated with the appropriate Zone Facility Staff. Placing requests of this type may be done through a Service Request.
   5. Each Zone Unit is responsible for notifying R5 Operations sufficiently ahead of large events and building cleanouts requiring additional R5 Operations services.
   6. All staff who participate in the collection and disposal of Universal Waste light bulbs are required to complete Universal Waste training which is available from the R5 Operations Department, in collaboration with Cornell’s Environmental Health and Safety department.
   7. Understand facility needs and effectively communicate those needs to Facilities Services using Maximo CMMS for facilities in which they are assigned, providing the following information:
      a. The priority and schedule of the request
      b. A comprehensive description of the need
      c. The location of the request, including room and any asset information
      d. Accurate billing information
   8. Utilize Maximo to obtain information about work being performed in their facility, and provide information to requestors and other unit stakeholders.
9. Have a functional knowledge of Maximo; be engaged with system updates and process changes; take advantage of training opportunities.

10. Act as liaison between the customer/requestor and FS Zone Facilities Director and Superintendents, for work taking place in their facility(s).

C. Zone Facilities Director (ZFD)

1. As Cornell's primary FS liaison for Facilities Maintenance, partner with colleges /units to leverage the resources of FS to steward Cornell’s facilities in a consistent manner that supports the university’s mission of teaching, research and outreach.

2. Direct and manage all maintenance and housekeeping operations within the zone and work with zone crew leaders, Building Care managers, and FS project managers to shape the maintenance program in the zone.

3. Work closely with the departments and units within the zone to understand their unit needs, priorities and capital planning direction.

4. Manage Zone maintenance in concert with the other established zones and ZFD’s according to the Service Level Agreements mandated through the Facilities Services Governance and Accountability initiative.

5. Serve as a resource and advocate for college/unit facilities managers to provide programmatically sound facilities.

6. Partner with building users in a shared decision-making process, to prioritize identified maintenance projects.

D. Facilities Customer Service Center Manager

1. Manage and oversee the operations and staff of the Facilities Customer Service Center.

2. Build and maintain excellent customer relations with customers from the Cornell campus community.

3. As the primary point of contact during emergency situations, facilitate appropriate facilities emergency response throughout campus. Coordinate and manage facilities related usage of electronic emergency notifications systems and processes.

4. Facilitate resolution of customer complaints, conflicts, and disagreements in appropriate and timely manner.

5. Collaborate with others to identify potential areas for improvement, to gain efficiencies in service delivery, and to develop and implement effective solutions.

6. Manage and oversee the operations and staff of Mail Services, Red Runner / CU Lift and the Day Hall building coordinator and mailroom.

7. Facilitate and oversee communication efforts for Facilities Services. This includes working with University Communications to create and disseminate news and announcements on behalf of Facilities Services to the campus community. Manage content of division web pages to reflect current and useful information for use by campus constituents.
E. Computerized Maintenance Management System (CMMS), Maximo Manager

1. Serve as subject matter expert on system workflows, processes, and functions.
2. Coordinate and prioritize requests for configuration, enhancement, or process changes.
3. Work with units/departments to understand their functional needs for data capture, management and analysis.
4. Execute continuous improvement projects.
5. Assist units/departments with documentation of requirements, workflows, rules, and processes.
6. Develop and maintain standard operating procedures and all training materials.
7. Coordinate training for Maximo users.
8. Act as liaison between Maximo users and technical team.

F. Energy Management and Control System (EMCS) Manager

1. Supervise day to day operation of EMCS.
2. Perform functions necessary to maintain 24/7/365 coverage.
3. Interact with campus users of EMCS so that customer expectations are met.
4. Supervise the alarm database including: installation of the new alarm databases, maintain current alarm databases. Maintain operator proficiency through training.
5. Supervise the graphics database, create and maintain graphics.
6. Promote EMCS to the university through tours, demonstrations, and training. Facilitate a fluid relationship within Facilities Services, including Customer Service and FM Shops.
7. Work with the BACSI and Facilities Services Computer and Network Support sections in the continuing evolution of EMCS. Serve as back-up building coordinator, including responsibility for building security.

G. R5 Operations Manager

1. Responsible management of University solid waste activity. Including:
   a. Operational management of campus non-hazardous waste removal including campus recycling, landfill, construction & demolition wastes, and R5 Operations reuse programs;
   b. Planning and management of solid waste reduction initiatives;
   c. Coordination and interface with university departments and units, vendors, regulatory agencies and outside organizations;
   d. Ongoing community education and public relations;
   e. Stay abreast of latest waste management technology and legislative regulations;
   f. Manage programs in compliance with laws and policies.
2. Responsibilities include management of non-waste related department services which include receiving, storage, event rentals, and critical maintenance inventory.

H. Director, Facilities Contracts

1. Seek to develop and enhance procurement processes while maintaining the very best ethical and sound business standards of conduct.
2. Establish and maintain active partnerships with Facilities Services staff, unit facilities directors, building coordinators and other campus partners.
3. Provide training and continuing education for various clients and departments with respect to contracts, the contracting procedures, Project Approval Request (PAR) procedures, as well as facilities related policies for both Endowed and Contract Colleges responsible for the development, coordination and dissemination of informational materials.
4. Manage design agreements, construction contracts, and related Facilities Services agreements. Negotiate and revise terms of agreements with outside Architects and/or Engineers and Contractors.
5. Serve as Contracting Officer for University Campus Let agreements. Audit compliance with New York State Procurement policies and procedures and provide supporting documentation of such compliance to the Office of General Services.
6. Review and provide approval or rejection of Contractor Qualification packages taking into consideration z-score rating, bonding capacity, insurance limits, references, etc.
7. Develop and implement best practices, processes/procedures and quality control methods to maintain the integrity of the bidding process.
8. Update suite of master documents to respond to changes in University policies, industry standards, laws, regulations or other considerations influencing construction procurement.
9. Serve as EPAR Administrator providing oversight and assistance as needed for Project Approval Requests (PARs) issues or concerns.
10. Oversee the development of Trustee Reports including project updates and recently approved projects.

I. Facilities ADA Program Manager

1. Assure accessibility and provide hospitable working and learning environments for visitors, students, faculty and staff with disabilities while maintaining compliance with federal and state regulations.
2. Act as a liaison with Unit Facilities Personnel, Facilities Management including all Zone Personnel, Transportation and Mail Services, Campus Planning Office, Environmental Health and Safety, Emergency Planning and Recovery, CU Human Resources, Workforce Policy and Labor Relations, Workforce Diversity and Inclusion, CU Police, Student Disability Services, Bicycle and Pedestrian Committee, Cornell Union for Disability Awareness (CUDA) and every School and Division on Campus for access issues for students, staff, and faculty as they arise for short and long term planning purposes.
This includes coordination with the Executive Steering Committee on Disability which includes: Vice President Student and Academic Services, Vice President Budget and Planning, Vice President Facilities Services, Vice President Human Resources and Safety Services, Senior Vice Provost for Undergraduate Education, Assistant Vice President University Communications, CIO and Vice President for Information Technologies, Executive Director of Gannett Health Services/Associate Vice President for Campus Health, Associate Vice President Department of Inclusion and Workforce Diversity

3. Provide educational programs and individualized consultations for any unit on ADA implementation.

III. Service Types:

A. Customer Service: Coordinate work reception and dispatch for Facilities Services; serve as a knowledgeable divisional resource for Students, Faculty and Staff. Operate communications / information center and support services for the Division of Facilities Services within the Division of Facilities Project Administration. Support Facilities Services and University Communications in crafting and relaying messages concerning facilities related emergencies.

1. Monitor incoming phone lines and prioritize emergency and business calls on the main Facilities number (255-5322). Interact and query callers in a calm, systematic manner to determine the appropriate information required to triage and process requests for work or information related to grounds, vehicles, utilities, routine and preventative maintenance, construction estimates and other facilities related inquiries.
   a. Enter Service Requests submitted by phone into MAXIMO.
   b. Manage the use of fields for: date, requestor, description, facility, shop, job number, work type code and priority so that the system is accurate.
   c. Create and assign work orders as needed.
   d. Review electronically entered requests in MAXIMO for accuracy and adequate detail.
   e. For priority 40 and 50 zone directed service requests, contact zone supervisors for dispatch instructions, contact and follow through with trades person as needed.
   f. For priority 40 and 50 service requests directed to the central shops, contact shop supervisors for dispatch instructions, contact and follow through with trades person as needed.
   g. Provide instruction to callers seeking help with online Facilities Services resources.
   h. Research and provide service request related data to appropriate callers or provide support in their efforts to find that data online.
   i. Close/resolve elevator service requests as needed.
   j. Send Service Request information to outside contractors such as Schindler and ACME pest control.
   k. Provide a central switchboard function for Facilities Services, redirecting calls as needed

2. Verify and coordinate scheduling of routine utility shutdowns ie: Electric, Steam, Potable Water, Chilled Water etc. as well as asbestos projects conducted on campus.
a. Negotiate with building occupants and / or contractors to determine proper
timing of shutdown to mitigate the amount of down time, utilizing database
information and knowledge of physical plant characteristics and the type of work
to be performed.
b. Notify all parties involved in writing, to document the details of the agreement

3. Schedule and coordinate fire alarm and sprinkler system shutdowns for shops personnel,
contactors and EHS.

4. Continually interface with Cornell Police, Environmental Health and Safety, Facilities
Management, Utilities, Grounds and Transportation Services so that day to day
operations of the campus and campus facilities are safe. Document all actions taken for
later reference and defense.

5. Coordinate and perform duties associated with after-hours call backs e.g.: campus
emergencies, utility or otherwise.

6. Serve as the Maximo 7.5 Help Desk for Facilities Services and unit facilities staff.
   a. Answer Maximo related inquiries around
   b. How to perform functions within the system
   c. How to find information
   d. Provide guidance around the full range of services provided by FS
   e. Provide on-the-spot-training when appropriate

7. Perform emergency notifications services for FS.
   a. Distribute electronically and by voice communication initial notifications and
   follow up information to Facilities Services staff and the campus facilities
   community when emergencies occur.
   b. Make notifications concise, accurate and timely.
   c. During emergencies, proactively compile information regarding status and
   conditions regarding the situation as a knowledge resource for Facilities Services
   leadership.
   d. Maintain the FS account in BlackboardConnect.
   e. Regularly update building coordinator database in system as well as call lists
   specific groups of managers and leaders.
   f. Provide training to Blackboard Connect users within FS and in other units across
   campus.
   g. Monitor campus user accounts and act as a Blackboard Connect helpdesk.

8. Provide dispatch function Red Runner Courier service, CU Lift transport for mobility
impaired students, and campus mail distribution drivers.

B. Energy Management and Equipment Monitoring (EMCS): EMCS is a computer-based process
control system used for control and monitoring of the chilled water system, monitoring of the
Combined Heat and Power plant, utility service entrance consumption and demand metering,
utility demand management, central HVAC system control for the largest buildings, monitoring of
life safety systems, and local process control where justified.

1. The EMCS protects university assets by performing their primary functions of metering,
monitoring, and interactive control of building mechanical, electrical and process systems.
2. EMCS will coordinate emergency response by the Shift Mechanics to Customer Service issues afterhours. EMCS also provides the off-hours response to automated Network Operation Center alarms and telephone inquiries. All alarms are actively investigated and acted upon in one hour and EMCS will follow any special operating procedures that have been agreed to by both EMCS and the Unit.

3. MCS meters steam, electricity and chilled water in buildings with network-readable meters.

4. Information from nearly 300 meter locations around the campus will be archived and made available to the campus community. This information is fed into the Utility Data System in order to bill the responsible campus departments and for performing various energy analyses.

5. Much of the meter data will also be fed to publicly accessible building energy "dashboards" (Visit buildingdashboard.net/cornell.)

6. Monitoring of building systems is done both passively, by routinely observing system operation on an occasional basis, and actively, by responding to any of the more than 9,500 computer-generated alarms that are currently defined.

7. In addition, operators interact with the building systems to make adjustments to binary and analog parameters (setpoints, alarm limits, schedules, interlocks, etc.), DDC programs, and physical output points that control motorized fans, pumps, dampers and valves.

C. Computerized Maintenance Management System (CMMS), Maximo

1. Maximo is a tool for facilities service providers to manage (receive, organize, prioritize, schedule, perform) maintenance, project, or compliance work. Information is collected to support these work management activities and related activities (billing, reporting, warehousing), and is communicated to stakeholders to aid in decision making.

D. Contracts

1. Walk-in advice to help resolve problems with capital contract process, project approval requests, or other contractual matters.

2. Preparation of facilities contracts for services which require the use of labor (i.e. - contractors, architects, consultants, etc.) outside the University. These services typically include facilities related contracts for architectural/engineering design, consulting services, testing services, renovations and construction services for both capital and non-capital projects.

3. Management of the bidding process for projects that require the use of labor outside the University such as the addition of new buildings, interior renovation, systems upgrading, landscape and other facilities related projects.

4. Assistance to individuals that choose to engage in “Self- Pricing” bid process for construction work less than $50,000.

5. Administration of electronic Project Approval Request System (ePAR)

6. Preparation of Trustee Status Reports
7. Legal liaison for FS to the University Legal Counsel with respect to contractual matters (i.e. liens, liability or lawsuits).

8. Maintenance of contractual audit files

E. Recycling and Waste Management
The principal role of R5 Operations is to provide educational, collaborative, and engaging campus wide waste management and materials management programs. The scope of services include management of:

1. Dumpsters and Compactors:
   a. Facility Dumpsters: R5 Operations coordinates the placement and removal, maintenance, and emptying of recycle and landfill dumpsters on Cornell’s Ithaca campus.
   b. Facility Compactors: R5 Operations coordinates the emptying of recycle and landfill compactors on Cornell’s Ithaca campus.
   c. Event and Project Dumpsters: R5 Operations coordinates delivery, placement, and removal of landfill and recycle dumpsters for specialty needs ranging from building clean-outs to special events. There may be a charge for event and project dumpsters; charges are only to cover the direct cost to vendor(s).

2. Universal Waste Management: R5 Operations manages the Universal Waste Collection for Cornell University. For Ithaca's main campus R5 Operations staff collect Universal Waste from Units directly, provide recycle containers as needed for Universal Waste, and provide labels and signage for Universal Waste recycle containers. For Cornell’s remote facilities R5 Operations provides resources and tools for proper Universal Waste disposal. All staff are required to properly store Universal Waste and contact R5 Operations when collection from a facility is needed.

3. Campus Waste Transfer Facility: R5 Operations is located in, and operates, the Cornell Recycle Center which is Cornell’s Ithaca campus waste transfer facility. This facility is for Cornell generated waste only. The facility is open Monday through Friday between 7:30 AM and 4:00 PM.
   a. Recycling drop-off: Cornell Units and Zones may drop off, at no charge, the following items to be recycled: non-BCB contaminated used oil, used glycol, rigid plastics, tires, single stream recycling, film, electronics, pallets, metals, refrigerated units (ultra-low refrigerated units cannot be accepted at the Cornell Recycle Center. Please contact the Zone for assistance with Ultra-Low freezers), properly emptied and rinsed pesticide containers, as well as properly labeled and packaged Cornell generated universal waste lamps, batteries, and mercury containing devices.
   b. Reuse drop-off: Units may also drop off, at no charge, furniture and other items which may be repurposed through the reuse program.
   c. Construction and Demolition Waste (C&D): Two C&D dumpsters are available for Units to dispose of waste as needed. There is a charge for C&D waste disposal; the charge is calculated only to cover the direct cost to vendor for disposal.

4. Special Recycle Streams Collection: Specialty recycling streams include, but are not limited to, electronics, batteries, oil, glycol, tires, wood, used lamps, furniture, metal, and
refrigerated units. R5 Operations staff collect above items per request in addition to regular weekly service at loading docks of high volume facilities. When materials need to be dismantled, require special moving equipment, or be of large quantities, the request for collection may be referred to Zone staff. R5 Operations staff are available to review Unit needs in advance of moves, cleanouts, etc. to assist in identifying customer needs and service options.

5. Reuse: R5 Operations manages the System for Trade and Auction of Cornell Surplus (STACS) reuse program. This program is designed to divert surplus and waste materials (which are not capital assets) from the waste streams for use elsewhere on Cornell’s campus, or off the campus.

6. Receiving:
   a. At Cornell Recycle Center: R5 Operations provides receiving services primarily designed for circumstances where items delivered to campus must be stored for a short time prior to use in a facility and for circumstances where delivery truck(s) cannot access the final destination. In the latter circumstance item(s) are unloaded by R5 staff, and subsequently transported by other staff from the Recycle Center to final destination by smaller vehicles. Fees for Receiving are dependent on time required to provide the service.
   b. On-site Forklift service: R5 Operations staff are available to provide on-site forklift service. Service is limited to one forklift. Service must be scheduled in advance and is available between 7:30 AM and 4:00 PM, Monday through Friday. Fees are dependent on time required to provide the service.

7. Storage: The Cornell Recycle Center has a small storage operation which provides on-campus secure storage with 24/7 accessibility for customers. R5 Operations storage space is not climate controlled and is designed to meet the needs primarily for large equipment and tools. R5 Operations staff are available to discuss storage needs with units to help identify storage options, whether at R5 Operations or elsewhere, which will best meet needs. Fees are dependent on storage type, space usage, and length of time material stored.
   a. Short term storage: Short term storage is defined as storage of one month or less and is primarily used: in conjunction with the receiving service noted above; to provide “flex space” where equipment, furniture, etc. is being moved or requires additional work space; for event preparations (ex. Career Fair).
   b. Long term storage: Long term storage is defined as storage in excess of one month and is primarily used: for materials frequently accessed (ex. Scaffolding, tools, bicycles for Athletics classes, etc.).

F. Facilities Accessibility Coordination: Cornell University is required to comply with accessibility standards required by both the Federal Americans with Disabilities Act and the New York State Uniform Fire Protection and Building Code. In addition to complying with these standards, the University takes the position of acquiring best practices and incorporating elements of Universal Design whenever possible. In accordance with Toward New Destinations, a diversity and inclusion large scale initiative that highlights the cultural environment that Cornell University aspires to be, disability as an aspect of diversity is considered in all aspects of the projects and programs Cornell creates. Facilities Accessibility Coordination will:
1. Coordinate the University’s efforts to address physical accessibility. Partner with Human Resources and Student Disability Services to develop a strategic plan to provide an accessible, usable and welcome environment for faculty, staff, students and visitors with disabilities.

2. Serve as a resource to understand access implications of projects and initiatives to assure compliance with the projects themselves and with considerations of the construction that may impact accessibility.

3. Review all relevant PARs to determine if accessibility considerations are accurately described and collaborate with Project Managers on plan review and project implementation with accessibility considerations.

4. Conduct plan review through all phases of the design process.

5. Collaborate with Campus Partners in the selection, coordination and completion of Barrier Removal Projects.

IV. Service Standards and Metrics

A. Customer Service

B. Energy Management and Equipment Monitoring

C. Computerized Maintenance Management System (CMMS), Maximo

D. Contracts

1. Contract Preparation. Facilities Contracts strives to prepare contractual documents and issue for Project Manager approval within seven (7) business days after receipt in contract queue.

2. EPAR. Facilities Contracts is committed to issuing approval letters within 24 hours after receipt of final signature.

E. Recycling and Waste Management

1. Partner with Zones and Units to provide campus-wide level of service as outlined above.

2. Track all waste related data and statistics for Cornell’s Ithaca campus and complete reporting and surveys related to non-hazardous and non-medical wastes.

3. Provide ongoing educational marketing and outreach campus-wide related to waste reduction, waste diversion, and sustainable materials use.

4. Provide tools, resources, and trainings for disposal of Universal Waste in compliance with State and Federal regulations.

5. Provide prompt and clear communication to affected Units and Zones related to R5 Operations service issues in that zone.

6. Provide easy to access customer service and information.

7. Remain responsive to changing needs through efficient and flexible logistics.
F. Facilities Accessibility Coordination

1. Partner with Zones and Units to provide campus-wide level of service as outlined above.
2. Buildings must comply with ADA in the follow four priorities of readily achievable barrier removal:
   a. Entrances and approaches
   b. Interior paths of travel (including signage)
   c. Toilet rooms
   d. Other extraneous access issues (i.e. drinking fountains, etc.)
3. Facility Accessibility Compliance Tracking (FACT) system: FM has established a 20 point building prioritization system based on programs, services, and activities taking place within the building. Criterion for the buildings is determined by the follow questions:
   a. Is it public or private space?
   b. Number of people impacted?
   c. Supportive to academic mission?
   d. Transferability to like facility/location?
4. Once priority buildings are determined, the deficiencies within those buildings are reviewed.
5. Accessibility issues are then addressed based on available funding.

V. Measurements

A. Customer Service

B. Energy Management and Equipment Monitoring

C. Computerized Maintenance Management System (CMMS), Maximo

1. Service Request time measurements between the following points, by priority level: SR Creation – UFR approval – Zone acknowledgement – Work in progress – SR resolution
2. Backlog management
3. Cost per gross square foot
4. Kronos vs. Maximo Productivity: Total number of available hours - actual billed hours – actual non-billable hours
5. Customer Satisfaction tool (have a way to collect customer feedback or have customers “rate” the way their SR was handled? Also, in the future, customer satisfaction by schedule adherence.)
6. Corrective Maintenance work vs. Preventive Maintenance work - dollars/# hours
D. Contracts

1. Facilities Contracts maintains annual metrics related to contractual documents. These metrics track number of construction contracts, change orders, design agreements and amendments issued in a given fiscal year. Change orders are further tracked by “reason for change”, i.e. - program change, unforeseen condition, etc.

E. Recycling and Waste Management

1. Annual Waste Diversion and Waste Reduction rates for Cornell’s Ithaca campus. Metrics are reported for Tompkins County waste report, tracked based on New York State DEC guidelines (to be released late 2014), and tracked based on College and University Recycling Coalition (CURC) recommendations.

2. Annual Intercollegiate competitions and rankings (i.e. AASHE STARS, Recyclemania, Sierra Club, etc.)

3. Annual Greenhouse Gas (GHG) Inventory of Waste stream for Cornell’s Ithaca Campus (beginning for calendar year 2013, and completed henceforth in concert with University Climate Action Plan (CAP) program)

4. Annual Customer Survey

F. Facilities Accessibility Coordination

1. A comprehensive review of classrooms with fixed seating is being conducted in FY2014-15, which will inform priorities for future years.
Appendix B
Building Care (Custodial Services)

I. Overview: This appendix pertains to custodial services provided by the Building Care Department of Facilities Management to the Direct Mission Units within the zones. The principal role of Building Care is to provide custodial services through innovative approaches, conscientious stewardship, and outstanding customer service while delivering clean and safe facilities to the university.

II. Responsibilities and Accountabilities:

A. Unit Facilities Director

1. Understand how responsible facility stewardship and building custodial maintenance are important to preserving the Cornell image.

2. Act as the liaison between DMU and Building Care regarding support of unit’s custodial needs.

3. Contact the Associate Director of Building Care promptly to discuss concerns with any service issues. If problems are not resolved satisfactorily, the issue should be raised to the Zone Facilities Director or the Sr. Director Facilities Management.

4. Fund additional services to support special events or events requiring overtime or events beyond the basic scope of services performed by Building Care as described herein, particularly those involving food and beverage service.

B. Unit Facilities Staff

1. Work collaboratively with Custodial Manager to discuss enhancements or concerns with any service delivery.

2. Notify Custodial Manager at least one week ahead of large events requiring additional Building Care services and have the event planners arrange for custodial service coverage of the event. An example of large events would be athletic events and student gatherings that create additional trash collection, restroom, and other cleaning needs.

3. Supervise campus events that create additional trash and have students complete a post event clean up.

C. Zone Facilities Director

1. Direct and manage custodial operations within the Zone and work with Building Care managers to shape the maintenance program in the Zone to meet the standard level of service, customized only where agreed upon by an MOU.

2. Coordinate with the Unit Facilities Director to understand the program needs and assist in meeting those needs.

3. Manage assigned service providers to identify needs and incorporate them into the overall maintenance program.
D. Associate Director of Building Care

1. Be proactive in partnering with the Unit Facilities Staff; will be responsive to all requests; and will communicate this Agreement to all key staff within their operational areas.

2. Provide back-up contacts to provide seamless communications to Unit Facilities Staff in cases of planned and unplanned absences of primary support team members.

3. Provide quality and cost effective custodial maintenance services in all academic, athletic, residential, administrative, and research facilities in each Zone.

E. Custodial Manager

1. Work with Unit Facilities Staff to support DMU’s mission and program and support special events.

2. Manage the day to day operations of Building Care within each campus Zone.

III. Service Types:

A. Basic Services

1. Restrooms and Locker Rooms: Daily cleaning, disinfecting, stock products, remove trash, weekly complete clean of all washable surfaces/complete disinfection throughout.

2. Public Areas: (high profile areas such as Corridors, classrooms, libraries, lobbies, public offices, foyers, public elevators and stairs)
   a. Daily cleaning of hard floor surfaces and carpeting. Deep cleaning of carpets, stripping and waxing of hard floor surfaces to be conducted annually
   b. Daily disinfecting of water fountains, cleaning of entry glass & classroom chalk/white boards
   c. Daily trash removal; recycling as needed
   d. Weekly dusting and spot cleaning

3. Research & Teaching Labs:
   a. Bi-weekly wet mopping
   b. Weekly dust and spot mopping
   c. Trash checked daily, picked up as needed (following Departmental lab safety protocol)

4. Private Offices:
   a. Trash and recycling checked daily and removed as needed
   b. Monthly complete cleaning, including dusting, mopping and vacuuming

5. Service Areas: lower profile areas such as service elevators, secondary stairwells, loading docks, shops)
6. Exterior Maintenance & Entrances:
   a. Maintain smoker’s outposts adjacent to building entrances.
   b. Policing immediate area around building entrances. The “immediate area” varies by location but must seamlessly join up with services provided by the Grounds Department (i.e. snow removal, trash removal, cigarette butts and other debris removal from building specific areas).

B. Other Services

1. Provide re-lamping of fixtures that can be serviced with an 8’ or less step ladder. Cleaning tops of lights when relamping.

2. Provide monthly testing of exit signs and exit lighting. Provide support assistance so that monthly testing is performed and that the appropriate tickets are placed with Customer Service for any work to correct any emergency light issues.

3. Provide weekly Carbon Monoxide Detector testing where applicable. Provide support assistance so that monthly testing is performed and that the appropriate tickets are placed with Customer Service for any work to correct any emergency light issues.

4. Provide monthly fire extinguisher visual inspections. Provide support assistance so that monthly testing is performed and that the appropriate tickets are placed with Customer Service for any work to correct any emergency light issues.

C. Winter Operations

1. Building Care employees shovel snow and apply salt/grit at building specific entrances, all emergency exits, steps and handicapped ramps. This process is accomplished in conjunction with Ground’s staff that use mechanized equipment and hand labor in this process. Snow shoveling and ice mitigation remains a priority for Building Care.

2. During periods of inclement weather, interior custodial services will be reduced accordingly. All cleaning frequencies described are subject to change due to inclement weather or campus emergencies.

D. Additional Services

1. All special events outside of normal daily operations should involve the services for Building Care custodial coverage. These services, funded by the unit, will be required especially during significant special events, and afterwards, for clean-up following the event. This requirement is to return the facility to a clean and presentable status for regular academic business in the facility. In some situations, the custodial event coverage will need to also happen prior to the event so that the facility is clean in preparation for the event.

2. Cleaning Services that exceed the base level provided may be available on a “for fee” basis. Services specifically excluded from the base level are:
   a. Move or dust items on desks, bookcases, window sills, cabinets, etc.
   b. Remove power heads from shredders
   c. Supply or restock any hand towels or soap, except in restrooms
d. Change lamps in fume hoods, unsafe areas, personal desk lamps or fixtures over eight (8) feet high

e. Clean or dispose of computers, or any other office equipment

f. Care for plants

g. Clean kitchen appliances, counters or sinks (except in residential facilities)

h. Move furniture (except in residential facilities)

i. Clean vending machines

j. Pick-up hazardous lab waste, lab glass, autoclaved material or clean lab workstations

k. Break down cardboard boxes

IV. Service Levels Standards

A. Building Care will utilize to the following APPA Appearance Level Standards

Level 1 - Orderly Spotlessness
- Floors and base molding shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges or fingerprints. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 2 - Ordinary Tidiness
- Floors and base molding shine and/or are bright and clean. There is no buildup in corners or along walls. But there can be up to two days’ worth of dust, dirt, stains or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smidges and fingerprints are noticeable upon close observation. Lights all work and fixtures are clean.
- Washroom and shower fixtures and tile gleam and are odor-free. Supplies are adequate.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.

Level 3 - Casual Inattention
- Floors are swept or vacuumed clean, but upon close observation there can be stains. A buildup of dirt and/or floor finish in corners and along walls can be seen.
- There are dull spots and/or matted carpet in walking lanes. There are streaks or splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints. Lamps all work and fixtures are clean.
- Trash containers and pencil sharpeners hold only daily waste, are clean and odor-free.
V. **Service Standards and Metrics**

A. Building Care will clean to the APPA Appearance Level Standards as follows:

Level 1 - Orderly Spotlessness
   - Public Restrooms

Level 2 - Ordinary Tidiness
   - Residential Hall Suite or Private Restrooms
   - Public Spaces (such as main corridors and public offices)
   - Classroom and Labs

Level 3 - Casual Inattention
   - Private offices and stairways
   - Service Areas

VI. **Measurements**

A. Annual metrics

B. Customer service satisfaction survey

C. Quality Assurance Inspections –conducted on all BC staff. Summary reports/results available quarterly to UFDs and ZFDs
Service Level Agreement
Facilities Services and Units in the Campus Zones

Appendix C
Grounds

I. Overview: This appendix pertains to maintenance services provided by the Grounds Department to the Direct Mission Units within zones. The principal role of Grounds is to provide the Cornell Community with a safe and pleasing outdoor experience through maintenance of the transportation and utility infrastructure and landscape hardscape and plantings.

II. Responsibilities and Accountabilities:

A. Unit Facilities Director

1. Understand how responsible environmental stewardship and landscape maintenance are important to preserving the Cornell image.
2. Act as the liaison between DMU and Grounds regarding support of unit’s exterior needs.
3. Review all DMU proposed exterior furnishings and/or landscape changes with the Campus Planning Office prior to purchase and installation. This review will help develop consistency of design and function across campus.
4. Contact the Grounds Director promptly to discuss concerns with any service issues. If problems are not resolved satisfactorily, the issue should be raised to the Zone Facilities Director or, if needed, the Senior Director of Facilities Management.

B. Unit Facilities Staff

1. Provide a clear scope of work for any service requests entered into Maximo via Facilities Customer Service or the FS web site.
2. Routinely observe the outdoor infrastructure (the physical components of systems providing services essential to enable, sustain, or enhance societal living conditions, such as roads, sidewalks, lighting, landscape, etc.) and document conditions that may impact future maintenance.
3. Communicate to Grounds any transportation infrastructure or landscape issues identified.

C. Zone Facility Director

1. Work with Facilities Planning and Assessments to evaluate the physical condition and functional adequacy of the outdoor infrastructure and landscape.
2. Partner with Unit Facilities Staff in a shared decision-making process, to identify outdoor infrastructure and landscape needs.
3. Communicate and coordinate within the Zone, the work of the Grounds Department.
D. Director of Grounds

1. COMMUNICATE and partner with UFD and Unit Facilities Staff. Share plans and collaboratively participate in resolution of issues and concerns raised by the units.

2. Inspect campus landscape maintenance and project site conditions so that services are provided in a safe, efficient, timely and cost effective manner.

3. Originate and implement innovative, sustainable, and cost-effective departmental operating practices and policies to include conservative chemical and pesticide use, sound business practices, and effective fleet and equipment management.

4. Promote, plan, and oversee the installation of landscape maintenance and beautification improvement projects from inception to completion.

5. Proactively advocate for and promote site specific capital improvements, proposals for landscape beautification, and sustainable stewardship of the Cornell campus landscape.

III. Service Types

A. Snow Removal

Remove snow from all sidewalks, roads, parking lots, ramps, and steps unless the area is specifically identified as having no winter maintenance. Snow removal activities can happen at any time with the intent of providing safe vehicular and pedestrian traffic flow utilized for the common good during normal business/teaching hours. The intent is to move the pedestrians and vehicles safely to their destinations. Grounds will apply salt or sand as needed. In general, Building Care removes snow from building specific entrances out to a point where Grounds can remove the snow mechanically, but this will vary based on specific locations.

1. It is recognized that the above guidelines do not provide clarity to all parts of campus and individual building Custodial Managers can address specifics. If a sidewalk or stair adjacent to a building is not being adequately addressed by Building Care or Grounds staff please contact Customer Service at 255-5322.

2. High priority snow removal essential service locations: All roadways, CU Police, Gannett Health Services, Environmental Health and Safety, Vet Medical Hospital, student housing and dining facilities, specified service docks, handicapped accessible routes or through special requests/notification.

3. The map in the following web link shows areas with no (or limited) winter maintenance: [Grounds Department Winter Maintenance Map](#). When making changes to this map, please review with Unit Facilities Directors any changes that may affect their College or Unit.

4. Risk Management in consultation with the Authority having Jurisdiction has responsibility of approving what areas may have winter maintenance discontinued.

5. Snow removal for events and activities that occur outside of the normal business/teaching hours may require additional funding for services provided. Please call the Grounds Dept. at 254-1661 with requests and scheduling. Afterhours, weekends or holidays call Customer Service at 255-5322.
B. Turf Management

Periodic mowing to maintain a grass height of less than 4 inches. Minimal fertilization and weed control utilizing IPM (Integrated Pest Management) guidelines. Irrigation is managed by Grounds in select gardens and lawn areas on campus where specialized or long term hydration is necessary. Turf maintenance guidelines (seed selection, top dressing, aeration, and scarification) are coordinated with the Cornell Department of Horticulture.

C. Naturalized Area Maintenance

The landscape in these areas (follow this web link: [Grounds Department Mowing Map](#)) has been designed to increase environmental benefits and to reflect the university's campus-wide sustainability goals. By utilizing the correct plants, soil improvements and mulches, we have been able to greatly reduce the need for irrigation, fertilization, pest control and mowing. The result: an attractive landscape with fewer of our precious resources needed for its maintenance.

D. Tree and Shrub Care

The Grounds Department has two International Society of Arboriculture (ISA) certified Arborists. Pruning of trees and shrubs (in need) annually to preserve structural aesthetics and to renovate or remove any dead or unsafe branches. Trees deemed unsafe (for a variety of reasons) are removed in their entirety and replaced with like varieties or species more suitable for the site. Building specific tree care (roof clearance, etc.) is done per work order request. Apply bark mulch annually as necessary. Replacement of shrubs and trees in some cases is funded through various specific Donor Accounts (managed by Grounds) as well as appropriated funding. Replacement is based on aesthetics, functionality, and funding.

E. Green Roof Maintenance

Spring inspections, cleanup along with adding additional plant material as needed. Inspections and maintenance are conducted once per month.

F. Flower Bed Care

Periodic weeding, watering, fertilization and season appropriate cycling of plants (bulbs, annuals, and mums). Customer requested/building specific planters and plantings are billable services.

G. Litter Removal

Weekly litter removal from lawns and paved surfaces that would not be considered building specific. Weekly service of 170 exterior landfill and recycle containers that are not located at building entrances. Smoking outposts/stations are typically not maintained by Grounds. Litter removal from naturalized areas as needed.

H. Ivy Control

Handled on a case by case basis but generally at the request of the Unit Facilities Staff or Zone Facility Director. Removal of ivy from buildings when it becomes problematic to the structure, windows, building signage, and or the function of facility mechanical systems (air intakes, AC).
I. Event Support

Grounds supports, exterior student, faculty, and athletic activities campus wide.

1. Examples of Grounds supported events: Commencement, Reunion, Dormitory move in/out.
2. If a DMU wished to host an exterior activity, Grounds will provide event support as a billable service paid for by the unit.
3. Examples of Unit funded Grounds supported events: Use of University Property (UUP) associated student projects ranging from art displays to awareness events, concerts, slope day, student volunteer groups, CALS Horticulture projects and events, after hour Athletic event snow removal.

J. Emergency Response

24 hour response for sewer backups, water breaks, winter snow removal and de-icing, environmental spills, barricade deployment, tree and storm damage.

K. Construction Services

This work is normally billable and not part of the base level of service.

1. Utility Support – Funding generally provided by Utilities
   a. Water breaks
   b. Sewer backups
   c. Catch basin cleaning and repair
   d. Drain line cleaning and repair
   e. Water and sewer line installations
   f. Retention/sediment pond cleaning and repair

2. Trades Support
   a. Excavation and Heavy Equipment support
   b. Repairs and corrective maintenance
   c. Labor

3. Landscape Construction
   a. Retaining walls and walkways
   b. Contractor support and site inspections
   c. Landscape and turf repair
   d. New landscape installations that are within character of the surrounding environment.
4. Pavement Maintenance
   a. Bollards and guardrails
   b. Ramps and curbing
   c. Fencing and signs
   d. Potholes and resurfacing
   e. New installs

IV. Service Standards and Metrics

Grounds has the sole responsibility of balancing the standards of University Grounds care and managing the available resources to accomplish the work.

Grounds provides high-level maintenance typically associated with well-developed college/university campuses. Grass cut once every five working days, aeration when needed, reseeding or sodding when bare spots are present. Weed control practiced when weeds are a visible problem. Adequate fertilizer so that plant materials are healthy and growing vigorously. Daily litter control as needed. Sweeping, cleaning and washing of surfaces is done when accumulation of sand, dirt, or organic materials distract from the looks or safety of the area. Pruning done once per season unless species planted dictate frequent attention. Disease and insect control when noticeable damage is detectable, reducing plant vigor or becomes a public nuisance. Snow removal starts the same day that accumulations of .5 inch are present and typically complete by noon the next day. Floral plantings normally no more complex than two rotations of bloom per year. Green Roof sites are inspected and maintenance conducted once per month.

V. Measurements

A. Annual metrics

Customer service satisfaction survey which evaluates what key areas of performance.

Overall Campus Landscape Appearance – Lawns, flower beds, tree and shrub beds. Cleanliness and Litter – roads, parking lots, garages, sidewalks, lawns, exterior landfill bins. Emergency Response and Safety – Reliable and dependable. Snow and Ice Removal – Roadways, parking lots, walks and step that are not building specific. Special Events and Faculty/Student Support – Commencement, Reunion, Athletic Events, Faculty and Student projects. Fee Based Services – accurate estimates, timely service, and finished product.
Appendix D

Maintenance Assessment and Planning

I. Overview: This appendix pertains to services provided by Maintenance Management (MM) in planning and tracking maintenance needs for all University owned facilities. MM provides a full range of maintenance assessment and planning services including development of policy, planning workflow processes, requirements definitions, cost analyses, facility assessments, needs prioritization and work execution.

II. Responsibilities and Accountabilities:

A. Unit Facilities Director

   1. Promptly review deficiencies lists and proposed projects as they are being developed by the maintenance planners and lobby for deficiencies that should be moved up or down in priority.

   2. Advocate within unit for the highest priority projects to be completed first.

B. Unit Facilities Staff

   1. Be available to meet with maintenance planners and assist them in identifying deficiencies and correctly prioritizing them.

   2. Work to understand the facility deficiencies and their corrective measures cataloged in Facilities Physical Needs Management System (FPNMS).

C. Director of Maintenance Management

   1. The Director of Maintenance Management leads and guides the University in the planning, creation and execution of preventive, corrective and planned capital maintenance programs for the Endowed College, Contract College and Student and Academic Services (SAS) administrative, academic and research buildings, streets, parking lots, grounds, and bridges on the Ithaca campus; and represents the University's interest in such matters with senior administrators, local community officials, faculty and others.

   2. The Director of Maintenance Management provides leadership for a professional facilities management group responsible for the management of academic and research space in excess of eight million square feet, and annual maintenance budgets exceeding $30 million.

   3. The Director of Maintenance Management promotes and establishes processes to provide excellence and accountability to the various tasks of maintaining the campus. Specific task areas include: provide leadership and guidance to MM staff to develop and execute ongoing preventive, predictive and planned maintenance programs based on optimal cost/benefit analysis; work with the Zone Facility Directors to plan, direct, coordinate and schedule the execution of the SAS, endowed, and contract colleges planned maintenance programs; provide leadership and guidance to develop and execute
training programs for the entire division; and track and report on regulatory compliance across the organization.

4. Lead the ongoing development of the Facilities Physical Needs Management System (FPNMS) and Maximo systems and lead the continuous inventory of campus maintenance needs while developing a Preventive Maintenance Program establishing long term maintenance priorities and funding strategies.

5. Provide leadership for Cornell’s ADA office in the identification prioritization and execution of projects to increase accessibility across the campus.

6. The Director also helps and assists the ZFD’s in their roles. In the Director of Maintenance Management role, he/she works with the ZFD’s and the Unit facilities staff to help them plan and execute projects that provide programmatic enhancements in their buildings.

D. Maintenance Planners

1. The Maintenance Planner (MP) is a steward and advocate for the built environment, and is charged with leveraging the University’s resources in support of the teaching, research and outreach mission. The position is required to work with a myriad of constituents to understand facility deficiencies, and manage a process that vets out the timing, options and costs to spend resources effectively.

2. The MP is the primary liaison from the Maintenance Management office, for an assigned set of facilities. The MP shall develop relationships and an understanding of how university constituents use each facility (i.e. UFD and their staff), in an so that maintenance resources are supporting their mission as effectively as possible.

3. The MP will assess the needs of their assigned buildings, look for deficiencies, and predict/plan for future deficiencies. They will understand and advocate for the resources necessary to address maintenance needs. The MP will review and maintain data for their buildings, and provide updated information and project cost estimates.

4. The MP shall work with various project management centers within FS to manage project implementation in a timely way, so that the University receives the best value the resources allocated. The MP must be intimately familiar with Cornell’s project management processes and regulations; in order to effectively plan and implement projects with CU Project Management resources.

5. The MP will also build relationships with the zone maintenance personnel and Campus Manager, to serve as a resource for their organization to understand complex issues, and help guide the options and decisions for completing work. The MP will engage and leverage other resources on campus (like Facilities Engineering and Risk Management) to assist in their troubleshooting and planning effort.
III. Service Types

A. Facility Assessments

1. Detailed facility assessments will be conducted quinquennially (every 5-years) of all facilities.

2. Facility reviews will be conducted annually for all major facilities.

3. A system will be administered to track maintenance needs for each facility. The system will include data collection from annual assessments and any other sources that are available and accessible. The current system is the Facilities Physical Needs Management System (FPNMS).

4. FPNMS will be the data of record for all of Facilities’ condition deficiencies that are to be considered for correction by the annual central maintenance allocation and other funding sources. For this procedure to be successful, all known deficiencies must be entered in FPNMS with the appropriate likelihood, impact and program impact scores.

5. FPNMS will be the data of record for reporting the level of deferred maintenance for all facilities in New York State with the exception of the Weill Cornell Medical College and Cornell NYC Tech.

B. Preventive Maintenance program management

1. Create, implement, and manage a preventive maintenance program which is to maintain the expected service life, and improve reliability of University owned assets such as equipment and systems.

2. Audit the PM program so that maintenance of equipment and systems happens on a regular interval and will promote compliance with all Federal, State and Local codes.

3. Serve as the entry point for all assets in the FM preventive maintenance program, revise assets as needed due to addition, replacement or retirement/removal. Data collection to be provided by others.

4. Create Job Plans for accomplishment of PM work from provided procedures. These procedures should be originally sourced from the manufacturer or other authority, and be the validated process the trades follow in the field for performing preventive maintenance.

5. In general, preventive maintenance provides the best value, but preventive maintenance plans must be periodically reviewed to eliminate efforts that do not return value.

C. Maintenance Management

1. Collect and analyze corrective, preventive and planned maintenance on Cornell’s Ithaca campus facilities including building envelope, interior finishes, mechanical/electrical/plumbing systems, and other permanent equipment and systems in specific academic, research, and support facilities.
2. Develop and maintain maintenance standards for facilities in all zones. The standards should include how to provide: functional space, reliable building systems and the desired image.

3. Assist the individual Zone Facilities Directors to collectively plan, direct and manage the overall maintenance allocation in close collaboration with the Unit Facilities Directors. The funding should be managed throughout the fiscal year. The funding for corrective, preventive and planned maintenance is fungible. In the effort to stay within budget allocations, planned maintenance may be suspended with corrective maintenance efforts prioritized to address needs in the following order:
   a. Life safety
   b. Intellectual property, including research support
   c. Facilities degradation
   d. Convenience and aesthetics

4. Manage so that all facilities, even those that do not receive centrally distributed maintenance allocation, receive the same assessment and maintenance planning effort and work with the Unit Facilities Directors to provide adequate financial resources to maintain the facilities to a similar performance standard.

5. Since all facilities are covered by property insurance, seek to recover the cost of floods and fires from Risk Management and Insurance.

D. Maintenance Planning

1. Understand the long term needs of each facility and create a plan to address the maintenance needs to coincide with the normal facility aging cycle. This includes annual subsistence funding, renovation, and renewal needs.

2. Conduct the prioritization process for endowed and contract colleges planned maintenance using a risk analysis based on the likelihood of failure and impact of the issue on the mission of the unit or the university.

3. Request funding for additional planned maintenance needs through the university’s capital planning effort. (Referenced in the CU Capital Plan as “Extraordinary Maintenance.”)

IV. Service Standards and Metrics:

A. Detailed facility assessments will be conducted quinquennially (every 5-years) of all facilities.

B. Initiate and complete annual assessments of campus facilities, utilizing the Maintenance Planning Assessment Protocol so that assessments are done in a consistent manner, and that input from all campus stakeholders (UFRs & Zone Maintenance groups) is incorporated.

C. Track and report costs for corrective, preventive, and planned maintenance in facilities that receive a centrally funded maintenance allocation. Additionally, track and report costs for other facilities, providing the cost data is available and accessible. Cost reporting will be reported via the Facilities Services web page.
D. Analyze corrective and preventative maintenance programs to discover trends and service effectiveness, with the primary goal to achieve best value for funds allocation and appropriate use for all buildings and grounds.

V. Measurements:

A. Quarterly Metrics
   1. Percent of Maintenance allocation spent to date
   2. Ratio of maintenance types spent to date

B. Annual metrics
   1. Percentage of projects approved for funding via planned or extraordinary maintenance that are shared funding between FS and units.
   2. Percentage of the project cost of projects considered for funding via planned or extraordinary maintenance that are in FPNMS.
   3. Number of meetings held each year between UFDs and FS staff to review FPNMS data in preparing the planned or extraordinary maintenance plans.
   4. Percentage of Facility Reviews completed.
   5. Percentage of Facility Assessments completed.
Appendix E
Facilities Project Administration

I. Overview

Facilities Project Administration is a set of professional services for the management of planning, design and construction to renovate, repair and construct facilities and infrastructure across the campus. Capital Projects & Planning, Project Services Group, Contract Colleges Facilities, and Facilities Engineering (PM Centers) provide means, methods and management for initiating and completing projects of various sizes in partnership with Direct Mission Units (DMU) across campus. This appendix pertains to services provided by the PM Centers within Facilities Services who provide the means, methods, and management for initiating and completing projects of various sizes across the University.

These PM centers manage the success of projects from the scoping and programming stages all the way through design, construction, commissioning, closeout and move-in. Each project follows a carefully designed planning and execution process focused on a successful outcome that meets project goals in compliance with state and federal laws, and University Design and Construction Standards and policies.

A project is a physical change to structures or the Campus, such as the addition of new buildings, interior renovation, systems upgrading, landscape projects and planning studies for these projects. The services and processes in delivering projects to the campus community are outlined in the Cornell University Project Manager’s Desk Guide. Some DMUs have certified PM staff that provide project management services for smaller projects within their units.

PM certification is an initiative of the Cornell Administrative Streamlining program. The PM certification program manages risk by aligning the responsibilities of projects with the qualified staff. The University has an obligation to protect staff from possible litigation that could be based on the employee’s lack of qualification or experience to manage certain projects. The program is also meant to help the PMs know and keep up to date with the important Cornell policies that address project management. Certification is achieved through an on-line exam.

This matrix displays the minimum position description qualified to manage construction projects based on the cost and complexity of the project. Higher classifications within the same family of jobs could perform projects and all are required to pass the certification exam.

<table>
<thead>
<tr>
<th>Cost</th>
<th>Complexity</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $5M</td>
<td>Manager of Projects I</td>
<td>Engineer/Architect II</td>
<td>Coordinator Projects III (For Projects &lt;$10M)</td>
<td></td>
</tr>
<tr>
<td>2M - &lt;5M</td>
<td>Manager Facilities II</td>
<td>Engineer/Architect I</td>
<td>Manager Facilities I</td>
<td></td>
</tr>
<tr>
<td>250K – 2M</td>
<td>Coordinator Projects II</td>
<td>Facilities Coordinator II</td>
<td>Facilities Designer II</td>
<td></td>
</tr>
<tr>
<td>100K – &lt;250K</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Over $100K: PAR Threshold</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50K – &lt;100K</td>
<td>Coordinator Projects I</td>
<td>Facilities Coordinator I</td>
<td>Facilities Designer I</td>
<td></td>
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<tr>
<td>&gt;$50K – &lt;$50K</td>
<td></td>
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<td>$0 – $5k</td>
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</tbody>
</table>
II. **Responsibilities and Accountabilities**

A. **Unit Facilities Director**

The Unit Facilities Director (UFD) is responsible for serving as a steward of Cornell University assets, an advocate for the Cornell University mission and a partner with FS. The UFD responsibilities are:

1. Clearly define the scope and objectives of the project in sufficient detail to minimize change orders that can lead to budget or schedule overruns.
2. Provide a single point of contact with the unit level organization so that decisions and directives are provided in a timely manner to support the overall project schedule.
3. Provide timely and accurate responses to planning, design and construction related questions.
4. All Project Management (PM) and Construction Management (CM) services will be secured through the PM Centers or are provided by qualified UFS.

B. **Unit Facilities Staff**

The Unit Facilities Staff (UFS) is responsible for serving as a steward of Cornell University assets, an advocate for the Cornell University mission and a partner with FS. The UFS responsibilities are:

1. Become a Certified PM if charged with managing projects.
2. Facilitate access for the necessary work of PM, CM, architects, engineers and contractors.
3. Coordinate between unit faculty, students and staff and the project team to bring about an understanding of project impacts and programmatic needs.

C. **Unit Program Manager**

The Unit Program Manager acts as a liaison between the DMU administration and their Departments and the project design and construction teams; serving as information coordinator for the projects; managing documents and activities related to the design and construction process for the DMU; and, overseeing the selection process for furniture, fixtures and equipment (FFE). The Program Manager responsibilities are:

1. Program Manager serves to convey/explain program details to the architects and clarify requests for information from the architects to aid the DMU in replying with needed information so that the resolution of issues, avoid problems or conflicts, and to see that the completed projects meet user needs and expectations within established budgets.
2. Serve as the information coordinator within the DMU for capital projects. This includes the development and maintenance of information files related to the projects for decision-making and tracking, and the production of regular reports and necessary presentations. This role will also respond to the specific requests for information from Design Team members, the DMU administration, ensuring that all stakeholders have been included at appropriate junctures.
3. Review, interpret and respond to project documents and activities. Track changes so that all requested and approved changes have been included, and develop responses from the DMU to the design elements and construction issues that arise. In this capacity, the Program Manager interprets design documents for the DMU and aids in the formulation of
questions regarding the designs to be asked of the Design Teams on behalf of the DMU and their departments that the projects are intended to serve.

4. Coordinate the selection process for the FFE for projects. Oversee the various processes such as meeting with users to determine needs, working with interior designers so that both aesthetic and functional objectives are achieved, preparing quantities for processing bids and purchase orders, ordering/receipt of equipment, and coordinating the installation of furniture and equipment in a timely fashion.

D. Project Manager

The Project Manager (PM) is responsible for serving as a steward of Cornell University assets, an advocate for the Cornell University mission and a partner with the DMUs impacted or funding the project. The Project Manager responsibilities are:

1. Serve as the one-point of overall project responsibility to meet the University’s goals and objectives for a project.
2. In collaboration with stakeholders develop a Project Management Plan for the project and then manage to that plan.
3. Conceive and propose to the sponsoring unit a recommended approach to the project delivery and options.
4. Regularly report on project progress, issues, and risks to the project team.
5. Participate in development of construction procurement strategy, contractor and subcontractor selection, and construction contract procurement process.
6. Meet the budget, schedule, scope, and quality objectives for the project.
7. Balance Stewardship with meeting the needs of the sponsoring DMU.
8. Coordinate project closeout.

The PM is accountable to:

1. Be responsive to the sponsoring unit’s needs.
2. Provide sound process and execution practices.
3. Facilitate sponsoring unit choice options.
4. Utilize cost control techniques when appropriate.
5. Represent both University and sponsoring unit interests.
6. Embrace systematic, inclusive and pro-active communications between sponsoring unit, stakeholders, occupants, etc., as appropriate to the project.
7. Champion delivery strategies that are responsive and appropriate in a given project, and always seeking reasonable economies in project cost and effort balanced with stewardship.
8. Set up projects to have a financial status transparency true to an open book culture and with the goal of minimizing unforeseen costs.
9. Support and adhere to all University authorization and approval process.
10. Seek best value while balancing the role of University Steward in compliance with the University standards relevant to the project.
11. Advocate for, be knowledgeable of and adhere to current Cornell Design, Construction and Sustainability standards, as well as all other standards relevant to a project.

12. Assure the project will not cause building systems to be less efficient.

E. Construction Manager

The Construction Manager (CM) is responsible for serving as a steward of Cornell University assets, an advocate for the Cornell University mission, and a partner with the DMUs impacted or funding the project in concert with the PM. The Construction Manager must:

1. Participate in the development and design of projects.
2. Review designs for constructability and recommend design solutions including reconciliation of scope and cost.
3. Lead the construction estimate reconciliation process and provide strategies for the process of contractor selection for pre-construction and construction activities.
4. Assist in the preparation of front-end bid documents including modifications to Cornell's General Requirements and other project-specific bid documents in compliance with University and State requirements.
5. Serve as single point of contact for the construction contract, and in that role manage day-to-day construction activities. Act as liaison between the construction contractor and the greater Cornell community.
6. Monitor the construction schedule so that the contractor’s labor force and resources are adequate to maintain that schedule.
7. Provide construction quality assurance, quality control, and advice to our university partners.
8. Implement contractor compliance programs so that the contractors’ work conforms to the contract documents and industry standards.
9. Manage communication and scope changes with project engineers/architects during construction phase, evaluate and negotiate change orders, and manage the submittal process.
10. Perform other construction administration activities.

The CM is accountable to:

1. Be responsive to the DMU needs.
2. Provide sound process and execution practices.
3. Facilitate DMU choice options.
4. Utilize cost control techniques when appropriate.
5. Represent both University and DMU interests.
6. Embrace systematic, inclusive and pro-active communications between DMU, stakeholders, occupants, etc., as appropriate to the project.
7. Champion delivery strategies that are responsive and appropriate in a given project, and always seeking reasonable economies in project cost and effort balanced with stewardship.
III. Service Types

A. Project Intake, Assessment and Assignment
   The PM will assist the campus community with identifying options available to them relative to project assignment and delivery methods for a successful project.

B. Project Scoping
   Facilities Services PM will meet with campus partners to scope a new project as an allocated service. This very limited effort is intended to help our campus partners determine the scale of the project. Often a project triggers the need for infrastructure changes or involves code required updates which is not obvious. This process will uncover those needs.

C. Project Management
   Comprehensive project delivery services include management of the planning, design, and construction of projects from conception to completion. Project delivery and management are tailored to project requirement and size.

   The project managers of Facilities Services can provide complete management services for projects of all sizes and complexities.

D. Design
   Facilities Engineering (FE) is the only group in Facilities Services that offers professional in-house design services. Architectural, Mechanical, Electrical, Civil and Environmental design services are offered for fee on single discipline projects or coordinated multidiscipline projects. On small renovations, design is often combined with project management services when it is efficient to deliver a project in that manner. Construction documents are prepared for in-house construction, bidding to external contractors, or for any other project delivery method.

E. Design Review
   Each PM Center provides a coordinated design review of each project. The coordinated review includes organizations within FS such as, Energy and Sustainability, Facilities Engineering, Contract Colleges Facilities (CC Code Enforcement), Facilities Management and Transportation, along with organizations outside FS including, EH&S, IT @ Cornell, CU Police, Risk Management, and others as

8. Set up projects to have a financial status transparency true to an open book culture with the goal of minimizing unforeseen costs.
9. Support and adhere to all University authorization and approval processes.
10. Seek best value while balancing the role of University Steward following the University standards relevant to the project.
11. Be knowledgeable of and adhere to current Cornell Design, Construction and Sustainability standards, as well as all other standards relevant to a project.
12. Understand the academic programs that will use the facility, defend programmatic functionality and balance the needs of the all in resolution of conflicts.
13. Establish and maintain a relationship with the general contractor and subcontractors such that the construction work is executed according to the provisions of the contract documents and according to professional and ethical standards.
14. Mitigate and communicate impacts from the project to the university community.
required by the particular project. Design reviews are also done with local and NY State officials as required to secure municipal approvals, permits and certificates of occupancy.

Much of the design review process is an allocated function. Reviewing documents prepared by outside designers and/or FE designers so that designs are consistent with Cornell Design and Construction standards, as well as in compliance with codes and standards. Internal reviews are also used as advocates for facility maintenance, sustainability and financial stewardship for work that will be installed on campus.

Many of the facilities on campus are listed on historic registries or are eligible for listing. The design review process will include project implications to historic elements and coordinate the review and if required, the approval by appropriate state and local agencies.

F. Estimating
Estimating is a base service of the PM services provided by each PM Center. When a DMU has a need for an estimate for limited scope work which may or may not be managed by a PM Center.

1. The purpose of this type of estimate is to provide a go, no-go pricing for small projects. The estimate is based on unit costs and on past experience of estimators. It does not include material/labor takeoffs and is not intended to be a fixed price quote or competitive proposal. Note the issuer of the estimate request needs to be responsible for scope definition. The Project Services Group (PSG) offers conceptual level estimating services to assist in the go/no go analysis of project budgets up to $2M.

G. Construction Management
The CM will manage the competitive procurement and delivery of construction services for project managers in the FS PM Centers, other units and departments. The procurement method employed is project dependent and includes such options as projects less than $50K which can be self-bid. Larger projects can be delivered by lump sum bidding, Construction Management at-risk, and General Contracting with multiple prime contracts. In special and limited cases, single source contracting may be considered with proper justification.

The Construction Management team’s mission is to deliver the University’s larger capital construction projects to the highest quality afforded by the design documentation, on time and within the approved budget.

H. NY State Project Management
The Contract Colleges Facilities Office provides project management services for projects on state-owned buildings, greenhouses and grounds on the Ithaca campus and throughout the state. The project management services of this office include:

1. Document required CU, State University Construction Fund (SUCF), and municipal approvals. SUCF manages design and construction of many state funded projects for SUNY facilities including the Contract Colleges at Cornell.
2. Manage campus capital projects.
3. Facilitate SUCF managed projects.
4. Partner with Contract Colleges Facility staff.
   a. College of Agriculture and Life Sciences (CALS)
   b. College of Human Ecology (CHE)
c. School of Industrial and Labor Relations (ILR)
d. College of Veterinary Medicine (CVM)

5. Construction management of capital projects on campus, including construction quality assurance, quality control, and advice to our university clients.

I. Guarantee and Warranty Follow-up
Each Facilities Services Project Manager or Project Management team and each DMU Project Manager will perform the following services:
1. Coordinate the transfer of all capital project warranties to Facilities Management. Coordinate contractor response on guarantee and warranty issues for duration of a specified guarantee period (typically 1 year from beneficial occupancy).
2. Coordinate with Facilities Management staff to determine if warranty recourse is available for equipment in new and existing facilities.
3. Distribute vendor operation and maintenance manuals to Facilities Management maintenance staff and, as appropriate, to DMU.
4. Explore options for Facilities Management and DMU to extend warranty or secure services contracts.

J. Project Documentation Archiving
Each Facilities Services Project Manager or Project Management team and each DMU Project Manager will perform the following services:
1. University Policy 4.7 on Records Retention requires that defined project records be retained for specific periods of time in accordance with legal or other institutional requirements. Each PM is required to comply with this policy.
2. Project information to be archived is identified on the Facilities Information Group web site at the following link: http://fe.fs.cornell.edu/fig/archives/faq.cfm

IV. Service Standards and Metrics

There are several approval thresholds based on project cost. These thresholds will be used to define the levels of service provided for facilities project administration. The CU Project Manager’s Desk Guide provides guidance and direction in managing planning, design and construction projects at Cornell. It serves as the prime document to disseminate project management policies and practices and will be used to define the services provided by project level. http://cpp.fs.cornell.edu/file/Project_Managers6X9.pdf

A. Projects under $100,000
No Project Authorization Request is required. Procurement options are extremely flexible

B. Projects $100,000 and under $250,000
Project Authorization Request is required for all projects $100,000 and over.

C. Projects $250,000 and under $5,000,000
All projects $250,000 and over are required to be in the approved Cornell University (CU) Capital Plan. Once in the approved capital plan additional approvals for project $500,000 and over are by the Capital Planning Group (CPG). Projects under $500,000 are signature PARs.
D. Projects $5,000,000 and under $10,000,000
   Once in the approved CU Capital Plan project approvals are provided by the Capital Funding and Priorities Committee (CF&PC) in addition to CPG. Projects $5,000,000 and over are required to be LEED Silver.

E. Projects $10,000,000 and over
   All projects over $10,000,000 require project approvals by the Buildings and Properties Committee of the Cornell University Board of Trustees in addition to CPG and CF&PC. On projects over $20M, a procurement plan is required.

V. Measurements

A. Semi-annual
   1. Customer satisfaction for projects >$5 million

B. Annual metrics
   1. Customer service satisfaction survey
   2. Projects completed on schedule
   3. Projects completed within budget
   4. Contact turn-around time
Service Level Agreement
Facilities Services and Units in the Campus Zones

Appendix F
Energy and Sustainability

I. Overview
This appendix pertains to services provided by the Department of Energy and Sustainability (E&S) with respect to energy management, sustainability and utilities.

The goals of energy management are to cost effectively minimize Cornell's energy use and associated environmental impacts, and to identify and implement conservation focused outreach and engagement, maintenance, energy studies, and capital projects to meet the university's needs with less energy use.

The goals of sustainability are to provide leadership to campus by setting ambitious sustainability goals and strategies and by accelerating the achievement of these goals through project implementation, planning, partnerships, and community engagement. Through the “Think Big, Live Green” campaign, E&S staff directly collaborate with each college and unit administration to achieve resource conservation and community wellbeing impacts by utilizing peer-to-peer education, leadership development, and specialized engagement strategies. The sustainability organization also integrates cutting-edge sustainability practices into operations, fosters the culture of sustainability at home and in the world, and enables and improves excellence in sustainability.

The goal of utilities is to operate the University energy, water, and sewer/storm sewer collection infrastructure systems on a 24 hour, 365 days per year basis and provide for all planning and upgrade/renewal of that infrastructure. Energy production facilities include the combined heat and power facility, which provides the steam for heat and electricity for campus, the electric substations, hydro-electric plant, chilled water plants, and most renewable energy systems. All of the water for campus is provided by a university owned potable water filtration plant. Electricity import from/export to the local utility is fed through a university owned high-voltage electric substation. Utilities is also responsible for all of the distribution and collection systems located on campus, including steam, chilled water, electricity, potable water and waste water. Operating, maintenance and capital funds for utilities are funded by utility rates charged to all customers.

II. Responsibilities and Accountabilities

A. Unit Facilities Director
Represents the unit as a partner to the Facilities organization under the direction of Vice President of Facilities Services.

1. Is the key contact and liaison with central facilities and E&S, providing strategic input and academic and program priorities of the unit.

2. Inform E&S of major initiatives within facilities that will improve energy efficiency and impact the utility system operation. Is a leader and has oversight responsibility of all capital planning and projects within their facilities impacting the operation.

3. Work with E&S to champion all initiatives to reduce energy use, promote sustainability and improve utility system reliability.

4. Will steward all building utility systems in a safe and reliable working order, including:
a. Steam: condensate systems, steam traps, and relief valves to not waste energy and condensate.
b. Water: maintain building backflow preventers in compliance with state health regulations (including recording-keeping). Support potable water testing required by the New York State Department of Health.
c. Chilled Water: control valves, and controls to minimize flow of chilled water and maximize return water temperature.

B. Unit Facilities Staff
Partner with the Facilities organization and specifically Energy and Sustainability to define unit’s needs and, when needed, provide access to Facilities zone personnel to effectively execute work.

1. Receive and evaluate need for appropriate maintenance action for routine and emergency facility issues.
2. Provide support and interface with building users about impacts of work or operations related to utility supply.
3. Promote accomplishments of maintenance and capital work in accordance with the Cornell approval process, Cornell Design and Construction Standards and all applicable building codes.
4. Coordinate all facility operational needs within the unit.
5. Promote and work with E&S on all sustainability engagement programs to reduce energy use and environmental impacts.
6. Assess the impacts of utility interruptions on the unit and deploy staff to assist as deemed necessary.

C. Senior Director Energy and Sustainability
Leads, promotes, and directs a comprehensive, customer-sensitive unit for one of Cornell University’s core functional Facilities areas: Energy & Sustainability.

1. Is a steward of the University’s energy and water infrastructure and campus sustainability.
2. Is responsible for every aspect of the management of all associated utilities infrastructure and operations, energy procurement, infrastructure capital planning, energy management, and campus sustainability.
D. Director of Energy Management
Leads the energy management team and the campus energy management program, and serves as a senior technical leader and advisor to staff within the Department of Energy and Sustainability, Facilities Services, and the campus community.

1. Is responsible for creating and directing Cornell’s Energy Conservation Initiative (ECI) and managing staff to provide a measurable and cost effective reduction in energy use and renewable energy across campus and within the framework of the Climate Action Plan updates/goals. Provide energy studies across all Cornell funded buildings to identify projects. Works in partnership with campus units and colleges to identify capital conservation projects and get them included in the University Capital Plan and SUCF Capital Plan.

2. Provide leadership for the development of new buildings and the central plant energy system features and performance, as Cornell strives toward 50% less energy use in renovated and new buildings, and a climate neutral energy future with its central energy systems.

3. Lead the creation and implementation of conservation outreach, education, and engagement activities across campus including: “Think Big, Live Green”, website content, dashboards, articles and media releases, presentations, Energy Fast Facts, and campus and building energy analysis metrics and information.

4. Directly supervise, funds, and leads the conservation focused preventive maintenance HVAC and lighting controls staff (Energy Conservation Controls Team or ECCT) in the Facilities Central Zone Shops to minimize energy usage in all building energy systems.

5. Responsible for all building utility metering and projecting utility unit peak and annual usage for campus and all customers for all utilities with the support of the Utilities group thought leaders and Director of Utilities.

6. Steward the creation of design and construction standards in Facilities Engineering related to energy and metering including: metering, lab guidelines, energy conservation, variable speed drives, lighting and lighting controls, building automation and control systems, heating systems, chilled water systems and heating/cooling distribution.

7. Create and is responsible for the budgets associated with energy conservation and metering, and the ECCT staff.

E. Director of Campus Sustainability
Provides vision, organizational strategy, and leadership for the E&S Campus Sustainability Office in advancing operational and programmatic sustainability efforts.

1. Develop programmatic partnerships between the faculty, students and staff, which advances the environmental sustainability actions defined in the 2010-2015 Strategic Plan.

2. Manage the Presidents Sustainable Campus Committee (PSCC) including the 10 Focus Teams (buildings, land, water, energy, climate, food, purchasing, transportation, waste,
and people) and oversees the development of the Campus Sustainability Plan and Climate Action Plan.

3. Oversee the Campus Sustainability website and related social media outlets to promote Cornell’s diverse sustainability activities in operations, education, research, and public engagement.

4. Develop educational and engagement programs that provide faculty, staff and students with the knowledge, skills, and motivation to integrate sustainability values and practices into strategic planning processes, operations and resource management, individual behaviors, and overall University practices.

5. Collaborates with students, faculty, staff, relevant committees, and external partners to support and enhance current sustainability initiatives, and provides leadership in assisting the University to continue to enhance its efforts and reputation with regard to sustainability programs.

6. Develop and supervise a student internship program.

7. Provide expertise in facilitation, capacity building, educational and outreach program planning, and strategic communications to project managers and consultants across the University.

F. Director of Utilities

Leads, promotes, and directs a comprehensive, customer sensitive unit, which manages all utility infrastructure on campus, including the supply and distribution of steam, chilled water, electric, potable water, sanitary and storm sewer collection.

1. Provide the necessary oversight of production facilities and distribution infrastructure to assure safe, reliable, efficient and environmentally sensitive utilities services.

2. Lead utilities infrastructure planning efforts, taking into account the many internal and external forces affecting the courses of action to be taken.

3. Direct all activities and technical/engineering aspects related to utilities infrastructure and central plant capital projects. Provides advice on project scope, approach, all technical/engineering aspects and coordination. Defines the short and long term capital needs of Utilities. Oversees the day to day operation of the utility distribution systems via thought leaders and technical specialists for each central facility and distribution system including shutdown and start-up of systems. Oversees emergency response efforts when outages occur.

4. Direct the development of utility budgets including operations, maintenance and energy procurement. Develops utility rates, with input from the Director of Energy Management on utility usage prediction.
III. Service Types

A. Energy Management

1. Provide coordination and preparation of energy conservation studies to analyze building and plant systems, and perform cost benefit analyses.

2. Provide conservation focused preventive maintenance program that is focused on continuous commissioning of building systems to provide the optimum cost and value for the departments and units across campus.

3. Coordinate laboratory air flow, laboratory fume hood, plug load, and lighting behavior conservation initiatives within the overall Energy Conservation Initiative.

4. Develop campus outreach and engagement programs to engage users in energy efficient behaviors.

5. Lead the Energy Conservation Controls Team to optimize energy control systems on campus and get needed maintenance tasks performed including: modify schedules, adjust airflows and set points, issue tickets, and make improvements on air handling and space system controls to minimize run time and energy usage.

6. Develop and disseminate new interactive features in the web-based tools to promote conservation including: education/commitment tracking/competition, building dashboards, building scorecard, and real time data.

7. Manage the installation, calibration, and maintenance of all building utility meters and central utility plant meters.

8. Steward the creation of design and construction standards to guide all construction and maintenance work on campus related to energy and metering systems.

B. Sustainability

1. Lead and provide subject matter expertise to promote sustainability to campus senior staff, faculty, staff, and students, including the Presidents Sustainable Campus Committee (PSCC) and the PSCC Focus Teams.

2. Maintain Cornell’s sustainability-related performance data reporting to national organizations including Sustainability Tracking, Assessment, and Rating System (STARS), Princeton Review and Sierra Club.

3. Maintain a campus sustainability plan and Climate Action Plan for the Presidents Sustainable Campus Committee.

4. Plan and oversee new educational and outreach programs that increase the effectiveness of Cornell’s sustainability initiatives.

5. Support the EcoReps academic course and residential sustainability engagement activities.

6. Serve as a resource to university departments that are currently or want to be engaged in sustainability-related activities.
7. Serve as primary point of contact for campus sustainability inquiries from press, local community members, and municipal officials.

C. Utilities

1. Utilities has specific responsibility for infrastructure from its origination point (where it is produced or delivered to campus) to the point of delivery to campus facilities. This includes all underground systems (steam, condensate, chilled water, cathodic protection, electricity, Cornell owned natural gas, pole mounted outdoor lighting, potable water, sanitary waste water collection and storm water collection). The boundaries for this responsibility are described at [http://fm.fs.cornell.edu/maint/ma.cfm](http://fm.fs.cornell.edu/maint/ma.cfm) under “Utilities FM Building Service maintenance funding responsibilities”.

2. Serve as the owner for all changes required to utility infrastructure to enable construction and renovation projects on campus. Assist project teams during design and construction to assure that the design intent meets university standards and is executed correctly in the field. Provide advice and guidance to assure safe execution of the work.

3. Provide long range planning efforts to continually update the direction for the utility plants and distribution/collection systems in order to assure safe, reliable and low cost utility supplies for the university.

4. Provide 24/7/365 technical support and coordination of all required utility related restorations efforts, due to interruptions in service. Maintain and serve as the technical leadership for the university’s energy system load-shed programs.

5. Perform all operations and maintenance, and lead the engineering and environmental compliance for the potable water production facility, water distribution system, and storage tanks, assuring that adequate operations are properly conducted and maintenance is completed to provide a safe and reliable drinking water supply. Has primary authority for the potable water cross-connection control (backflow prevention) program.

6. Perform all operations and maintenance, and lead the engineering and environmental compliance for the Central Energy Plant (CEP) including the combined heat and power facility, central heating plant, chilled water plants (including Lake Source Cooling), thermal storage system, fuel storage facilities and hydro plant. Assure that adequate operations are properly conducted and maintenance is completed to produce reliable heat, cooling and power supplies for campus at all times.

7. Perform all operations and maintenance, and lead the engineering and environmental compliance for the Maple Avenue Substation (MAS). This substation is the connection point between NYSEG and campus. Maintain normal and emergency communications with NYSEG on key operations and maintenance issues for all high voltage (115,000 volt) and medium voltage (13,200 and 2,400 volt) equipment.

8. Lead all operations, maintenance, engineering and environmental compliance for the campus electric distribution system, including campus substations and underground cable infrastructure. Collaborate with the FM line crew, assuring that adequate operations are properly conducted and maintenance is completed to provide for the reliable and sufficient supply of electricity to every campus building.
9. Lead all operations, maintenance, engineering and environmental compliance for the campus steam, condensate, chilled water, cathodic protection and Cornell-owned natural gas distribution systems including all underground piping, wiring and vaults. Assure that adequate operations are properly conducted and maintenance is completed to provide for the reliable and sufficient supply of steam and chilled water to every campus building.

10. Lead all operations and maintenance, and engineering for the campus waste water collection systems (sanitary and storm sewer) systems including all underground piping vaults. Work with EH&S to achieve environmental compliance and conduct annual sampling and permit compliance activities. Assure that adequate operations are properly conducted and maintenance is completed to provide for the reliable collection of waste water from every campus building.

IV. Service Standards and Metrics
Utilities supply is provided with the following goals for quality, capacity and reliability. If units require higher levels of service or reliability, then specific accommodations should be made by the unit in collaboration with Facilities Services. This may include emergency generators, UPS (uninterruptible power systems), and other equipment or operating methods. Sensors and alarms should be provided by the unit as necessary.

A. Electricity System Power Quality and Reliability
1. Quality – Nominal system voltage will be provided at building service entrance equipment within the tolerances as specified in ANSI C84.1-1989 and IEEE Standard 141, which are identified as +5% or -5%.

2. Capacity – The electric systems are capable of supplying the aggregate electrical demand and energy requirements of the campus at all times. Building Owners are responsible for ensuring significant load additions within the building envelope and are evaluated for the installed capacity of the building electrical gear.

3. Reliability – Typical outages for loss of power to significant portions of campus are a cumulative four hours per year, caused by campus infrastructure issues. Additional outages may be caused by external disruptions from NYSEG.

B. Potable Water System Quality and Reliability
1. Quality/Capacity – The potable water system is capable of supplying the aggregate potable water and firefighting needs of the campus at all times in accordance with all state health department regulations and EH&S requirements.
C. Steam Heating System Quality and Reliability
1. Quality – Steam is supplied to assure that all building steam supply equipment functions properly to meet heating needs at all times. The steam pressure targets supplied at various outdoor temperatures in the steam system is shown in the table below:

<table>
<thead>
<tr>
<th>Temperature, Degrees F</th>
<th>Minimum Pressure, psi*</th>
<th>Normal Maximum, psi*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than 55</td>
<td>33</td>
<td>40</td>
</tr>
<tr>
<td>25-55</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>10-25</td>
<td>50-60</td>
<td>70</td>
</tr>
<tr>
<td>Less than -5</td>
<td>65</td>
<td>85</td>
</tr>
</tbody>
</table>

*Pressure maintained at North Campus. Central Campus pressures will be slightly higher.

2. Use of Steam – Steam is intended for closed loop use only. It is not intended for direct humidification, food contact, or other uses with human/animal direct contact exposure routes.

3. Capacity – The steam system is capable of supplying the aggregate demand and energy requirements of the campus at all times. Building Owners are responsible for ensuring significant load additions within the building envelope are evaluated for the installed capacity of the steam and condensate systems.

4. Reliability – Typical outages for loss of steam pressure to significant portions of campus are a cumulative 2 hours per year caused by campus infrastructure issues. This is tracked as the time that North Campus pressure is below 15 psi.

D. Chilled Water System Quality and Reliability
1. Quality – Chilled water is supplied to campus at a minimum of 38 to 44 degrees F in winter and a maximum of 44 to 47 degrees F, with a minimum differential pressure needed to provide adequate cooling delivery to all facilities on campus. Actual temperatures and differential pressures at the buildings will vary based on where they are located in the system.

2. Capacity – The steam system is capable of supplying the aggregate demand and energy requirements of the campus at all times. Building Owners are responsible for ensuring significant load additions within the building envelope and are evaluated for the installed capacity of the steam and condensate systems.

3. Reliability –
   a. Typical outages for loss of chilled water to significant portions of campus are a cumulative two hours per year caused by campus infrastructure issues. The target for differential pressure is above 2 psi at Myron Taylor (current control point for campus).
b. The target for supply temperature is not to exceed 48 degrees F for more than two hours per year.

E. Sustainability Engagement

1. “Think Big, Live Green” Campaign – is the sustainability engagement campaign at Cornell, supported by the Climate Action Plan. The campaign strives to achieve resource conservation and community wellbeing impacts in the colleges and units through customized and branded campaigns that utilize peer-to-peer education, leadership development, and specialized engagement strategies to engage the majority of campus audiences.

2. College Engagement Program – Bi-monthly focus themes that highlight sustainability initiatives which affect the specific Cornell community (i.e. the college community). These themes are designed to support the goals of Cornell’s Climate Action Plan and make students, faculty and staff more aware of actions they can adopt. Each theme has a set of actions, programs and/or games associated with them to increase community engagement and increase the likelihood that people will adopt the targeted behaviors.

3. Green Labs and Offices Certification Program – A program designed to promote sustainable practices in lab and office spaces. The program will target the same campaign behaviors. Each action under the Green Labs and Offices Certification program will have points associated with them. Each lab or office participating in the program can commit to actions that are feasible for their workplace and earn points towards a certification renewable every two years.

4. Cornell Building Dashboard – Is an internet-based display tool that tracks building energy performance through real-time metering. It serves as an engagement tool for end users to learn about energy saving behaviors specific to their community and is used as a resource to host energy conservation competitions between buildings, colleges and/or units.

a. Energy & Sustainability will be responsible for facilitating the “Think Big, Live Green” campaign within the colleges/units.

b. Energy & Sustainability department will be responsible for conducting community research surveys within the colleges and units before the start of “Think Big, Live Green” College Engagement Programs.

c. Energy & Sustainability will be responsible for maintaining the Green Office and Green Labs Certification program and assist departments and individual offices with their certifications.

d. Energy & Sustainability will establish and meet with colleges/units Green Ambassadors monthly and provide leadership opportunities, engagement strategies and programming ideas for the “Think Big, Live Green” Campaign.

e. Energy & Sustainability will manage the Cornell Building Dashboard system and facilitate colleges/units participation in university energy competitions.
V. Measurements

A. Annual Metrics

1. Provide annual sustainability performance scorecards across all areas of academic and operations, through the Sustainability Tracking, Assessment, and Rating System (STARS).

2. Provide campus wide building energy use metrics (currently known as the FS Energy Metrics) to track Energy Use Intensity (EUI) each year, comparing data to the current year budget and the ECI 2010 baseline. Provide total campus energy Fast Facts each year.

3. Identify central energy plant connected facilities where energy use intensity (EUI) is trending unexpectedly higher compared with projected values.

4. Annual reliability metrics for out of specification utility supply (minutes).

5. Record the number of certified Green Labs and Offices within each college/unit.

6. Conduct sustainability engagement post surveys in the college/units after the first year of the “Think Big, Live Green” college engagement program.
Service Level Agreement
Facilities Services and Units in the Campus Zones

Appendix G
Transportation Services

I. Overview
This appendix pertains to services provided by the department of transportation services with respect to Transportation Infrastructure Management, Campus-to-Campus service, and Cornell Fleet. The goals of transportation services is to provide leadership in developing and implementing comprehensive, economical, flexible, efficient, and sustainable programs to facilitate movement of active transportation, alternative modes of travel, and commuter vehicles.

II. Responsibilities and Accountabilities

A. Unit Facilities Director
   1. Promptly notify Transportation Services of any issues with the transportation infrastructure in and around the facilities assigned to the unit.
   2. Support the enforcement of the rules surrounding the operation of the transportation infrastructure.

B. Unit Facilities Staff
   1. For the purpose of supporting the safety of students, faculty, employees and visitors, understand the “Rules and Regulations for the Control of Traffic and Parking on the Grounds of Cornell University” and support Transportation Services in their administration.
   2. Manage operations of the Unit to adhere to the “Rules and Regulations for the Control of Traffic and Parking on the Grounds of Cornell University.”

C. Director of Transportation Services
   Leads, promotes, and directs a comprehensive, customer-sensitive unit for one of Cornell University’s core functional Facilities areas: Transportation Services
   1. Responsible for overall transportation initiatives for the university.
   2. Oversee the university’s parking system by developing fee structures, enforcement policies, and e-business initiatives.
   3. Develop and implement a campus access management system to effectively and efficiently transport materials throughout campus.
   4. Oversee capital planning and maintenance planning for transportation related projects.
   5. Monitor that facilities are appropriately maintained.
D. Campus-to-Campus Manager
Provides management oversight and organizational leadership for the Campus-to-Campus program.

1. Oversee the management of the Campus-to-Campus operations.
2. Research, evaluate, develop and recommend polices and improvements for Campus-to-Campus services and oversees their implementation.

E. Customer Service Manager
Develops, implements, and maintains department customer service programs that are responsive to the changing access needs and requirements of the university community.

1. Implement policies and procedures for access programs which include transit passes, parking permits, customer service, and ADA accommodations.
2. Manage transportation services participation in the University Onboarding program.
3. Manage the adjudication process and inquiries relative to campus parking and procedures.

F. Fleet Operations Manager
Provides continual assessment and planning to help facilitate the effective and efficient use of fleet resources.

1. Oversee the management of the university rental fleet and Campus-to-Campus bus maintenance.
2. Research, evaluate, develop, and recommend policies and improvements for fleet issues within FS Operations and the university and oversees their implementation.

G. Field Services Manager
Assures the effective and efficient implementation of university policies related to parking, traffic and circulation on the Ithaca campus including special events. Provides continual assessment and planning for parking facility maintenance, construction activity, and signs.

1. Work closely with university departments to provide the ways and means to effectively implement parking, signage, vehicle circulation and staging issues for various construction projects, university guests and special events.
2. Oversee parking and transportation operations for non-athletic special events.
3. Collaborate with the director of Cornell Information and Visitors Relations to provide students to supplement regular staff in the Visitor Information booths.
4. Plan and manage for minor capital repair and maintenance in parking facilities.
H. Information and Systems Manager
Responsible for ensuring systems effectively and efficiently support business operations and high customer service levels. Responsible for developing and managing the production and dissemination of information about and for transportation services.

1. Serve as the administrator of department management and e-commerce systems.
2. Analyze processes to determine opportunities for efficiencies.
3. Develop a comprehensive approach for communications with both internal and external stakeholders.

I. Transportation Demand Manager
Responsible for high-level planning support and collaborates with colleagues in Planning and Project Development, Project Design & Construction, and the university in carrying out a broad range of planning initiatives so that the university’s access management and sustainable transportation needs are proactively addressed in the built and behavioral environment of the campus.

1. Lead transportation planning and access management initiatives.
2. Plan and manage programs that provide for and promote active transportation, the use of alternative modes of transportation and the use of clean fuels.
3. Conduct transportation research analyses using a wide variety of data sources.
4. Assist with managing the Transportation Capital Plan.

III. Service Types

A. Transportation Demand and Infrastructure Management

1. Provide transportation demand management programs on the Ithaca campus to include commuter parking, maintenance and delivery vehicle access, incentive programs for alternative modes of transportation use, and sustainable transportation solutions.
2. Provide information services for visitors to campus.
3. Lead transportation planning and operational support for campus events.
4. Participate in the University Onboarding programs.
5. Provide unbiased enforcement of parking rules and regulations and an adjudication program to provide due process.
6. Lead planning initiatives to address the various needs for effective access management, active transportation, and infrastructure for sustainable modes of transportation.
7. Maintain parking facilities and signage.
B. Fleet Services

1. Provide both short and long-term vehicle rentals to all Cornell University departments.
2. Maintain on-campus fuel services.
3. Provide auto-shop services for department owned vehicles.

C. Campus-to-Campus Executive Coach Service

1. Provide express motorcoach service between Cornell’s Ithaca and NYC campuses.

IV. Service Levels

A. Customer Service
Customer service personnel should be friendly, professional, unbiased, provide accurate information and discuss all options available to the Cornell community and visitors. Services should be easily accessed via various media and widely communicated.

B. Campus-to-Campus
The Campus-to-Campus transportation option should be reliable barring any delays due to circumstances beyond our control, i.e. traffic or weather. Campus-to-Campus buses should be clean, comfortable and safe. Campus-to-Campus drivers should be friendly and professional. Reservation services, on-line and over the phone, should be user-friendly.

C. Alternative Transportation Options
It is Transportation Services’ responsibility to provide the University community with alternative transportation options that support the triple bottom line. Transportation alternatives should be financially viable, available to all, and support Cornell’s Climate Action Plan and other sustainability initiatives.

V. Measurements

A. Semi-annual Collections
1. Metrics of Campus-to-Campus trips; completed, cancellations, and delayed.

B. Annual Collections
2. Customer Service Satisfaction Survey – Campus-to-Campus

C. Bi-annual Collections
1. Commuter Survey
Service Level Agreement
Facilities Services and Units in the Campus Zones

Appendix H

Maintenance

I. **Overview**: This appendix pertains to services provided by Facilities Management (FM) in delivery of preventive, corrective and planned maintenance needs for all University owned and maintained (NY State owned) facilities. FM provides a full range of Cornell trade and contractor delivered maintenance services.

II. **Responsibilities and Accountabilities**:

A. **Unit Facilities Director**

1. Support the Mission and Program of their college/unit. Help to translate how this impacts maintenance needs.

2. Understand how responsible facility stewardship and building custodial maintenance are important to preserving the Cornell image.

3. Act as the liaison between DMU and Zone Trade Crew regarding support of unit’s custodial needs.

4. Contact the Zone Facilities Manager promptly to discuss concerns with any service issues. If problems are not resolved satisfactorily, the issue should be raised to the Zone Facilities Director or the Sr. Director Facilities Management.

5. Partners with Zone; ZFD, Maintenance Planners, to plan and define annual planned maintenance projects.

B. **Unit Facilities Staff (Unit Facilities Managers)**

1. Responsible to promptly workflow service requests to the Zones using appropriate priority levels.

2. Act as liaison between customer and zone trade crew.

3. Work collaborative with Zone Facilities Managers to plan, schedule and prioritize maintenance.

4. Assist Zone Facilities Managers with prioritization of work when needs conflict.

5. Understand, communicate and advocate for college/unit priorities.

6. Manage assigned service providers to identify needs and incorporate them into the overall maintenance program.

7. Collaborate with Zone and Maintenance Planners to review deficiencies lists and proposed projects as they are being developed by the maintenance planners and lobby for deficiencies that should be moved up or down in priority.
8. Advocate within unit for the highest priority projects to be completed first.

9. Collaborate with maintenance planners and assist them in identifying deficiencies and correctly prioritizing them.

10. Work to understand the facility deficiencies and their corrective measures cataloged in Facilities Physical Needs Management System (FPNMS).

C. Zone Facilities Director

1. Direct and manage maintenance operations, schedules and budgets within the Zone and work with Zone Facilities Managers to shape a maintenance program in the Zone to meet the standard level of service within the limits of the budgets and customized only where agreed upon by an MOU.

2. Coordinate with the Unit Facilities Director to understand their units’ needs, priorities, and capital planning direction and assist in meeting those needs.

3. Manage assigned service providers to identify needs and incorporate them into the overall maintenance program.

4. Facilitate the coordination of other Facility Services’ Departments work within the Zone.

D. Zone Facilities Manager

1. Become the primary resource for the zone to perform preventive, corrective and planned building maintenance services.

2. Provide leadership and supervise 20+ union trades’ people who perform work on all buildings and facilities in a Trade Zone on the Cornell Campus.

3. Instruct and supervise personnel concerning assignments; prioritize, assign, schedule, coordinate and review job assignments.

4. Inspect work sites to insure staff is working safely, efficiently and that work products are of appropriate quality.

5. Ensure a safe work environment.

6. Coordinate requests for labor with other units of the FM Zones and Facilities Management Operations.

7. Partner with Unit Facilities Staff to provide timely, efficient and effect maintenance.

8. Establish and implement PM programs.

9. Partner with ZFD and Maintenance Planner to learn building inspections and project/maintenance investigations. As well as identify options, cost and making recommendations for larger issues.
10. Partner with and work closely with ZFD’s, FM’s, and PM’s to establish project scope, schedule and budget for work that will be done by the FM project team.

III. Service Types

A. Preventive Maintenance - Preventive maintenance is that activity performed in some routine or regularly scheduled fashion designed to keep equipment in an existing state, prevent deterioration or failure, and identify work of a corrective nature to keep equipment from causing non-productive time in any capacity. The four goals of the PM program are:

1. Facilitate the delivery of the academic mission
2. Comply with regulatory requirements
3. Maintain reliability
4. Meet expected service life

Each Campus Zone Crew is responsible for scheduling and performing the preventive maintenance in their zone.

1. Regular preventive maintenance of HVAC (heating, ventilation, and air-conditioning) systems is crucial to the quality of air and comfort level within agency facilities. HVAC systems should always sufficiently control temperature and humidity, distribute outside air uniformly, and isolate and remove odors and pollutants.

2. Preventative maintenance to be performed to manufacturers’ recommendations or as modified by a Facilities Management directive.

3. Test and inspect emergency generators.

4. Periodically review preventative maintenance to optimize space conditions to the programmatic function, equipment performance, resource use, and energy efficiency.

B. Corrective Maintenance - Corrective maintenance is the act of performing some repair or adjustment for a condition that was identified during the accomplishment of a PM or PdM evolution (and cannot reasonably be corrected within the allowed labor time for accomplishing the PM or PdM). CM may also be required due to an equipment or facility problem identified through basic observations or customer reports.

1. Emergency response, including after hours, to conditions that threaten programmatic operations, personnel, building or other asset.

2. Repair and maintenance of building systems and infrastructure to maintain good working conditions.

3. While performing assigned work, report other issues found in the area.

C. Planned Maintenance – Scheduled projects to restore or repair systems at the end of their useful life.

1. Based on facilities assessment data, projects will be collaboratively chosen by program need, facility priority and project timing.

2. Annual implementation of identified projects.

D. Emergency Maintenance – Emergency work requires little definition; it is work performed in direct response to a failure that causes process downtime or imminent hazard to assets or personnel.

IV. Service Standards and Metrics:

A. Service Requests: Work requests can be submitted electronically via the Facilities Services website (Priority Level 30 only) or via a phone call to Facilities Customer Service. There are four priority levels available:

1. 30 – Routine: Make all efforts to schedule within 5 days; begin work by date

2. 40 – Timely: Response within one business day; scheduled within 5 business days; completed within schedule

3. 45 – Urgent: Make all efforts to mitigate problem today; overtime is authorized

4. 50 – Emergency: Imminent threat to people, property, institution; immediate response

V. Measurements:

A. Quarterly Metrics:

1. Preventive maintenance backlog

2. Service request backlog, tabulated by zone and by trade

3. Service request response time, tabulated by zone and trade

B. Annual Metrics:

1. Customer satisfaction survey

C. Metrics can be found at the following web link: http://www.fs.cornell.edu/fs/metrics/