

FM Changes for FY12



UNIVERSITY OF MINNESOTA

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What We Know

- Planning for budget cuts of 10%
- New assignments for some FM staff
- Moving to a 3D configuration

Administrative Cuts

- Reduce management costs 10%
- Shrink FM's planner/scheduler group
- Reduce training & travel budgets

Maintenance Reductions

- In-sourcing WBOB
- Fire alarm testing RFP
- Reduce staffing to match reduced PMs

Current Custodial Program

- 11M cleanable square feet, \$30M budget; 477 budgeted positions
- Campus bid to geographic areas primarily assigned to 1 person who completes all routine custodial tasks
- 3 shifts (10% day; 70% evening; 20% nights)
- Average of 17% of workforce not at work each day

Guiding Principles

- **Clean & Safe Environment**

Maintain a healthy indoor environment using sustainable products and methods

- **Consistent Service**

Set clear expectations and deliver consistent service quality

- **Cost-effective Process**

Deploy resources and equipment in the most effective and efficient way

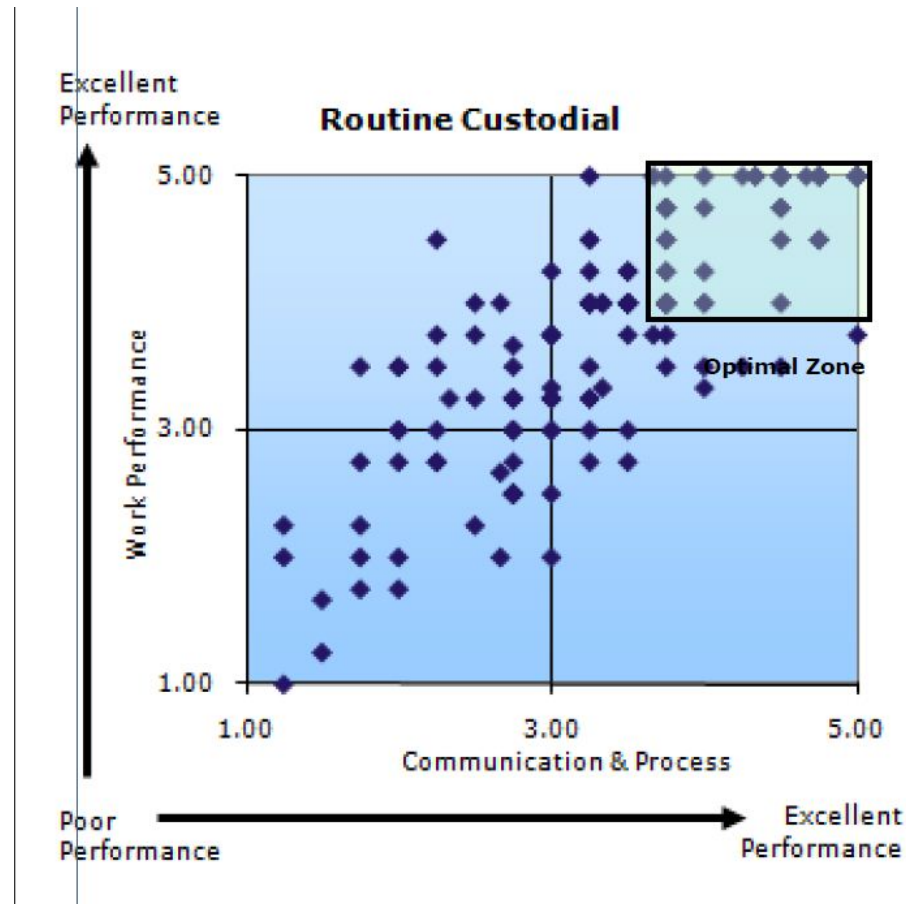
Clean & Safe Environment

- Healthy environment for students, staff, and visitors
- Required standards for clinical procedures, research, and safety
- Welcoming atmosphere for students (both current and prospective), staff, patients, parents and university visitors

Consistent Service Standards

- Routine cleaning services (in O&M cost pool)
 - Public Space – daily service
 - Classrooms – daily service
 - Clinic Space – daily service
 - Research Space – 3x per week
 - Office Space - 1x per week
- Project renewal cleaning
 - Semi-annual or annual based on traffic volume
- Policing to maintain quality standards
 - Daily in high-volume, public areas

Challenge - Customer Feedback Indicates Inconsistent Service



Source:
Sightlines FY10
Customer Survey

Challenge - Training

- FM has not had an ongoing, structured training program for custodial staff
- Only new employees received formal training
- The need exists for ongoing, standardized training to ensure staff is using equipment and supplies safely and efficiently

Challenge - Budget

- University requirement to meet a 10% departmental budget reduction
- \$3.1 million reduction target for custodial function (\$50k/FTE)

Challenge – Benchmarks to Industry/Peers

	FM (FY09 avg. office buildings)	Peers (Sightlines)	Industry (IFMA)	Private (Office Bldgs - MSI)
Custodial Cost - \$/CSF	\$2.80		\$1.43	\$1.26
Cost \$/GSF	\$2.10		\$1.07	\$0.98
Productivity GSF/FTE	32,000 (4,500/hr)	41,000	36,000	45,000 (6,000/hr)

Source: Office building examples include Morrill Hall, Donhowe, Mondale, WBOB (MSI), U Office Plaza (MSI)

School	Sq ft / hour	# of Students	Cleanable Sq Ft	# of Custodians		
University of Michigan	6,735	37,197	13,000,000	386		
University of Washington	6,106	38,000	10,900,000	255		
University of Illinois	4,630	36,738	9,400,000	290		
University of Minnesota	3,766	60,000	11,100,000	421		
University of Wisconsin	3,571	41,219	10,000,000	400		

Source: Sightlines FY09 report and information obtained directly from peer institutions

Feedback From Custodial Staff

- ‘Can’t continue to extend areas’ – there is too much work for too few people
- We need a model that reduces services to match staffing levels when there are vacancies
- We are at a ‘breaking point’ where something needs to be done

Goal:

- Institute a New Custodial Program, that
 - Responds to changes in cleaning needs and to staffing fluctuations with a smaller workforce
 - Adopts best practices
 - Improves consistency through standardized equipment and cleaning methods
 - Maximizes service standards with smaller budget (\$3.1 million) while emphasizing targeted areas (clinics, research, public areas)
 - Increases efficiency of staff time and equipment

The New Program - Includes

Solve by:

- New equipment
- Custodial closets/PAR levels
- New chemical contract – fewer
- Increased focus on continuous consistency and productivity
- Accurately allocate costs to Fairview lease



Energy Goals

1. Reduce energy 5% = \$2 M
2. It all adds up campaign

Questions?



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3D Configuration

