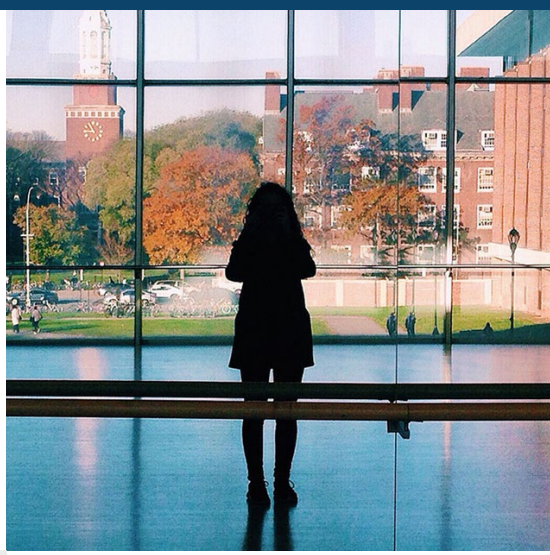
aramark FACILITIES MANAGEMENT

MAKING ESSENTIAL **EXCEPTIONAL**

ARAMARK SUPPORTS CUNY

WITH THE TRANSFORMATION OF FACILITY OPERATIONS & MAINTENANCE CULTURE WHILE DELIVERING AN ESTIMATED $500K IN ANNUAL SAVINGS



After the euphoria of opening new and renovated buildings, many institutions underestimate the increased complexity and resources needed to maintain that original state, including escalating energy costs. The City University of New York (CUNY) understands this problem first hand. After a long period of growth on its six community college campuses, CUNY faced rising costs in facilities operations, maintenance and energy. To gain control of its escalating costs, the university decided to establish a new approach to their operations and maintenance (O&M) program.

In 2015, CUNY partnered with Aramark for system-wide improvements that would streamline processes, lower energy costs, reduce carbon emissions and address deferred maintenance. Working together, an innovative strategy was implemented based on achieving four key goals: eliminate operational gaps that impeded facilities performance, optimize equipment life and prevent premature failure, enhance the staff's understanding of key facilities data and processes, and realize savings through improved operational efficiency.

The partners developed a ***program-based change management initiative*** to elevate the standard for operations, educate campus staff and leadership about facilities management and deliver financial improvements. Two key programs, a campus-wide "Fresh Eyes" O&M gap analysis and a "Boots & Suits" education program for senior leadership, were instrumental to the initiative's success.

The O&M gap analysis identified opportunities for operational improvements, including incorporating low-cost, high-return enhancements to the cooling, heating, ventilation and control systems via the Building Management System. The Boots & Suits program generated momentum for establishing operational best practices that had not previously existed among staff, including a proactive philosophy.

The result was a complete cultural shift in facilities management, and an estimated annual savings of $500,000 from energy reductions and maintenance costs. Embraced by staff at CUNY's campuses, the program continues to deliver quantifiable outcomes. The CUNY O&M transformation provides a template for other facilities to quantifiably improve their operations while reducing maintenance expenditures.

QUICK STATS

CAMPUSES:

6 COMMUNITY COLLEGES

SIZE:

7M SQ. FT.

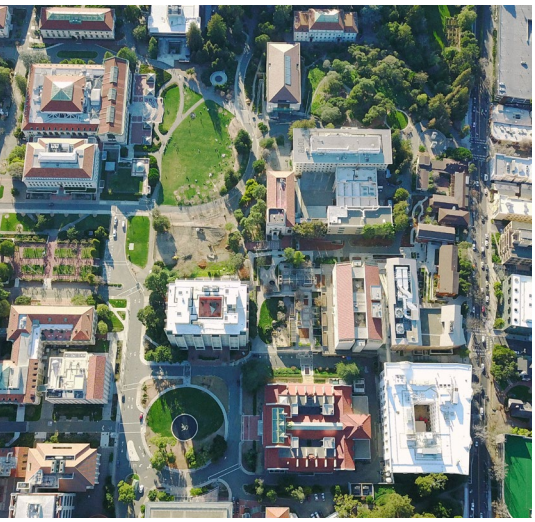
CARBON FOOTPRINT REDUCTION:

11% the equivalent of 83 cars driven for one year

EST. ENERGY SAVINGS:

$500K PER YEAR

CUNY THE CITY UNIVERSITY OF NEW YORK



3 BIG CUNY-ARAMARK PARTNERSHIP WINS

"FRESH EYES" O&M GAP ANALYSIS

Aramark executed a gap analysis to evaluate the overall health of the O&M programs across facilities. The analysis assessed operator engagement, identified critical gaps in facilities operations, and identified actionable O&M opportunities for short- and long-term success. The analysis explored three key O&M elements: energy operating best practices, preventive maintenance and utilization of a Computerized Maintenance Management System (CMMS). Fundamentally, the analysis focused on operations and operator practice, rather than capital investment or retrofits.

Leveraging decades of experience, Aramark's facilities experts reviewed the university's current operating and maintenance documents, protocols, policies and procedures. Extensive interviews with operators were conducted to compare their processes against a benchmark of industry best practices and key performance indicators. Deliverables from the analysis included a gap summary, prioritized improvement plan with meaningful and realistic timelines, a financial impact analysis, and key performance metrics to measure success.

"BOOTS & SUITS" EDUCATIONAL PROGRAM

Creating a positive culture within the campus environment was fundamental to the success of CUNY's system-wide change management program. This included active participation from key stakeholders across the university, from senior leadership, to operating engineers, to facilities staff on the front line each day. With Aramark's operational support, CUNY implemented the "Boots & Suits" educational program to increase awareness of facilities' role within the overall institutional mission, while ensuring each key constituent understood his or her strategic contribution to the new O&M goals.

Examples of educational components include:

- Creating standard operating procedures for system operators
- Training 70+ facility staff members on enhancing building automation system (BAS) operations
- Presenting webinars to highlight key operational strategies, such as best practices for central heating plants
- Demonstrating preventive maintenance tasks according to manufacturers' recommendations

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In an era of increasing facilities complexity, our ‘Fresh Eyes’ O&M gap analysis initiative introduced us to new methods and a proven approach to help our higher education institution better manage our facilities across the six community college campuses. Our success has been recognized, embraced and appreciated by senior leadership and campus stakeholders at all levels.”

Chris Stemen
AVP Engineering & Asset Solutions

CAMPUS-WIDE ENERGY COST SAVINGS

Since 2015, CUNY realized year-over-year energy savings and carbon reductions across all campuses through a variety of measures, including improved operational efficiency processes and prevention of premature infrastructure failure. The following solutions contributed to a total of $500,000 in energy savings per year:

- $50,000 in annual energy savings by reducing equipment run-time during unoccupied times
- $170,000 a year in energy savings by maximizing current equipment control sequences
- 40% reduction in energy demand savings in one campus’s cooling system
- 10% improvement in cooling efficiency by optimizing equipment technology with system performance
- 13% energy reduction for nearly 7 million sq. ft. of the learning environment

BEFORE ARAMARK

- Gaps in operational best practices that wasted energy and resources
- Desire for operational knowledge and facilities management best practices among staff
- Escalating costs to maintain buildings across six community college campuses
- Need to achieve city-mandated emissions standards
- Seeking improved communication and support from the university administration

AFTER ARAMARK

- Establishment of operational best practices that improve equipment life cycles, avoid maintenance deferrals and create net positive cash flow through efficiency gains
- Staff trained to support improved operations and generate additional energy savings
- Significant energy cost savings estimated at $500K per year
- Reducing carbon footprint by 11%, the equivalent of 83 cars driven for one year
- Creating a comprehensive asset inventory that increased tagged assets from 3,639 to 9,746 pieces of equipment
- Optimizing current BAS software programs, sequences, graphics and sensors
- Gaining the enthusiastic support and appreciation of administrators

For more information visit us at:
CAMPUSINSIGHTS.ARAMARK.COM

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