Strategic Planning & Reimagining Cornell

Zone 1 Implementation

- Procurement: All purchased goods and services
- Admin & Facilities: Operations and infrastructure
- Academic support: University-specific operations
- Student experience: Non-classroom learning
- Core: Teaching, Research, Outreach

Central Facilities

Mission
Objectives of Facilities/Utilities initiatives

- Build a **true partnership** between units and Facilities Services
  - Establish alignment, accountability and trust through changes in governance and organization
  - Achieve consistent baseline standard of care campus-wide

- Transition to a **more efficient staffing model** that makes appropriate use of contractors
  - Re-focus front-line staff on core activities (e.g. maintenance)
  - Implement better controls for facilities staffing levels

- Develop a management system that **creates the right incentives** for stewardship and cost management
  - Improve budget and billing model, contracting process, and project management

- Encourage **sustainable use of resources** across Cornell
  - Pursue energy efficiency projects
  - Create incentives that encourage increased use of transit

- Identify **specific non-personnel opportunities** to reduce costs
  - Change practices in transportation, mail and operations
Zone Management Team

Team Charge:

• Establish a zone organization structure for the facilities function campus-wide based on the concepts of “central deployed, locally managed” facilities employees, and defined, uniform, management-level facilities positions throughout the university. Transition the Trade Shops to a maintenance-focused organization.

Goal:

• Strengthen the partnerships between FS and the units it serves. Improve service delivery. Establish service agreements and tools to measure quality of service. Reduce costs.
Zone Management Definition:

- Organizational structure for Cornell’s facilities function that is based on areas of the campus and like facilities rather than departments or technical function

- Purpose is to improve delivery of facilities services by creating more effective partnerships & accountability between central and unit facilities staff, and

- Establishing a more uniform approach to staffing the facilities function in the colleges and units
Campus Manager Zones

• Zone 1 – CALS, CVM, CHE, SILR, BTI
  CM– Jim Kazda; FM – Dann Braid
• Zone 2 – A & S, AAP, JGSM, SHA
  CM– Gilbert Delgato; FM – Erik Gray
• Zone 3 – COE, Law, VP Research, Libraries
  CM – Randy Lacey; FM – Dave Baildon
• Zone 4 – SAS
  CM – John Kiefer; FM – Jim Gibbs
Facilities in New York State

Zone 1 Implementation

Cornell University Facilities Services
Campus Manager

1. Partner with Direct Mission Units.

2. Advocate for zone needs.

3. Understand facilities and space needs of Direct Mission Units.

4. Provide facilities guidance at a strategic level.

5. Develop annual capital plan.

6. Problem solver.
Zone Facility Manager

1. Facilities Management
2. Maintenance Program Management
3. Routine/Corrective Maintenance
4. Preventive Maintenance
5. New Construction Support
Zone Management in the Units

Unit Facilities Director

- Access Control and Security
- Space Management
- Projects
- Administrative Functions
- Mailing Services
- Maintenance and Repair
Zone Management in the Units

- Zone support from the unit side of the partnership will be supported in various degrees through Facilities Coordinators, Managers, and Directors.

- Facilities that are not directly connected to a specific college, but have an established unit facilities presence, will continue to function the same as in the past. Examples: Boyce Thompson Institute and Federal Nutrition.

- Facilities that do not have a specific unit facilities presence have been assigned a Primary Organization:
  - Barton Hall & Bailey Hall – Primary Org. SAS
  - CCC – Primary Org. CIT
  - Beebe Hall, Caldwell Hall, Toboggan Lodge – Primary Org. CHE