Zone Management Update
Zone 2-3
4/11/11
Zone Management Definition

• Organizational structure for Cornell’s facilities function that is based on zones rather than departments or technical function
• Purpose is to improve delivery of facilities services by creating more effective partnerships & accountability
• ZM Web Page  [www.fs.cornell.edu/fs/zone_mgmt/](http://www.fs.cornell.edu/fs/zone_mgmt/)
### ZM Roles and Partnerships - Examples

<table>
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<tr>
<th>FS Role</th>
<th>College/Unit Role</th>
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<tbody>
<tr>
<td>Campus Manager</td>
<td>Unit Facilities Director</td>
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<tr>
<td>Zone Facilities Manager</td>
<td>Unit Facilities Manager</td>
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<tr>
<td>Zone Crew Leader</td>
<td>Unit Facilities Coordinator</td>
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</table>
What is a ZONE? A grouping of campus buildings that defines an area of responsibility/partnership.

The University designated four main zones - the Campus Manager/Zone Facility Manager zones that define partnerships between central facilities and the units:

- **Zone 1**: CALS, CVM, CHE, I&LR
- **Zone 2**: A&S, AAP, JGSM, SHA
- **Zone 3**: COE, Law, VP Rsch, Libraries
- **Zone 4**: SAS
Within those four campus zones:

Facilities Management has several “sub zones” for deployment of its work crews:

- **Trade Shop crews**: three zone trade shops
- **Building Care Crews**: about 20 “complexes”
- **Grounds Landscape Crews**: four crews
Zone Management in the FM Shops
Objectives for Zone Management in the Trade Shops

• Increase partnership and accountability by deploying zone trade crews: “Locally Managed, Centrally Deployed”

• Keep the strong technical skills of the trade shops

• Do not add staff – zone crew leadership positions will be filled by existing assist. supers and general forepersons

• Improve delivery of the shops services

• Save money through improved efficiency
General Principles

• Two new zone trade shops plus the Campus Life/SAS Shop

• Each zone trade shop will have a core dedicated staff, sized for corrective maintenance, preventive maintenance, small projects

• All work requests for Shops services in the zone will go to the zone trade shops and most will be managed there: not just those that will be executed by dedicated zone staff

• The central shops will be the home of subject matter expertise and specialty services

• The Shops financial model is unchanged
General Principles

• The Zone Crews will be based in HSB
  Effective sharing of central resources
  Uniform training for trades staff
  Uniform standards for accountability
  Remote shops are expensive
FM Shops Exisiting

- **David Newman**
  - Director

- **Alexa Varricchio**
  - Admin Assist IV

- **Bill Szabo**
  - CLMT

- **Jake Benninger**
  - Electric

- **Mark Giblin**
  - Sheet Metal

- **Rick Roper**
  - PC III
  - Safety Manager

- **Marvin Paige**
  - Paint
  - (acting) Carpenter

- **Dan Fuller**
  - Control

- **Lisa Rose**
  - Accounts Rep IV

- **Larry Garrett**
  - Pipe

- **Rodney Griffiths**
  - Mason

- **Rob Morris**
  - AC&R

- **Ray Watkins**
  - Maint Coordination

- **Angela Baker**
  - Maximo PM

- **Jim Naylor**
  - Chief Estimator
Example Shop Leadership Structure

Existing*

Positions being redeployed into the Zone Trade Crew leadership are the Assistant Superintendent and General Foreperson. The Account Rep positions are shared across shops and will be shared with the ZTCs.

* There is much variation, e.g., some shops have no Assistant Super, the number of GFPs varies by workload, etc.
FM Shops Proposed

- **David Newman**
  - Director

  - **Alexa Varricchio**
    - Admin Assist IV

  - **Bill Szabo**
    - SAS Zone 4

  - **Paul Heliseva**
    - Endowed Zones 2 & 3

  - **Jeff Parsons**
    - CC Zone 1

  - **Rick Roper**
    - PC III
    - Safety Manager

  - **Jake Benninger**
    - Electric

  - **Larry Garrett**
    - Pipe

  - **Marvin Paige**
    - Carpenter/Paint

  - **Lisa Rose**
    - Accounts Rep IV

  - **Mark Giblin**
    - Sheet Metal

  - **Dan Fuller**
    - Control

  - **Rob Morris**
    - Refrigeration

  - **Ray Watkins**
    - Maint Coordination

  - **Angela Baker**
    - Maximo PM

  - **Jim Naylor**
    - Chief Estimator

  - **Rodney Griffiths**
    - Mason
The Admin support staff is shared among the zone crews and central shops.
Central Shops Proposed

- Training Standards
- Safety Protocol
- Emergency Response
- Back-up for Zone Crews
- Specialty Crews
- Projects

Associate Director
Central Shops

Admin/Account
Support

Refrigeration

Sheet Metal

Mason

Little if any will be zoned

Carpenter & Paint

Pipe

Controls

Electric

Line Crew
Motor Crew
FA/Security

EmCS
Engineering
Programming
ECI

Lock
Millwork
Sign Shop

Pumps
Insulation
Utility Infrastructure
Sprinklers
Lessons Learned in the Pilot

- We can’t over communicate about Zone Management
- Some people on campus have a well defined process for working with the Shops and are suspicious about the ZM protocol
- The pilot zone trade crew is generally very well received by our customers—positive feedback on communication and coordination
- There is a perception that we are forcing emergency calls to flow through the zone trade crew intake process: we are not
- Shops staff in the zone seem to like the work processes of the zone trade crew
We had many questions to answer…

- Do our ideas for communication protocol and workflow management work?
- Will the central shops support the needs of the zone trade leadership in a way that meets our customer needs?
- How big should the core crews in the zones be?
- What is the optimal zone size?
- What is the proper role for the maintenance assistant?
  - Defined work list in the BTC contract
    - Relamping
    - Lubricating Locks
    - Patch & Repair Small Holes
  - Tradesperson Assistant
  - Troubleshooter