Facilities Management

Shops/Zones
Blueprint and Update

November 2011
Zone Maintenance

• Established to improve the delivery of facilities services at Cornell.
• Create a more effective partnership between the unit and central facilities staff.
• Provide more consistency in the way Cornell staffs its facilities functions.
• Deploy most central and unit facilities staff in zones.
• Zone Maintenance will work toward insuring Cornell’s facilities functions are provided in ways that optimize accountability, cost control, and quality of service.
The Admin support staff is shared among the zone crews and central shops.
Four zones have been established in the past year. Zone 1 (State), Zones 2 & 3 (Endowed), and Zone 4 (Campus Life & SAS). Since their inception, five key areas have been identified and are ready for further discussion and/or implementation.

1. Identification of zone staffing needs and re-designation of staff from Central Shops for deployment into the Zones.
2. Workload balance for Central Shops.
3. Training and Maximo Enhancements.
4. Mechanical Shop deployment into the Zones and PM implementation.
5. Redirection of project work and estimating.
Additional Staffing Levels Identified and Specialty Trade Re-designation:

Zone 1 (Current staff level at 24)

1 – Carpenter
2 – Carpenter/lock & door (Specialty Trade)
1 – Electric
1 – Painter
1 – Plumber
1 – Plumber - PM
1 – Maintenance Assistant
Zone 2-3 (Current staff level at 12)

2 – Carpenter/lock & door (Specialty Trade)
1 – Electrician
2 – Fume Hood Certification
3 – Motor crew (Specialty Trade) – Shared with Zone 4
2 – Pipe PM employees (water treatment and sprinkler will stay in Central Shops)
1 – Plumber
7 – Security/fire alarm crew (Specialty Trade – Managed by Zone 2/3, shared across all Zones.)
1 – Trade Assistant w/pick-up truck
Zone 4 (Current staff level at 25 plus 11 Campus Life Maintenance Mechanics.)

1 – Mason (there is enough work for masonry repairs if customers agree to flow work to the zone)
Workload Balance for Central Shops

• Central Shops focus is to be primarily maintenance based and to share resources with the Zones.
  • Use estimating to triage work.
  • Identify items such as backlog, single trade, schedule, etc. to determine what work central shops should perform.
  • Share workforce across zones.
Training and Maximo Enhancements

- Identified specialized areas of work that require training and certifications.
  - Pumps
  - Fire Alarm
  - Boilers
  - Sprinkler
  - Door/Lock
- There is not enough staff currently trained in some of these areas to keep up with backlogs.
- Training is needed for succession planning.

(continued...)
• Maximo
  • Send five staff to Maximo 7 training.
    • Understand new features and upgrades on how we can best use Maximo for our business processes for our internal and external users.

• Identified that we need to train additional staff in these specialized areas for succession planning and to improve insufficient staffing levels.
Mechanical Shop and PM Implementation

- In Place - Assistant Zone PM Superintendent - Mike Tubbs (Zone 1) and Jesse Wells (Zone 4).
- In progress - Zone 2-3 Assistant Superintendent PM search. Should be completed at the end of October. Schedule is to have this position filled by mid-November.
- Transition the existing Maintenance Mechanics into the zones/shops in November.
- Utilize Steve Phayre for data input and to provide and keep database for all zones.
- Mike Tubbs to assist the other Assistant Zone PM Superintendents to organize and implement Zone PM functions.
Redirection of project work and estimating:

- Triage of estimates to identify what is maintenance or project work.
  - The perception is that if we perform an estimate – zones/shops can perform the work.
  - Develop criteria to triage estimates – Identify zones/shops backlogs, type of work, start and completion date, etc.
  - Partner with customers to direct work to be estimated and performed (Zones, Central Shops, PSG, JOC)
  - Balance the Central Shop work load.

- Triage incoming RFS work.
  - RFS work can come in anytime with or without an estimate.
  - Develop criteria to triage incoming work - Identify zones/shops backlogs, type of work, start and completion date, etc.
  - Partner with customers to offer options to procure their, when work should be redirected through PSG, JOC.