Facilities Director’s Roundtable Questions – November 22, 2010, with updates in March 2011

The Roundtable provides a forum where Facilities Services leaders and Unit Facilities Directors gather monthly to share initiative updates and gain consensus on various topics relating to facilities priorities on the Ithaca campus. In November 2010, each member of the group was invited to submit questions they had about specific topics. Answers were written by the subject matter experts and they are compiled here for your perusal. The last review of the document was done in March, 2011. If you have follow up questions to what is shared here, please feel free to contact the responder directly, or vice president, Kyu-Jung Whang in Facilities Services.

Zone Management – John Kiefer and Jim Gibbs (with input from Lori Barry and Karen Muckstadt)

• How will we determine the base level of services and can they be customized?

Working in partnership with the facilities directors of the units, a base level service level agreement between Facilities Services and the units will be drafted using the template that has been established by the ASP task force. The level of service will be a product of the needs of the units balanced with the expected level of service that FS can provide with the funding levels established for various services. What is important to note is that the level of services be consistent across campus and that units will have the ability to buy a higher level of service if they feel that is required. We already have draft base service levels for Building Care, Grounds and the Mech Shop, the former two appearing on our departmental web page, the latter as defined by the PM work orders in Maximo. The Governance and Accountability team is tasked with developing criteria for Service Level Agreements for the overall division of Facilities Services and for the units. We should encourage discussions to customize service levels, within certain limits, to meet the unique needs of each unit.

• What is the role of the “Zone Facility Manager” and “Campus Manager” and will there be changes?

Following are a few key attributes of the two positions:

Campus Manager (CM)

• Strategic partner with the units in the Zone on all facilities matters, including topics such as facilities master planning and capital planning. CMs are not expected to be involved with the day-to-day operations within the zone; however, they will serve as an important link between the unit facilities directors and the vice president of Facilities Services.
• Serve as a resource at a strategic level to the units in the Zone on procurement of the diverse services provided by the Facilities division.

Zone Facilities Manager (ZFM)

• Serve as a technical resource and partner for unit facilities managers in the Zones to maintain spaces in a manner consistent with the programs they support. The ZFMs role will include all maintenance related functions, including
preventive, corrective, planned maintenances, grounds, building care and program upgrades. The ZFM will have knowledge of all maintenance and program work that is occurring in his or her zone.

• Work with zone crew leads and unit facilities staff at a strategic level to insure quality and consistency of services provided by central facilities crews.

• When will we do a post mortem on the pilot zone?

Hopefully the pilot will not die, but rather be converted to a permanent fixture. Seriously, we have already started gathering information from the building coordinators, facility managers and shops staff on performance of the pilot. We will report out at upcoming Roundtable meetings.

• What is a “Zone” going to look like?

That is a very broad question. There are many types of zones: trade crew zones, building care zones, grounds zones, unit facilities zones, campus manager zones, etc. Zones “look like” organizational divisions of campus in which facilities services are organized and applied at the zone level, as opposed to the departmental level or by technical skill set. The purpose of organization at the zone level is to aggregate work such that it can be done by full time, professional facilities staff, and to dedicate that staff to specific areas of campus to foster partnerships and improve familiarity with facilities.

• Do we have a roll out plan to communicate to campus?

Yes, but it needs more work. So far we have communicated using the Facilities Directors Roundtable and Town Hall meetings, plus meetings with specific work groups that are affected by changes in service delivery (eg, the Shops Pilot Zone). The Zone Management team leads (Barry, Muckstadt, Kiefer) are working on a unit communication plan to include the CM, ZFM, Unit Facility Director, Facility Manager and other facilities staff, on a unit by unit basis, for units that have not participated heavily in the ZM. We have also developed a webpage in the FS website for Zone Management.

• When is the Zone Management scheme going to be deployed?

Some pieces are already are being deployed, such as the pilot trade crew and the Campus Manager roles. The next main zone structure slated for roll out is Zone 1 (Contract Colleges) with a scheduled implementation by 2/28/11. We are intending to have all remaining zone structures fully operational by the end of this fiscal year.

• How is this tied to the Budget models?

Zones will be deployed using existing personnel within Facilities Management and the units and funding will follow the person in their new role. Other management costs around the new structure will have to be borne out of the overall funding strategies. Our goal is to balance additional costs with saving through efficiencies and reduction of duplications.
• **How many Zones will there be?**

As noted above, we need to be specific about which zone. There are three “main” zones: SAS, Endowed and Contract Colleges. A campus manager and a ZFM will head up a single zone except in the case of the endowed zone which will be split into 2 equal parts with each headed by a campus manager and a ZFM.

• **What criteria will be used to create and redo zones?**

It depends which zone you are describing. We don’t expect to change the existing Building Care and Grounds zones. Criteria for establishing the Trade zones includes balancing the number/GSF of buildings with the trade crew size, arranging the zone so that each unit facilities office will work with only one trade crew, and selecting buildings that are proximate to one another.

• **How can small buildings gain management and trade resources?**

We are encouraging units to aggregate their facilities function such that small buildings/departments receive facilities coverage from the central, unit office by full time facilities professionals. Units that are too small to have positions such as Facilities Director will be matched with “partners” from other units or central facilities such that they have ready access to facilities staff.

• **Will there be a sharing of resources across zones?**

We must avoid building chimneys and consequently should avoid viewing zone boundaries as barriers to sharing of resources. Yes, resources will be shared across zones.

• **How will we know if we saved money?**

As part of the FUR/ASP process the budgeted trade staff in the Shops dropped about 100 people over a two year period. The Shops budget was adjusted accordingly. As noted above, some costs are going up and others are dropping. A principle goal of the Zone Management initiative is to improve efficiency of execution of maintenance work. Two good indicators of cost are the number of tradespeople engaged in corrective and preventive maintenance post ZM vs. pre ZM.