Cornell’s Zone Management Initiative

The purpose of Zone Management is to improve the delivery of facilities services campus wide. Zone Management establishes specific partnerships between unit facilities staff and their counterparts in central facilities. It defines an organizational structure for units to efficiently organize their facilities staff. The principles of Zone Management are not new at Cornell but instead focus some of the best practices we have developed over the years to foster partnerships, improve accountability and share resources. Over the past year, teams made up of unit and central facilities staff across Cornell’s Ithaca campus planned and are now implementing Zone Management. The following paragraphs provide some background and specific examples.

When VP Facilities Kyu Whang talks about Zone Management and campus zones he is usually referring to the four Campus Manager zones: Zone 1, Contract Colleges Facilities; Zone 2 & 3, Endowed; Zone 4, Student Academic Services/Campus Life. We added the role of Campus Manager to four of Kyu’s direct reports: Zone 1 – Jim Kazda, Zone 2 -Gilbert Delgado, Zone 3 - Randy Lacey and Zone 4 - John Kiefer. Each Campus Manager has been assigned an area of campus as outlined below:

Zone 1 – CALS, CVM, CHE, ILR
Zone 2 – A&S, AAP, JGSM, SHA
Zone 3 – COE, Law, VP Research, Libraries
Zone 4 - SAS

More importantly, each is establishing a partnership with the unit facilities leadership staff in the assigned area. An example is: Randy Lacey is Cornell’s University Engineer and leads the Facilities Engineering Department. He is also the Campus Manager for Zone #3 which includes the College of Engineering, Law School, Libraries, Business School and Hotel School. Thus Randy and Bill Bader, Facility Director for the COE, are forming a partnership such that Randy helps Bill provide facilities services to meet the needs of the College. The Campus Managers operate at a strategic level, by, among other things, helping the units prepare their annual capital plan and then developing strategy for the best ways to accomplish the work. Dividing the campus into zones allows us to have a manageable number of partnerships and clearer accountabilities.

In addition to the Campus Manager role, the Zone Management initiative created the Zone Facilities Manager role, which is being filled by staff in Maintenance Management. Maintenance Management’s role is to identify, prioritize and fund maintenance work to keep our building functioning properly. The ZFM role expands the mission of the maintenance managers such that they provide their expertise in buildings that are not covered by the central maintenance appropriation. It also clarifies the definition of “maintenance” to include ongoing programmatic suitability. While the use of the central maintenance appropriation is essentially unchanged, the
ZFM's partner with unit facilities staff in their efforts to provide quality, program-driven facilities services. Below is an overview.

**Campus Manager Zones**

**Zone 1**
- **Campus Manager**: Jim Kazda
- **Unit Representative**: Ezra Delaney, Lori Barry, Kristie Mahoney, David Lippincott
- **Zone Facilities Manager**: Dann Braid
- **Area of Campus**: CALS, CVM, CHE, ILR

**Zone 2**
- **Campus Manager**: Gilbert Delgado
- **Unit Representative**: Henry Crans, Rich Jaenson, Char Mosher, Peter Meixell
- **Zone Facilities Manager**: Erik Gray
- **Area of Campus**: A&S, AAP, JGSM, SHA

**Zone 3**
- **Campus Manager**: Randy Lacey
- **Unit Representative**: Bill Bader, Mike Pado, Todd Pfeiffer, Phil Koons
- **Zone Facilities Manager**: Dave Baildon, Jim Gibbs
- **Area of Campus**: COE, Law, VP Research, Libraries

**Zone 4**
- **Campus Manager**: John Kiefer
- **Unit Representative**: Karen Muckstadt
- **Zone Facilities Manager**: Jim Gibbs
- **Area of Campus**: SAS

Three Superintendents will also be added to Zones 1, 2/3 and 4 to oversee the respective crew for that Zone.

Operating at a more local or tactical level are the central Facilities service crews. Building Care and Grounds have deployed their staff in zones for many years. On the other hand, the Trade Shops were traditionally organized by shop/technical discipline. Thus when a person on campus experienced a facilities problem, he/she needed to know which shop to call and the accountability for quality of work was spread over many individuals. Zone Management deploys the Trade Shops by zone. We are forming multi-trade crews that will support specific areas of campus. The leadership of each crew forms a partnership with the unit facilities staff and Zone Facilities Manager and is accountable for the work the crews perform in the respective zone. The intent is to have single point accountability and to have core crews of tradespeople who become familiar with the staff and buildings in their zone.

The Zone Management initiative is also striving to strengthen the partnership between central facilities and unit facilities representatives. In varying degrees each facility will have unit facilities representation through Facilities Coordinators, Managers, and Directors. In some instances the unit’s themselves will be using a Zone Management type structure. For example, CALS has begun implementation of a Zone-type strategy within the Ithaca campus operation. CALS facilities coordinators were traditionally a function of the individual departments.
departments chose to deploy full time facilities staff and others assigned those duties to administrative or clerical staff as part of their other duties. This created a very uneven deployment of resources and was being eroded by budget cuts and retirements. CALS is in the process of establishing four “service areas” within the Ithaca campus with full time facilities coordinators who support all of the buildings/departments in each of the respective areas. The departments will still have some responsibilities for scheduling rooms and tracking keys. The intent is to ensure a standard level of facilities coverage for all buildings by full time facilities professionals. These individuals will work closely with the new Zone structure being deployed by Facilities Services.

Facilities Services recently released a Zone Management web site (www.fs.cornell.edu/fs/zone_mgmt) accessed from their home page. It contains information such as underlying principles, zone structures, organizational structures, and role descriptions. The web site has a FAQ section and a place for you to submit additional questions/comments about Zone Management. Additionally, feel free to contact any of the Zone Management Implementation Team Co-Chairs: Lori Barry, Facilities Director for CVM; Karen Muckstadt, Facilities Director for SAS, or John Kiefer, Facilities Management Director or the Project Manager for Facilities Utilities Reserves Initiatives (FUR): Kristie Mahoney.