

September 1, 2016

Campus Community

RE: BAS Reorganization – Phase III

During the past two years, I have provided you with periodic updates concerning Business and Administrative Services' (BAS) efforts to strategically organize and align administrative functions and optimize service delivery, in support of the core teaching, research, outreach and patient care mission of the university and the goals of UCR 2020. I write to you today, to share what is perhaps the most significant organizational change undertaken by BAS to date – the integration of the units providing facilities services to the campus (Physical Plant) and Housing, Dining and Residential Services (HDRS Facilities Management). The outcome of this integration is one unit (Facilities Services) charged with providing comprehensive facilities services to all of UC Riverside's (UCR) facilities and grounds. An updated organization chart depicting the BAS unit, including this change, is appended to this memorandum.

Before providing additional information concerning BAS' Reorganization Phase III, I would like to briefly mention elements of earlier phases of our efforts. While significant progress has been made with respect to implementing the changes and initiatives of Phases I and II, and now Phase III, we will continue to evaluate all administrative functions within the framework of the foundational perspectives of our business strategy - Our Integrity, Our People, Our Processes, Our Resources and Our Customers/Clients.

Fiscal Year 2015 and 2016 Reorganization Initiatives (Phases 1 and II)

BAS' strategic reorganization plan has addressed major unit realignments and functional transitions in several areas including:

- Shared Services
- Physical Plant and Architects & Engineers Administration
- Financial Services and Procurement – "Procure-to-Pay" Business Model
- Business Support: Logistics, Mail and Printing & Reprographics Services
- Transportation, Parking and Fleet Services
- Human Resources Service Delivery
- Information Technology Optimization/Rationalization
- Enterprise Risk Management (ERM)/Safety Culture Change Initiative
- Physical Space

Phase III Overview

Historically, functions supporting campus facilities such as custodial services, building maintenance, and grounds services have been performed by the Physical Plant unit for the general campus and by the HDRS Facilities Management unit for housing and dining facilities. While this traditional business model is replicated at all University of California campuses and many other colleges and universities, it fails to capture the opportunities and efficiencies that can be achieved by leveraging economies of scale through functional integration.

In keeping with BAS' commitment to challenge the status quo when it clearly does not make sense, planning for an integrated and optimized facilities services unit began in October 2015, as a major Organizational Excellence initiative. This effort is characterized by extensive collaboration involving staff from both units, working tirelessly and enthusiastically to carefully analyze the current state and prepare recommendations concerning the path

forward. The resulting integrated facilities services structure and implementation plan aims to increase productivity, demonstrate efficiency, maximize the use of available resources and enhance customer service for the campus, while in turn providing career growth and advancement and diversifying training and development opportunities for the emerging unit's employees.

UCR's Facilities Services unit will be comprised of nearly 400 employees focused on delivering high quality facilities operations, maintenance and repairs, to over six million square feet of building space and 1,350 acres of land. The emerging Unit's work has been defined, outlined and organized into the six functional areas depicted in the graphic provided below.



I especially want to draw your attention to two new and critical functions; Infrastructure and Energy Management, and Client Engagement. Through more focused and directed efforts in the areas of Infrastructure and Energy Management, UCR will be positioned to better manage our utility distribution systems with respect to efficiency, energy savings and the minimization of costs; maintain central plant operations and related utility infrastructure systems; and support UCR in achieving its sustainability goals . With the addition of the Client Engagement function, I believe we have a great opportunity to improve the overall client experience. Our plan includes the deployment of a new Client Engagement Director and several Facilities Client Partners serving as the primary points of contact for all maintenance and facilities services requests. Client Engagement staff will respond to client concerns regarding service in a timely manner and take responsibility for coordinating the remedy to the issue. Additionally, they will meet with clients regularly to solicit ideas for service improvements, additional service offerings and communications suggestions.

The Facilities Services Leadership Team has been named and will be announced under separate cover. While integration implementation activities have been in process for several months, the new structure will be established formally on September 1, 2016. I encourage you to visit the unit's website at <http://fsintegration.ucr.edu/> for additional information concerning the integration and the responsibilities of the Facilities Services Unit.

In closing, I would like to express my thanks to not only the facilities staff who participated in the planning effort but also to the staff of both units for their willingness to engage in a major change that under most circumstances would have invited apprehension and resistance. Additionally, I would like to acknowledge the contributions of Bob Slater, Interim Director Physical Plant, and Susan Marshburn, Executive Director of Housing Services, who provided leadership and wise counsel to this important initiative.

I would be happy to respond to any questions that you may have.

Sincerely,

A handwritten signature in cursive script, appearing to read "R. Coley".

Ron T. Coley
Vice Chancellor

LEGEND

New Positions / Functions

