

2013

# Administrative Review Team Report

on Facilities Management

Submitted by: Judith S. Ryan, Chair  
On behalf of the Administrative Review Team (ART)  
1/4/2013



## Section I - Executive Summary

The Administrative Review Team (ART) was charged with performing three tasks.

1. Produce a comprehensive listing of all administrative functions throughout the University of Maine System (UMS) that are not already being reviewed;
2. Produce a pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative functions; and
3. Produce a schedule for on-going evaluations of the pool of unexamined administrative functions of UMS to determine the next candidates (“best opportunity”) for administrative review.

This report addresses task 2: a pilot to inventory and perform some example process mapping of the facilities function of the UMS.

The ART was chartered in September 2012, and finished tasks 1 and 2 in December 2012. The ART will continue to work on task 3 with a subsequent report due in March 2013.

The ART visited each of the seven campuses and the System Office and spent time learning about the facilities function. Timeline attached as Appendix 1. The ART kept detailed notes relating to these visits and gathered relevant data. These notes and data are set forth in sections relating to current state and themes/findings. Standard visit questions are attached as Appendix 2.

All campuses openly received the ART. The ART received information regarding best practices and areas of opportunity to increase efficiency. A three-ring binder with all background material will be made available if and when a full review is launched. In general, the facilities function is organized primarily around the individual campuses. Based upon the campus visits and data collected the ART concludes that the UMS is staffed by competent and diligent people who work with the way resources have been allocated over time. It should be acknowledged that good work has and will continue to be accomplished within UMS. That stated, there are opportunities for improvement/savings/better resourcing given the scope of the assets managed, the geographic spread, the size of the annual budget, and the fairly autonomous organizational structure.

Due to the nature of facilities work completed locally on the campuses, much of the facilities function will need to stay at the campus level. Best practices, contracting for scale, capital planning, and policy and procedures might be examples of improvements that could be better accomplished across the system or by aggregating across several campuses.

The ART recommends that facilities be provisionally queued for a full Administrative Review based on two conditions:

1. The team does not yet know what other priorities will emerge for the next Administrative Review. This work will begin in early 2013 and be completed by March 2013.
2. Chip Gavin, System Director of Facilities Management and General Services, should participate in or potentially lead this review. Mr. Gavin, however, is currently leading the Strategic Procurement Review Team and should not be tasked to take on another major project review until Strategic Procurement is completed.

## Section II - Background and Charter

### Background

In the summer of 2012, the Chancellor chartered the ART as part of the Trustee's Goals and Actions in response to the challenges facing UMS and to drive transformational change. The complete charter is attached as Appendix 3. Due to the breadth of the project – to review all functional areas on all campuses and at UMS other than HR, IT and Procurement - Chancellor Page, President Ferguson, and Chair Judy Ryan spent significant time at the outset to fully understand the project and further develop the charter. The ART finalized the charter in September of 2012 at which time the ART began working in earnest. In addition to clarifying the ART's role, the ART identified the following tasks to be completed:

1. A comprehensive listing of all administrative functions throughout UMS except IT, HR, or Procurement, which are the subject in other administrative reviews.
2. Produce a pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative function. This exercise serves two primary purposes:
  - Serve as the model of how to inventory a functional area; and
  - Serve as a tool for the Chancellor to use in communicating the “depth of analysis” to be undertaken by review teams.
3. Produce a schedule for on-going evaluation of the pool of unexamined administrative functions to determine the next candidates (“best opportunity”) for administrative review.
  - The ART is charged with evaluating the pool to determine the best candidates for administrative review. The ART is charged with utilizing the Pareto Principle to select at least two candidates for administrative review. The criteria to be used for selecting the next best candidates for administrative review are as follows:
    - Need and capability to streamline processes, increase efficiency and improve service;
    - Ability to “make this happen”, difficulty in implementation; and
    - Ability to save money.

This report addresses task 2, the pilot mapping of the facilities administrative function.

### Team members

Rowena Clukey – UM (administrative support)

Judy Ryan – UM (Chair)

Kathleen Dexter – UMA

Dave Stevens – UMS (OE support)

Laurie Gardner – UMF

Michael Stevenson – USM

### Process utilized

The ART began the review by visiting all campuses and the UMS facilities management operation during November of 2012. These visits provided the opportunity for ART members to meet with campus and System facilities management leadership and to ask a prescribed set of questions intended to elicit information relating to how facilities functions are organized. The questions were organized by the following topics: governance (how the decisions flow), budgets (how the money flows) and operations (how the work flows). This report and the conclusions set forth are based on the background information and data collected during the visits. Following the visits and data collection, the ART met in a full day retreat to examine the information collected and to begin drafting this report. The agenda for the meeting is attached as Appendix 4. At the meeting, the ART reviewed the data, organized themes, worked on a functional inventory and completed

sample mapping exercises. Sample mapping exercises are attached as Appendix 5. The result of this work is a functional review of campus and system facilities management and a recommendation regarding a full functional review.

## Section III - Findings

### Overview of the facilities function

The facilities function within UMS is comprised of individual offices on each of the seven campuses that are supported by the System Office of Facilities Management and General Services.

The primary focus of the facilities function is to support each individual institution to achieve excellence in delivering outstanding teaching, research, community outreach, and residential programming.

Services offered include housekeeping, maintenance and operations, alterations, construction management, waste management, transportation, recycling, health and safety, and operation of central power plants. Each campus is committed to a culture of sustainability and environmental responsibility.

### Facts and Statistics

Chart 1 – Facilities Data at a Glance

Campus Stats at a glance							
Campus	UMA Augusta/Bangor	UMF	UMFK	UMM	UM	UMPI	USM Portland/Gorham /LAC
<b>Structure</b>							
<b>FM lead title</b>	ED of Administrative Services	Director of Facilities	Director of Facilities	Director of Facilities	ED of facilities and Capital Management Services	Director of Facilities	Executive Director of Facilities Management
<b>Reports to</b>	VP F&A	Executive Director for Finance and Administration	Chief Financial Officer	Vice President for Administration and Finance	SEVP F&A	Chief Financial Officer	Chief Financial Officer
<b>Who reports to</b>	President	President	President	President	President	President	President
<b>FM - # direct reports (FM only)</b>	6	5	3	12	5	3	5
<b>FTEs (total)</b>	28	55.2	17.5	12	220.00	21	139
<b>Utilize Subcontractors- Percentage of annual work</b>	25%	15%	5%	9%	5%	12%	35%
<b>Size</b>							
<b>Square footage (maintained)</b>	392,615	776,219	273,627	294,166	4,408,273	418,609	2,540,314
<b># of buildings</b>	35	44	28	11	256	20	95
<b>Acres</b>	206	55	53	46	8,313	153	142
<b>Asset value</b>	\$ 101,132,473	\$ 185,450,000	\$ 51,600,000	\$ 13,379,000	\$ 1,300,000,000	\$ 93,517,550	\$ 571,517,546
<b>Annual budget - physical plant</b>	\$ 2,094,244	\$3,528,069	\$1,751,880	\$1,598,415	\$32,475,342	\$3,004,121	\$19,669,692
<b>Annual budget - compensation (as part of total budget)</b>	\$ 1,140,527	\$1,387,645	\$481,695	\$596,152	\$13,916,856	\$1,133,456	\$5,811,872
<b>Deferred maintenance</b>	\$ 6,500,000	\$8,000,000	\$11,488,856	\$10,000,000	\$368,000,000	\$4,078,890	\$200,000,000
<b>Ratios</b>							
<b>Budget \$/square foot (reported)</b>	\$ 6.93	\$6.82	\$6.29	\$5.43	\$ 7.37	\$3.16	\$7.83
<b>Actual cost/square foot (reported)</b>	\$ 6.73	\$7.02	\$6.50	\$5.40	\$ 7.46	\$6.13	\$7.29
<b>Square foot/custodial FTE</b>	\$ 21,812	\$ 22,830	\$ 21,890	\$ 32,685	\$ 31,208	\$ 34,884	\$ 32,361
<b>Square footage/on-site maintenance FTE</b>	81,795	81,707	136,814	269,877	80,619	69,768	90,726
<b>Age</b>							
<b>Percent of buildings w/renovation age &gt;50</b>	43%	34%	32%	4%	42%	14%	28%
<b>Percent of buildings w/renovation age 25-50</b>	34%	43%	33%	67%	32%	48%	29%
<b>Space percentage per campus function</b>							
<b>Academic/Administrative/Research</b>	96%	40%	44%	44%	50%	56%	53%
<b>Residential</b>	0%	40%	33%	33%	27%	26%	18%
<b>Student Life</b>	2%	17%	16%	21%	16%	16%	13%
<b>Support</b>	3%	3%	7%	2%	7%	2%	16%

Chart 2 –Facilities FTEs by Campus

Campus FTEs by Functional Group							
Campus	UMA Augusta/Bangor	UMF	UMFK	UMM	UM	UMPI	USM Portland/Gorham/ LAC
<b>FTEs (total)</b>	28	55.2	17.5	12	226	21	139
<b>Capital Planning and Management</b>	0.13	0.34			6		
<b>Work Order management and planning</b>	0.25				2		2
<b>Construction management</b>		0.66	0.2		6		6
<b>Trades</b>	4.8	9.5	2.0	1.1	56.0	6.0	28.0
Supervisory	1.5	1.0	0.1		9.0	1.0	3.0
Electrical and power distribution		2.0	0.4		*16.0	1.0	4.0
Carpentry	1.5	1.0	1.0		7.0	0.5	7.5
Plumbing	0.4	1.5	0.3		5.0	1.0	2.0
Locksmithing		1.0			4.0	0.5	1.5
Garage and motorpool				0.1	6.0		1.0
HVAC	0.8	1.0	0.2		10.0	1.0	4.0
Refrigeration							1.0
Area maintenance	0.6	1.0		1.0	7.0		4.0
Paint shop		1.0			8.0	1.0	
<b>Energy and Utilities</b>	0	3	0	0	11	0	4
Supervisory					2		1
Steam plant					9		3
Oil Burner Mechanic		3					
<b>Custodial</b>	18	34	12.5	9	87	12	78.5
Supervisory	2	1	1		6	1	6.5
<b>Building &amp; Grounds Workers</b>	16	33	11.5	9	81	11	72
<b>Landscaping and Grounds</b>	5	3	1	0.91	16	1	14.5
Supervisory					3	1	2.5
Landscape	3	2	0.5		2		7
Grounds	2	1	0.5	0.91	11		5
<b>Other</b>	2.25	4.7	1.8	1	24	1	6
Resource recovery (sustainability)	0.15				5		2
Admin support	Shared	2.75	1.6	1	17	1	4
Safety and environmental	0.1	1.95	0.2		2		
Students	2						

\*this includes 3 life safety technicians.

## Summary of Data

- The facilities function manages 583 facilities, encompassing approximately 9.4 million square feet<sup>1</sup>, on 3,831 developed acres, with an asset value of approximately \$1.825 billion.
- The facilities function is staffed with approximately 500 FTEs, with over 59% of the workforce being custodians, building and grounds workers. An additional 25% of FTEs are in the trades.
- The annual budget for all facilities is in excess of \$64 million, with over 38% of that going to compensation (pay and benefits). Approximately 15% of the annual budget is contracted to parties outside of UMS with some campuses as low as 5% and one as high as 35%.
- Over 70% of the buildings have a renovation age of 25 or older. 38% have a renovation age of 50 years or greater.
- Deferred maintenance is approximately \$400 million. The estimated total asset reinvestment backlog is approximately \$720 million.<sup>2</sup> This equates to roughly 22% and 39% of asset value respectively.

<sup>1</sup> Excludes leased space

## Emerging Themes and Preliminary Findings

### Governance and Collaboration:

In general, the facilities function operates more like a loose confederation than as a single unified system. For example, campus leadership reported that facilities staff:

- Cooperate among campuses when it was in their best interest;
- Experience some competition among campuses;
- Use “influence” as the primary governance tool outside the campus structure;
- Have redundancy built in from campus to campus, but very little within a campus;
- Express disappointment that seed money for projects is gone;
- Do not share best practices for the most part;
- Contract separately on most items; and
- Have opted out of “system” decisions.

Facilities staff also reported that they:

- Operate under the umbrella of overall “system-wide” policies;
- The majority used to be funded by the System Office;
- All use “Project Create” for projects over \$500k threshold;
- All have developed campus specific expertise;
- Share some resources especially between UMPI & UMFK and UM & UMFK.

### Differences between large, medium and smaller campuses

- Large (UM & USM) –
  - Primarily self-resourced;
  - Report that they need little or no system office assistance;
  - Employ a larger number of the trades (electrical, heating and cooling, plumbing, etc.);
  - Are staffed and experienced to be able to internally manage larger projects;
  - Have specialized services (project management, engineering, architecture, etc.);
  - Use bond money wisely.
- Medium (UMA) –
  - Note: UMA sees itself as a medium size campus. While it does not employ the number of trades found at larger campuses it is able to manage and self-fund projects, via the use of contractors. UMA does not have the backlog in maintenance both on-going and deferred found at other campuses because its buildings are newer. Therefore, the emergency and reactive nature of their work is less than at other campuses.
- Smaller campuses (UMA, UMF, UMFK, UMM & UMPI) –
  - Express a greater need for resource help (gap in systems-office expertise);
  - Feel like they are only one significant step away from a facility disaster;
  - Contract out for most “trade work”;
  - CFO or FM Directors do most of the project management; and
  - Spend majority of time and money putting out fires (reactive) – emergency maintenance.

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<sup>2</sup> Sightlines – FY2011

## Issues relating to geography

- The amount of “windshield time” for example to get to Machias from Bangor adds cost and time;
- Fort Kent and UMPI – off the grid – buy their energy from Canada;
- Some contract issues and lack of expertise at the local level; and
- Need to maintain local relationships by using local vendors if possible (town/gown relationships) and System policies make that more difficult.

## Reasons there might be value in a different operating/governance model

- Managing/coordinating the large amount of deferred maintenance across the system;
- Opportunities to “pile on” a project for better rates, contract terms, or the like (but currently no awareness or knowledge to be able to do so);
- Better allocation of capital money;
- High level strategic planning over the System;
- High level expertise that most campuses cannot afford on own:
  - Safety training
  - Architecture
  - Work Order (WO) system
  - Specialized services (roofing, large project management, etc.)
  - Cast off resources are often being sold rather than being used within the System
  - All campuses report some level of shortage of resources (bonding, funding, ratio of custodians to square foot, deferred maintenance, investment in expertise and technology, training, etc.). This shortage speaks to the opportunity to reinvest savings to better serve the core mission across all campuses.

## Best practices that could be shared/leveraged with reallocated resources

- “Task Specific Cleaning Program” at UM;
- System-wide Energy Committee chaired by the FM Director at UMA;
- Energy collaborative including UMPI, UMFK, Northern Maine Community College and UM Cooperative Extension reduces cost by collaboratively purchasing fuel oil, wood pellets and electricity which comes from Canada;
- Safety and Environment Management program at UM

## Commonalities

- All reported being under-resourced to some degree;
- All took pride in accomplishing what they did with limited resources;
- All are looking at energy efficiency;
- All are looking at sustainability;
- Issues with workforce (desiring more flexibility in managing workforce)
- Communication not as good as it should be
- All save pots of money that fund squeaky wheel requests

- The W.O system can/does get circumvented through relationships
- Lacking feedback loop on W.O. systems (especially small items)

### Are significant savings available?

- Yes, if we invest resources to be proactive and not mostly reactive;
- Yes, if get out of smaller / inefficient buildings;
- Yes, put \$ into residence halls to increase student residence population, which will realize a return on the investment;
- Yes, by sharing best practices; and
- Yes, by sharing resources across campuses and joint contracting.

### Potential wasted resources within the facilities function

- Management, training and evaluation of workforce;
- Do not have the investment funds to move to a more proactive stance;
- Overtime;
- Wrong people in positions and competency gaps;
- UMFK – Director doing most of the trades work and has no time to plan. CFO doing bidding and project management;
- USM – multiple FM organizational structures and locations (athletics, auxiliary, E&G Gorham/Portland, LAC);
- Lack of role clarity;
- Grown organically and not yet intentionally redesigned ;
- Lack of consistent and best practice training;
- Some campuses doing better energy management (scale/geography); and
- “Windshield” time for several campuses adds cost and time to projects.

### Examples of process flow (governance, budget, operations)

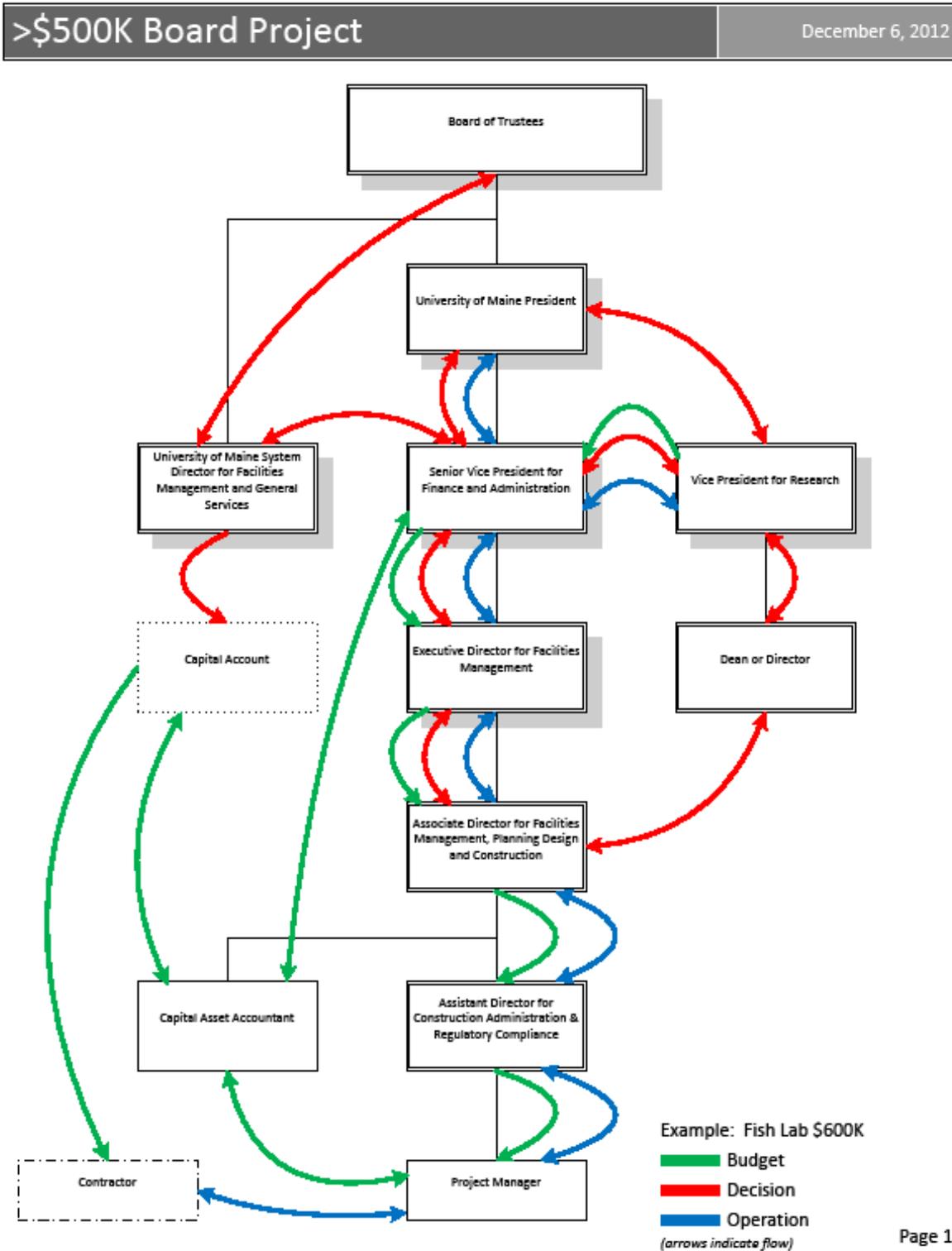
The ART visited each campus as well as the System Office to understand the internal working of the facilities function. Information the ART gathered is organized and will be delivered to the full Administrative Review Team when it is constituted. While this report is not exhaustive in providing a summary of all information, the ART offers several examples to demonstrate the type of work it completed.

The first example set forth on page 9 demonstrates the process flow at the University of Maine for a typical project requiring Board of Trustee review. **Green** arrows denote budget flow; **red** denotes decision flow and **blue** denotes operations flow. Arrows flowing both ways denote an iterative process. The second example set forth on page 10 is also from the University of Maine and demonstrates the process flow for a typical project under \$50,000. These examples set forth a theoretical, not actual, representation of where rework or inefficiencies may have been present.

Two other examples from the University of Augusta are included in Appendix5.

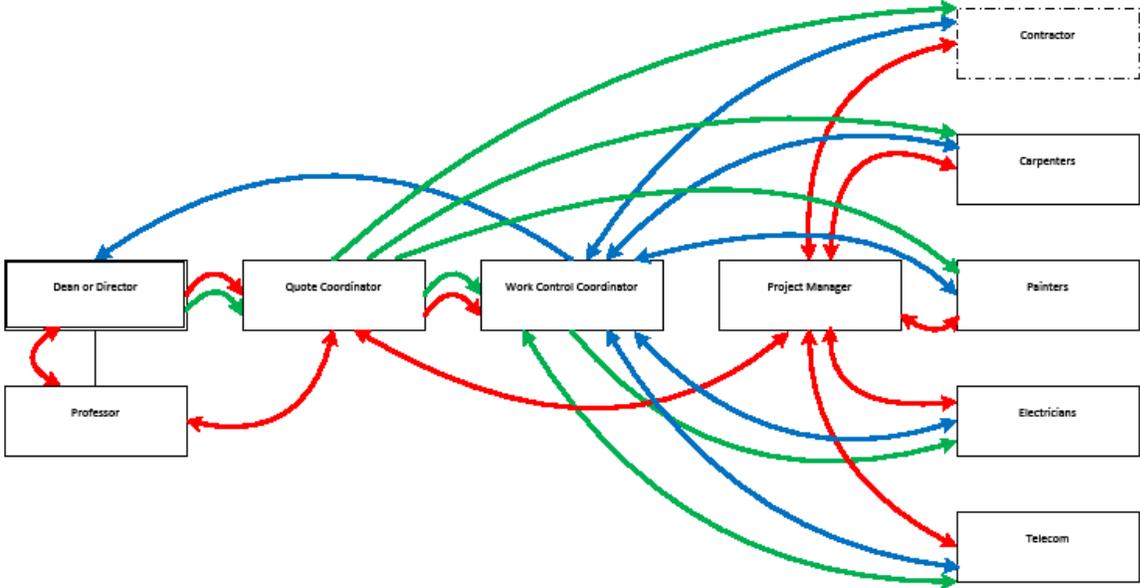
This tool can be used to map both theoretical and actual work flow. Lean manufacturing techniques can be used to remove redundant and non-value-added steps for additional cost savings.

### University of Maine Process Flow Map



# University of Maine Process Flow Map

>\$1K to <\$50K Small Project December 6, 2012



Example: Office Renovation \$20K  
— Budget  
— Decision  
— Operation  
*(arrows indicate flow)*

## Section IV - Recommendations

### If the ART “owned” the facilities function, it would:

- Get a core group of facility experts together and redesign the organization;
- Sort issues and opportunities into two bins: UMS system vs. local issues;
- Work out governance and role clarity for each bin;
- Align budget to these bins across the system. Some items would stay local (custodial), while others would be consolidated into a UMS function;
- Allocate decision-making and budget at the lowest appropriate level;
- Create system where end-users have input into prioritization of the W.O. system;
- Look at lean process for major processes;
- Policy and practice audit (trust and verify);
- Develop communications structure;
- Create quality circles (improvement teams) around functional areas where opportunities exist;
- Cultural/paradigm shift to encourage a collective betterment of entire System;
- Embed culture of assessment and feedback loops into the entire function;
- Some type of contract – clear on decision-making and role clarity on all implementation plans;
- No more insular decisions (campus alone or in small groups) unless there is agreement of the entire group (transparency);
- Design and implement systematic Best Practices training;
- Create a single strategic plan to take to the Maine legislature to target/receive funding for infrastructure (bonds); and
- Design for flexibility and local control so can be customized and ensure creativity with decision-making at the lowest appropriate level.

### Should the facilities function be the focus of the next Administrative Review Team?

Provisionally, yes. There is wisdom in a comprehensive Administrative Review; however, in order to optimize success, the ART offers the following comments:

1. The team does not yet know what other priorities will emerge for the next Administrative Review. This work will begin in early 2013 and be completed by March 2013.
2. Chip Gavin, System Director of Facilities Management and General Services, should participate in or potentially lead this review. Mr. Gavin, however, is currently leading the Strategic Procurement Review Team and should not be tasked to take on another major project review until Strategic Procurement is completed.

## Appendices

1. Timeline
2. Questions asked at Campus visits
3. Review Team Charter
4. Retreat agenda
5. Additional process flows (2 from UMA)

## Appendix 1 - Team Timeline

<b>Administrative Function Review</b>	
<b>DATE</b>	<b>ACTION</b>
August 14, 2012	Inaugural Administrative Function Review Meeting charge from Chancellor Page
August 28-September 7, 2012	Finalization of Charter and member participation email notification sent with charter to group 9/12/12
September 18, 2012	Kick off meeting of Review Team Leads bi-weekly meetings
September 25, 2012	Administrative Function Review Team meeting via polycom UMS- Executive 321 UMA- Robinson 125 UMF- Merrill 103 USM- Law 631
Friday, October 05, 2012	UMF Campus visit Attendees: Judy Ryan Rosa Redonnett Kathy Dexter Michael Stevenson Laurie Gardner* as her role at UMF
Wednesday, October 10, 2012	Conference Call with System Wide Facilities Directors Judy Ryan facilitating the call with Chip Gavin
Friday, October 12, 2012	UMA Campus visit Attendees: Judy Ryan Kathy Dexter Laurie Gardner
Wednesday, October 17, 2012	UMM Campus visit Attendees: Judy Ryan Laurie Gardner
Friday, October 19, 2012	UMPI/UMFK Campus visits Attendees: Judy Ryan Laurie Gardner
Friday, October 26, 2012	USM Campus Visit Attendees: Judy Ryan Laurie Gardner Michael Stevenson
Thursday, November 01, 2012	UMS Campus visit Attendees: Judy Ryan Laurie Gardner Michael Stevenson Dave Stevens
Thursday, November 01, 2012	UM Campus visit Attendees: Judy Ryan Laurie Gardner Michael Stevenson Dave Stevens
Thursday, November 29, 2012	Review Meeting- Augusta Attendees: Judy Ryan Laurie Gardner Michael Stevenson Kathy Dexter Dave Stevens

## Appendix 2 – Questions Asked at Campus Visits

### Preliminary Introductory Comments:

Overview of what this review is (want to ensure that we are working off a common set of facts and working with you to ensure understanding is an important part of our work together), what our hope is for our time together and how we will communicate to them (we will report back with what we heard to validate); acknowledge the New Challenges/New Directions report exists and that it is a resource; *Feedback: ensure conversations are collaborative and collegial and not threatening*

### Questions for visit:

- 1. Tell us about your organizational structure from the perspective of governance, budget, operations –**
  - a. {see what they say and then use the following for follow up if necessary: *what areas are contained within Facilities at your institution (what does it entail and cover), to whom does it report, how does your budget work (who is responsible) and what is your perception of how your funding level compares today to three years ago, how have your organizational structure and responsibilities changed in the last few years if they have and is this reflected within your formal structure (and if not, what is the informal structure), what is your staffing structure?*; any questions that get at structure write large}
- 2. If this were your business, is your current structure the way you would structure it? If yes, why? If no, why not and what would make more sense?**
- 3. Studies have been conducted that indicate that 40% of work is rework – is this true in the case of your work? Can you provide examples of this? [Committee: drill down on these]**
- 4. Please describe a process or function that is working well. Why is it working well? Why did it work well? Is this example typical of the way facilities functions? To what extent is an exception? Examples [Committee: drill down on these]**
- 5. Please describe a process or a function that has created challenges. Why is it challenging? To what extent is this circumstance typical? Exceptional? Examples [Committee: drill down on these]**
- 6. If you looked at your function from the perspective of the entire system as opposed to your campus, are there dynamics of campus work that can or do help or hinder your work?**

- 7. Looking at it from the local level, are there dynamics of system work that can or do help or hinder your work?**
- 8. How can this team support you?**
- 9. What background materials would you want to share?**
- 10. Is there anything else you would like to share with us before we go?**

## Appendix 3 - Administrative Function Review Team Charter

As stated within the Administrative Review Team Charter:

- The Administrative Review will consist of reviews of several functions across all system components. These will include, but may not be limited to, reviews of:
  - Information Technology
  - Human Resources
  - Procurement
  - Administrative staffing for administrative and academic functions.

The background assumptions behind the *administrative staffing* component of the Administrative Review are:

- Administrative functions and resources have often evolved in response to local contingencies (based on legitimate campus needs at the time) and not system-wide planning;
- Deficiencies have often been the result of redundant or inefficient compensatory measure rather than by addressing root causes, including developing professional staff development and clear, consistent and efficient policies and procedures;
- A comprehensive administrative plan must incorporate best practices and address policies, processes, resourcing, personnel development (including training and effective use of evaluation instruments), and audits.

The expected outcomes of the work are:

4. A comprehensive listing of all administrative functions throughout UMS that are not IT, HR, or Procurement (covered in other administrative reviews).
  - This listing should include all major administrative functional areas and all academic affairs.
  - It should include one layer below each of the above (two layers total for each functional area).
5. A pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative function.
  - Establish the model for “mapping” a full administrative function
  - Includes a schematic inventory of the organization three ways:
    - By governance/management (how decisions flow)
    - By budget (how the money flows)
    - By operations (how work flows)
  - This exercise will serve two primary purposes:
    - Serve as the model of how to inventory a functional area, and
    - It will be used by the chancellor in communicating the “depth of analysis” to be used by the review teams.
6. An on-going evaluation of the pool of unexamined administrative functions to determine the next candidates (“best opportunity”) for administrative review.
  - This team is charged with scanning the pool to determine the best candidates for administrative review. They are charged with utilizing the Pareto Principle to queue up at least two candidates for administrative review.
  - Criteria to be used:
    - Need and capability to streamline processes, increase efficiency and improve service.

- Ability to “make this happen”, difficulty in implementation.
- Ability to save money.

#### Deliverables and Timelines:

1. A comprehensive listing of all administrative functions throughout UMS that are not IT, HR, or Procurement (covered in other administrative reviews) – **end of October, 2012**
2. A pilot “mapping” (or schematic inventory) of the **FACILITIES** administrative function – **December 22, 2012**
  - Establish the model for “mapping” a full administrative function
  - Includes “mapping” the organization three ways:
    - By governance/management (how decisions flow)
    - By budget (how the money flows)
    - By operations (how work flows)
3. An on-going evaluation of the pool of unexamined administrative functions to determine the next candidates (“best opportunity”) for administrative review.
  - This team is charged with scanning the pool to determine the best candidates for administrative review. They are charged with utilizing the Pareto Principle to queue up at least two candidates for administrative review.
  - Facilities mapping by **December 22, 2012**
  - Next recommendation for administrative review by **March 15, 2013**

#### Suggested Composition of the Review Team:

- Paul Ferguson, UM President
- James Page, Chancellor, UMS
- Judy Ryan, UM AVP Human Resources and Administration

➤ For the purpose of this high level review and in order to ensure a cross-functional scan across the functions, we recommend that the working team members be the following:

- Judy Ryan, UM AVP Human Resources and Administration
- Rosa Redonnett, UMS Office of Organizational Effectiveness
- Laurie Gardner, Executive Director of Finance and Administration, UMF
- Kathleen Dexter, Dean of Students, UMA
- Michael Stevenson, Provost and Vice President of Academic Affairs, USM

## Appendix 4– Agenda for Processing All the Data Collected

Process for Administrative Function Review Team – November 29 –9:00 a.m. -4:30 p.m. 111 Robinson Hall  
UMA, lunch will be provided.

Outcomes:

1. Team reminder of deliverables and deadlines
2. Semi-final listing of all administrative functions not already involved in a review process
3. Significant process on mapping the facilities function, plus assignments and timelines to finalize remainder
4. Tentative recommendation that facilities should be next ART established

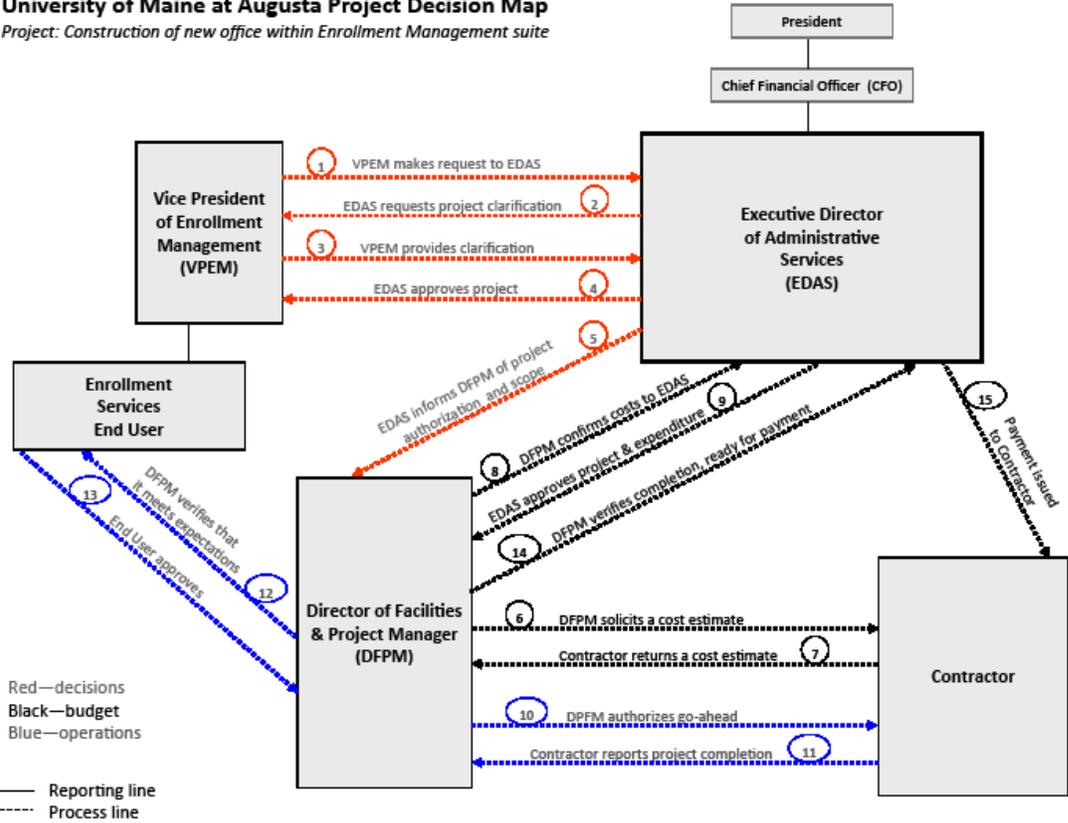
Agenda:

1. Remind team of three deliverables and timeframes for each – 10 min - Judy
2. Team reviews listing of all administrative functions not already involved in a review process, and modifies (add or combine) – ½ hour – facilitated by DS
3. Process mapping the facilities function
  - a. Understanding “facilities” discussion – group members dialog about what they found in response to the following questions -2 hours:
    - i. Is it acting like a System, or do campuses have autonomous units?
    - ii. Is there any commonality to campuses (all, groupings, individual?)
    - iii. We looked at governance/decision-making, budgeting and operations. In an ideal structure these would all be the same. Are they? Or does one or more vary, and if so how?
    - iv. If I am a key decision in any of the three activities above – do I flow through an efficient and streamlined system, or is the flow redundant, inefficient, or cumbersome?
    - v. Do “facilities” groups have excess or wasted resources; if so, where?
    - vi. Do they have a shortage of resources, and if so where?
    - vii. If you just inherited this business (leading and running all facilities) – how satisfied would you be with the current state you have found on your tours?
  - b. Mapping exercise – break up into small groups and map a campus facilities in all three activity areas (3 colors) – 2 hrs.
  - c. Pulling the mapping together across the system – high level analysis for Chancellor -1 hr
    - i. Excel spreadsheet
    - ii. Organizational charts
    - iii. Major schematics by activity area
    - iv. Narrative
4. Make assignments and timelines to finalize remainder of work – ½ hr
5. Tentative recommendation that facilities should be next ART established – ½ hr

# Appendix 5 – Additional Examples of Process Flow Diagrams

12.12.12 KAD

**University of Maine at Augusta Project Decision Map**  
*Project: Construction of new office within Enrollment Management suite*



## University of Maine at Augusta Project Decision Map

Project: Day-to-Day Process for Facilities Maintenance

