

BCBC Moving Forward:
Property Management Outsourcing Questions – April 1, 2004

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Operations Centre

Q: How will the Operations Centre benefit customers?

The service partnership provides best in class private sector service capability across every category in an “end-to-end” solution for the BC public sector.

View the highlights of the Operations Centre in our online newsletter and brochure under the Features of the Operations Centre section located on our website under the Property Management Outsourcing link.

Q: How do I contact the Operations Centre?

A: There are two ways to contact the Operations Centre and place a property management service request:

1. You can call 1-877-222-3112 or
2. You can log-in to the Operations Centre via their website once you are set up after April 1st by an Operations Centre Customer Service Representative.

Either method will provide you with easy access to the services you require. The advantage of using the website to make a service request is that it allows the “requestor” to track on-line status of their request.

Q: What will a caller hear when they call the toll-free number?

A: The Centre operates 7/24/365 so a Customer Service Representative (CSR) will greet customers regardless of when a call is placed.

Q: If I call in my request to the Operations Centre rather than use the website, can I view the request online?

A: Yes. When you phone in, the Operations Centre Customer Service Representative (CSR) will be able to set up a web access profile for you to use at your convenience.

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Q: What are the guidelines for establishing web request IDs?

A: Any BCBC customer can establish a web request ID through the Operations Centre. The current approval and authorities process that you have in place for working with your organization will remain status quo. Any service requests that require funding will be referred to the WSI Facility Manager.

Q: If staff call into the Operations Centre a few times without my knowledge, will I as a Supervisor be able to see the requests made?

A: WSI is aware that customers are interested in the development of a “supervisor’s view”. BCBC and WSI will work on this during the upcoming year. In the interim, customers can ask the Operations Centre for additional information on service requests.

Q: Can customers see the status of their work order?

A: Customers can call the Operations Centre for updates on request. If a customer has a web request i.d. and password, they can view the status of their work order on-line.

Q: How does the Operations Centre know which service providers to dispatch?

A: BCBC has provided current supplier/ vendor information to WSI. All service providers are pre-approved in accordance with BCBC and BLJC requirements. They are listed in the work order management tool in the Ops Centre system in the order in which they must be contacted. A service provider may be either a WSI employee or an external vendor. If a vendor is not listed as pre-approved in the work order management tool on the system, the Operations Centre Customer Service Representative cannot dispatch them.

In the event that the service provider is no longer approved (e.g. due to performance or contract issues), the Customer Service Representative will see this status flagged on their screen and they will dispatch to a different provider.

Q: What kind of technology is required to do business with the Operations Centre?

A: Customers require a telephone, and/or Internet access if they opt to make web requests.

Q: How does the Operations Centre verify that the person requesting the work has the authority to make a funding commitment?

A: For routine service requests that do not require funding approval (e.g. light out, toilet not operating), the Operations Centre will accept service requests from any customer representative. The request is then dispatched to a pre-approved service provider.

For minor client requests, projects (valued at \$50,000 or less), or other services that could result in additional charges for the client, the service request is logged and then is dispatched to the WSI Facility Manager. The WSI Facility Manager validates the request by contacting the customer directly to confirm the details and prepares an estimate (via RFS) for the customer to have approved by their organization’s designated approving authority.

Customers are encouraged to follow any existing procedures and protocols by continuing to work with their designated internal staff contacts.

Q: If a request is generated for something beyond regular maintenance, who will the Operations Centre contact for approval?

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A: Customer internal approval processes are not changing. Whoever has approval authority now in your organization, will continue to have approval April 1st, 2004. The WSI Facilities Manager will need funding approval (e.g. RFS) before starting work.

Q: A customer calls the Operations Centre to report that a request has been placed but not completed. What process does the Operations Centre follow?

A: The Operations Centre Customer Service Representative (CSR) will log a “Service Complaint” referencing the original work order. The (CSR) contacts the original service provider regarding their deficiency and will re-dispatch to them if they agree to accept the turnaround time. Otherwise, the next authorized service provider will be called out. The CSR will update the customer so the resolution is known and agreed upon.

Q: How does the Operations Centre ensure that the request has been completed in the required time?

A: Each service type has been set-up in the Operations Centre’s system with a specific default response time associated with it. The default timeframe for each service is based on the site/ location and BCBC’s extensive historical knowledge of the customer. When a service request is made, the response time is conveyed to the requester. In the event that any request needs to be escalated in priority, the Customer Service Representative (CSR) can override the default response time on the system, and report the new response time to the customer.

When the CSR dispatches to a service provider, the expected response time is agreed to by the service provider. If the service provider does not accept the response time, either the next provider is called out, or the Customer Service Representative contacts the customer to seek agreement on an alternate response time.

The service provider is also required to contact the Operations Centre before the response time is due to complete with a status update. If the service provider fails to contact the Operations Centre, the work order goes into “overdue” status and it is then the responsibility of the Customer Service Representative (CSR) to contact the service provider to obtain a status update. In the event that the status update is anything but completion of the work order, the CSR will proactively contact the customer to advise them of the situation (e.g. perhaps parts are on order). The work order is considered to be “active” until such time as it is in “complete” status.

Q: How does the Operations Centre prevent duplicate call outs for the same Service Request?

A: The Customer Service Representative (CSR) can view the last 10 service requests for a caller and/or site. As part of the work process, the CSR advises the customer if there has already been another service request logged.

Q: How should emergencies be reported?

A: Customers should report emergencies by calling the Operations Centre. The Operations Centre replaces existing BCBC emergency and after hours phone numbers.

Q: How will the Operations Centre respond to emergency requests?

A: The Operations Centre Customer Service Representative (CSR) logs an Emergency Service Request. The first concern and objective of the CSR is to contain the emergency. Depending on the nature of the call, the appropriate service provider is dispatched. This could include

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emergency agencies (e.g. fire, police, WSI staff, external vendors e.g. security guards in the event of a break in).

Once containment of the emergency is underway, the Customer Service Representative (CSR) contacts the WSI Facility Manager to advise him/her of the emergency. The CSR calls a pre-authorized escalation contact list until a “real person” is reached. This list also includes the number of the President of BLJC in the unlikely event that it become necessary to escalate to this level. The appropriate contacts at BCBC and the customer’s organization are also advised.

The Customer Service Representative (CSR) handling the emergency notes all actions in the request, including all calls made, inbound or outbound or status changes. The original requester is kept informed on any status changes. If the CSR is finishing their work rotation and the emergency is still active, they must properly transfer responsibility to another Customer Service Representative (CSR) and this handoff is logged.

Once the emergency request is complete, depending on the nature of the emergency, a full incident report is completed which goes to the WSI Facility Manager, BCBC, and the customer.

Q: How will the following scenario be handled: A non-ministry client places a request for an in-scope item, but the budget has been exceeded based on reconciliation to actuals.

A: In any case where additional funding is required for any customer (ministry or non-ministry) the WSI Facility Manager will contact the customer to secure appropriate approvals.

Q: How does the Operations Centre efficiently handle low priority calls?

A: The Customer Service Representative (CSR) will follow the probing script for the request (i.e. “Is this the only light in the area?” “Is this the only toilet?”) to better categorize the request. They will then advise the client of the expected response time (e.g. “We have a technician coming through tomorrow. Can we get this work done at that time?”). At the direction of the WSI Facilities Manager, non-urgent calls (e.g. light out), may be bundled for more efficient handling.

Q: A customer calls in with a work request for a common area. Which tenant will be noted on the work request?

A: The customer making the service request is noted to enable the Operations Centre to follow up and ensure that the request was addressed.

Q: We have always called our BCBC technician. How will this change?

A: Instead of calling your BCBC technician or Operations Superintendent (new WSI Facility Manager) directly as before, customers will call the Operations Centre, to immediately set the request in motion. Your WSI Facility Manager is required to log your request with the Operations Centre anyway, so this process ultimately saves you both time. Another benefit of this process is that if a customer’s regular contact is not available (on vacation etc.), the Operations Centre will dispatch the call to an identified designate to ensure that all service requests are handled efficiently, saving the customer time.

Q: We currently have a BCBC technician who comes in and picks up his requests from his in-tray or “log book”. How will this change?

A: Instead of writing requests on paper, customers call requests into the Operations Centre, where service requests are immediately logged by a Customer Service Representative (CSR), set in

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motion and tracked. Your BCBC technician (now WSI Facility Manager) is required to log this information with the Operations Centre anyway, so by calling the Operations Centre first, service requests can be handled more efficiently. If, however, this creates difficulties for your internal processes, adjustments can be made to accommodate customer needs.

Q: Can customers continue to contact the WSI property management person when he/she is on-site to make a service request directly?

A: Yes. If a customer makes a request of a WSI staff member on site, that staff member must still log the request with the Operations Centre. As much as possible customers are encouraged to make service requests directly through the Operations Centre so the Customer Service Representatives can log, track and monitor the status of every request.

Q: Is the Kamloops location the only Operations Centre in BC?

A: Yes, the Kamloops Operations Centre has been set up to handle all of BCBC's customers business province-wide.

Q: What if we do not want everyone at our office calling in and reporting plumbing problems, etc?

A: The Operations Centre will take all requests. Customers' internal processes remain their own. Some organizations may have designated building contacts where others have not, so any service request that involves expenditures not covered by your agreement with BCBC must have an authorized customer approval, which in most cases will require an RFS.

Q: Will regular maintenance be logged on the website?

A: Routine and repetitive maintenance will continue to be done as it is today. There is no need to contact the Operations Centre unless there is a problem or a special request.

Q: What is the electrical back up at the Operation's Centre?

A: Uninterrupted Power Supply (UPS), but if a prolonged problem is anticipated, all calls will be redirected to BLJC's redundant backup Operations Centre in Markham Ontario to ensure service continuity.

Q: If a call comes in to the Operations Centre that is a landlord responsibility, will the Operations Centre know and dispatch to the landlord?

A: Yes. All pertinent building details will be input into the Operations Centre database.

Q: How will organizations in remote communities be notified of the toll-free number and the user ID and password?

A: Information is always available on BCBC's website at www.bcbc.bc.ca. , click on "property management"

Security:

Q: Is security clearance notification built into the system like insurance for vendors?

A: Yes. For a vendor to be included in the Operation's Centre database for selection, they will have to have gone through the required security clearance. Any changes to a vendor's status is updated in the Operations Centre database within 24 hours.

Q: What about on site security?

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A: WSI will be meeting with BCBC to discuss security needs for clients. BCBC will also work with clients on relevant issues such as card access security clearances, which may vary from building to building.

Q: When will security clearances be conducted?

A: All current agreements regarding security clearance have been input into the Operations Centre's database. Any additional changes will be made as required by BCBC and customers, including discussion as to the level required. If current agreed upon requirements are made more stringent, there may be additional costs associated.

Q: How does WSI handle employee screening?

A: WSI has a process in place for security clearance for their employees. The level of that clearance and the detail of the screening is determined by the needs of the customer and the position that the individual employee fills.

Q: How are emergency intrusion calls handled?

A: If the Operations Centre receives a call the Customer Service Representative (CSR) will contact the alarm company or other service provider who handles your security system.

Managing Service Requests

Q: How does BCBC evaluate the service delivery from WSI and will the clients be involved?

A: A performance management framework, which is tied to an at-risk fee, has been established to closely monitor WSI's performance. Customer feedback is an important part of this process and customers will be randomly surveyed on a regular basis and their feedback will be tracked.

Q: Will I be able to get monthly reports on service requests?

A: You can get the information for all the requests you have made, but you will not be able to access requests other people have made. For that type of summary information you will need to contact the Operations Centre.

Q: How will the following scenario be dealt with: A building was once BCBC owned but it is now leased. There are problems with snow removal service, but it is not clear who holds the responsibility for that service.

A: Current BCBC Property Management staff have provided WSI the data for inputting into the Operations Centre system regarding accountabilities. The Operations Centre will handle all service complaints and deficiencies accordingly.

Minor Client Requests (MCR):

Q: How will minor client requests (MCR) be handled?

A: Minor Client Requests will be referred to the WSI Facility Manager by the Operations Centre Customer Service Representative (CSR). The WSI Facility Manager will confirm requirements and funding approval with the customer.

Q: Who will manage our Minor Client Request (MCR) and Major Asset Maintenance (MAM) budgets? BCBC or WSI?

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A: WSI's Facilities Managers (formerly known as BCBC's Operations Superintendents) will manage these budgets on behalf of our customers.

Q: What will happen to the minor client request budget for expiring leases?

A: The landlord does not participate in minor client request budgets (MCR). This is a service that BCBC provides, so if you want to continue with MCR into another lease term or a new lease location, that can be arranged, depending on the situation.

Q: When a technician comes in to fix something, can we have him take care of other items not called into the Operations Centre?

A: Yes. Your technician will log the additional requests with the Operations Centre for you.

Q: What benefit is there in tracking all of our requests through the Operations Centre?

A: There are two main benefits to you. Tracking service request details enables WSI to track where your costs are going and what systems or equipment need the most maintenance and may require a more cost-effective replacement and/or repair. Tracking service requests also enables us to track performance and customer satisfaction.

Q: In some buildings the landlord is uncooperative. How will that be handled?

A: Any service requests for your building that would involve a difficult landlord would be sent immediately to WSI's Facility Manager responsible for your building, and s/he would deal directly with the landlord. BCBC can request access to these records as well to follow up if required and for reference at lease renewal time.

Q: How will Cross Ministry Work Teams be managed with respect to minor client requests?

A: This budget should be managed by proportionate share unless customers specify otherwise.

Q: Does the Customer Service Representative (CSR) have approval to dispatch for regular work, i.e. too hot, light out?

A: Yes, and the CSR can also determine service response times with the customer.

Q: Will items be completed that are not listed in a service level agreement?

A: Yes, if the work is part of budgeted Operations and Maintenance services. If not, there will be a dialogue between the WSI Facility Manager and the client that may lead to an RFS.

Q: If a customer phones in a request, will it show up on the web?

A: Yes. If a customer has an ID, all of their requests will show up on the history and be viewable by the customer on the web.

Q: Do we know who the WSI Facility Managers are in each region?

A: Many of the WSI Facility Managers will be the same contacts you are used to doing business with. Approximately 88% of BCBC staff have accepted our transfer offer of employment which means smoother service transition for our customers.

Q: How do I know that the service levels on April 1st are correct?

A: We are aware that there are some verbal agreements in addition to the written ones between BCBC and its clients. At this time, we are relying on the experience of BCBC's current Operations

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Supervisors (new WSI Facility Managers) to provide information to populate the Operation Centre database. Also WSI has been given all of the specifics regarding recurring services (per BCBC's contracts and Purchase Orders with suppliers/ vendors) to ensure those services continue as before.

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BCBC's Role

Q: What is BCBC's role?

A: BCBC will continue to be accountable for end-to-end service delivery and ensuring customer satisfaction. WSI, as BCBC's services partner, provides property management services on BCBC's behalf. WSI's performance will be evaluated in accordance with a Performance Management Framework and Key Performance Indicators that include monitoring customer satisfaction.

Q: How will BCBC ensure that WSI continues to deliver service that meets or exceeds current services?

A: BCBC's current property management staff have been providing WSI with the details of services delivered to BLJC for the Operations Centre database. As well, WSI has been provided with BCBC's standards and contracts that will be transferred, which also include service level information. Any service level changes must be agreed to by the customer, BCBC, and WSI. BCBC and WSI will be monitoring customer satisfaction as part of the performance management framework.

Q: How does the Performance Management Framework work?

A: A performance management framework is part of the agreement between BCBC and its new service partner, WSI.

The Performance Management framework includes Key Performance Indicators (KPIs) that are grouped under the major headings of Service Delivery, which includes Customer Satisfaction, Financial Performance, and Business Priorities. This is "balanced scorecard" approach includes an "at risk" fee that may be paid based on performance.

On a regular basis, BCBC customers will be asked to provide both formal (surveys) and informal (through discussions with their BCBC Account Executive or Customer Solutions Manager) evaluations of WSI's performance.

Q: What can customers do if their service needs are not being met by the Operations Centre or WSI?

The Operations Centre has set protocol to escalate customers' service concerns. If the Operations Centre is unable to address the concern to the customer's satisfaction, the customer should contact their Director of Property Services in BCBC's Workplace Management Department.

Q: Will current BCBC locations be consolidated?

A: Yes, BCBC will be consolidating its District offices into three regional centers: Victoria, Vancouver and Kelowna. Field offices will also be located in Nanaimo, Kamloops and Prince George. BCBC's objective is to ensure that regional customers continue to receive the professional real estate and accommodation services they require.

Q: Will there be a reduction in service, given that the current service from BCBC is viewed as being pro-active and high quality in areas?

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A: No. Customers will continue to receive the same level of service as previously agreed.

Q: Will mandatory operating equipment (MOE) issues flow through BCBC or WSI?

A: Service Requests should be directed to the Operations Centre for dispatch.

Q: Will value added services (i.e. consulting, joint occupational health and safety meetings, RFS with no charge, etc.) continue with WSI?

A: WSI Facility Managers will continue to participate, as required, in joint OHS meetings as has been done previously. The WSI Facility Manager will be available to provide advice and estimates for RFS as BCBC has done previously. All RFS's will be tracked by the Operations Centre so those that are deferred can be reactivated and updated as required.

Q: How will major asset maintenance (MAM) occur on April 1st?

A: WSI's Facilities Managers (formerly known as BCBC Operations Superintendents) will initiate MAM projects in accordance with annual budget plans as done previously.

Savings:

Q: What will happen with Client Budget?

A: Client Budget for fiscal 04/05 was issued last fall and will remain unchanged as a fixed price quote for Ministry customers. For fiscal 05/06, the budget cycle is just beginning and although WSI has no operating experience or track record with BCBC's portfolio at this time, they will participate in developing the estimates for 05/06. For 06/07, WSI will have one year of data and operating experience, which will allow for better estimates for 06/07. Each customer's portfolio is different (i.e. lease, owned, unique requirements, etc) and those differences will influence savings achievable. Over the term of the agreement, customers should expect to see savings and cost avoidance as WSI's experience and efficiencies develop.

Q: What will happen to Minor Client Requests (MCR) in the new budget?

A: Minor Client Requests have been included in the 04/05 budget as usual. We are working with WSI to develop a cleaner way to track MCR in the 05/06 budget. In future years customers may have better information and choice on participation.

Q: How will the estimated savings be realized?

A: The projected savings will be achieved through the use of WSI's proprietary state-of-the-art technology and systems (e.g. the Operations Centre) to streamline processes and deliver services more efficiently, and by implementing best practices in operations and maintenance, and supply management.

BCBC is also investigating opportunities to streamline its existing infrastructure thereby reducing costs to customers and the shareholder.

Billing and Costing:

Q: Is it possible to provide a detailed breakdown of costs related to projects?

A: Customers should continue to receive the same project reporting as before. Reporting formats are being developed with WSI, so the format may change somewhat but information will be available.

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Q: Move, manage, and start-up is currently calculated by BCBC as a formula-driven figure. Will this continue?

A: Yes. The process to prepare initial estimates for Accommodation Proposals will remain status quo. As the project progresses, estimates will be revised if they are out of range of the initially approved AP.

Q: Can budget dollars relating to minor client requests (MCR) be shifted between buildings?

A: Currently, MCR budgets are allocated and managed at the building level. There may have been some ad-hoc arrangements at the local level, which will be difficult to continue when WSI takes over the property management functions.

Q: Is there a mechanism for attaching cost to service?

A: Yes. If a request requires additional spending authority, the Operations Centre refers to WSI's Facility Managers who will work with their customers to determine the scope, schedule, budget, and appropriate approvals required, likely via an RFS.

Q: How will invoicing occur for services provided by WSI or requested through the Operations Centre?

A: BCBC will continue to issue all invoices to customers. There will be no direct billing by WSI. WSI will provide cost data to BCBC for review prior to an invoice being sent to a customer. This is the same as current practices where BCBC aggregates cost data from contractors and suppliers prior to issuing invoices.

Q: How will the following scenario be handled: A customer requests an Operations and Maintenance (O&M) service, but the budget has been exceeded based on reconciliation to actuals.

A: The WSI Facility Manager will work with the customer and the Account Executive or Customer Solutions Manager responsible to secure additional funding and make necessary adjustments to budgets for future years.

Requests For Service (RFS):

Q: Who handles Requests for Service (RFS) for Property Management Services and small projects?

A: WSI Facility Managers (previously known as BCBC Operations Supervisors).will generate an RFS in consultation with the customer.

Q: Will electronic Request For Services (eRFS) still be used and available?

A: Unfortunately that service will be discontinued. The original intent was to continue to use processes currently in place today until there was a need to replace or revise them. It is not possible to integrate the eRFS with WSI's systems so a replacement must be developed. BCBC and WSI will keep customers informed on progress to develop a replacement.

Q: To whom should requests for larger projects, (i.e. in a situation where downsizing requires a move to a smaller space), be directed to? BCBC or WSI?

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A: Any projects requiring a space change or an estimated value greater than \$50,000 go directly to BCBC. BCBC continues to manage all projects with space and Building Occupancy Charge (BOC) impacts.

Outsourcing Contract Award/BCBC WSI Service Partnership

Q: What is the size of BCBC's portfolio affected by this outsourcing contract?

A: BCBC's portfolio includes 2,133 owned properties (1.204 Million square meters), 901 leased properties (665,009 square meters) and 645 properties (407,650 square meters) where BCBC provides maintenance services. The Corporation currently holds 1,084 lease agreements with private sector landlords.

WSI will provide property management services to all buildings currently served by BCBC.

Q: What are the services being outsourced?

A: WSI will provide a full range of property management services including operations and maintenance services, project management services, and environmental services including pollution prevention and remediation.

Q: What impact will outsourcing have on current BCBC suppliers of property management services?

A: All existing supplier contracts that are assignable will be transferred to WSI as of April 1st, 2004.

WSI values the role of suppliers at a local level and understands the importance of procuring services as close to the customer-base as possible. WSI will use their innovative technology and national purchasing power to work with local suppliers to improve cost-effectiveness.

Q: What will the new service provider's relationship be with landlords?

A: In many buildings, landlords provide the majority of services. However, in cases where the landlords do not provide all services, WSI will provide required services to tenants on BCBC's behalf. If customers are not satisfied with any services delivered in a leased building, they should report issues to the Operations Centre for resolution.

Q: How much will outsourcing property management services save government/the taxpayer?

A: Based on BCBC's current property management activity volumes of \$ 90 million per year, BCBC expects that the operational savings over the course of the five-year contract with BLJC will be in the range of approximately \$35 - 40 Million.

Q: How is WSI able to make the savings that have been projected?

A: WSI implements best practices in operations and maintenance and has developed proprietary state-of-the-art technology and systems to streamline processes and deliver services more efficiently.

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WSI's parent company BLJC is the largest workplace management services organization in Canada and has therefore developed very effective supply management strategies including contemporary local and national procurement processes and contract aggregation. These strategies result in economies of scale and reduced costs for customers.

Q: How will WSI's performance be measured?

A: BCBC will use a Performance Management framework, including Key Performance Indicators (KPI) of service and cost savings against which BLJC WSI will be evaluated. Those measures will be integrated into the Service Level Agreements (SLAs) that BCBC develops with each of its customers. The SLAs describe the types, levels and cost of the services that customers expect BCBC to provide on their behalf.

On a regular basis, BCBC customers will be asked to provide both formal (surveys) and informal (through discussions with the BCBC Account Manager) assessments of how WSI has performed. WSI's performance, as assessed by the customer and BCBC, is linked to a portion of their management fee that is at risk.

Q: What solution does the BCBC-WSI Service Partnership offer customers?

A:

- From BCBC, comes *strategic advice* and *professional services* based on intimate understanding of its customers, public sector policy and culture; and industry knowledge.
- From WSI, comes *industry-leading operational delivery* capability – backed up by leading-edge technology; the largest delivery infrastructure in BC; and WSI's ability to harness its experience of increasing customer satisfaction while achieving cost savings from across a portfolio of 10 million square metres.

This partnership means *unrivaled knowledge* of the BC public sector and *optimal efficiency* of workplace management service delivery.

Q: What is the value created by this solution for clients?

Through this service partnership, we are able to support *client* effectiveness in delivering on their program(s) while managing the risks and obstacles associated with outsourcing workspace management.

This is important because as potential customers evaluate outsourcing options, they need to consider probability of success, risk to service delivery and reputation, time and cost to execute the transition, labour relations, and public accountability.

With the WSI service partnership, BCBC has pre-packaged a solution that can be engaged quickly, with high probability of success, and anticipation of the numerous issues around labour relations, operational service delivery, and cost-effectiveness achieved through aggregated purchasing power.

In other words, based on the combination of BCBC's intimate knowledge of the customer and WSI's operational capability, engaging with the BCBC-WSI service partnership offers customers the *shortest, lowest risk plan to the benefits of outsourcing workspace management*.

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Q: Who is WSI and how do I get more information about the company?

Visit the **new** company website (www.wsi-bljc.com). This website contains a lot of useful information about WSI, including: *what we do*, *who we are*, *careers at WSI* and a section on *the outsourcing solution*.

For suppliers this website also outlines how they can do business with WSI.