

BRIDGE Group Meeting
Date: 07.20.10

Agenda

- 1. University Space Initiative**
- 2. Standard Bldg Hours & Furlough Plans**
- 3. U Construction Update**
- 4. Sightlines Customer Comments**

1. University Space Initiative

Brad Hoff welcomed everyone to the meeting and introduced Brian Swanson from the University Budget and Finance Office. Brian explained that the Space Utilization Committee was a multidisciplinary team charged with improving the U's Utilization of space so that Twin Cities campus operating and lease costs can be reduced by \$10 million annually.

The group is operating under three principles.

- Sustainable: The U should not have more space than it can afford to operate, maintain and support.
- Aligned: The U should provide the correct type, quality and quantity of space required for programs to function effectively.
- Managed: The U should provide tools and incentives for maximizing the efficiency and effectiveness of its space resources.

He said that in the last ten years the U has added roughly 1.5 million square feet of supported space and 1.5 million in non-supported space, noting that this represents an 11% increase on the supported side. Brian put the group's charge in perspective saying that the \$10 million goal represents taking two-thirds of all the supported space the U has built in the last 10 years off line. If that was done on a level basis it would mean each supported unit would have to reduce its footprint by 8%.

Brian said to reach this goal will require a culture change around how space is viewed at the University. He said the institution will need to be willing to invest money in order to save money and that the sort of changes needed will not be fast (if they want to minimize chaos). For example, if you reconfigure a floor plan to make it more efficient, you will need to find temporary space for the occupants while the remodel happens.

Under the current system, Brian recognized there are few incentives to limit additional new space or to maximize its efficiency. At present only two of the colleges push their space costs from the RRC level to the Department level. Part of the cultural change will mean rethinking what is needed for an office. He said the U has built office models that reflect a norm from a past era before laptops and technology allowed staff to work from anywhere. Brian challenged the group to think of where their favorite place to work is and where they are most productive. He suggested that the U will need to create the opportunities to encourage working remotely, where work rules and job responsibilities allow. Concepts like "hoteling" where people are not assigned specific space will be explored. Brian said that the Carlson School of Management is currently "hoteling" emeriti professors, giving them meeting spaces, work spaces, and storage lockers. The professors have appreciated the

change because the shared space is in the traffic flow where they get to interact more with peers and students.

In looking at the overall issue, Brian said the group's approach will be to decommission entire buildings, terminate off-campus leases, look for opportunities to charge the full cost of space to non-University tenants and work to consistently applying the supported/non-supported designations to space (meaning non-supported space would carry the full fiscal responsibility for their space).

Q&A and Discussion

Q: Has the group thought about storage space for departments? Indiana University moved to a warehouse system so departments could store stuff in inexpensive space.

A: The group will be considering this. The AHC was able to recover 40,000 square feet by doing just that. The AHC also examined our conference room scheduling and found that they were only used 30% of the time. We are also exploring how we can do just in time delivery for lab supplies so that valuable lab space doesn't need to be used as a glorified storage closet.

A: Another thing we have done with FM's Energy Management group is reconfigure their fourth floor space. This sprang from a different opportunity. We needed to replace carpet due to water damage. Because the cubes needed to be pulled up, we took the time to redesign the floor. While the cubes are smaller, they have much more functional space and are designed in such a way to encourage collaboration. This also encourages groups to use the conference room space more.

A: Another example we've seen from the private sector is in law firms. Partners were used to having big corner offices but really spent little time in them. Some firms have shifted to billing out space to each partner which has incited them to use much less space. The savings have been used to upgrade common spaces like conference rooms.

A: In the College of Biological Sciences we've been reading the book "Work Sucks" in which flexible/remote work is discussed. I'd recommend reading the book and I believe Hennepin County has put it into practice.

D: I think we need to revisit the space used by RA and TA's. We set aside a fair amount and by mid-semester most of the cubes are empty.

Q: How has your committee engaged faculty governance?

A: We did a presentation for the SCFP. They were generally supportive of the approach we are taking. We can make the minutes of their meeting available to this group.

A: Keep in mind they also passed a resolution. (*"The Senate Committee on Finance and Planning received from Vice President for University Services Kathleen O'Brien and Associate Vice President Michael Berthelsen (Facilities Management) a set of questions related to space use and cost planning. The Committee is very aware of environmental and financial reasons to optimize space utilization on campus. In this time of fiscal constraints, it is critical for the University community to make efficient use of our resources. The Committee strongly supports these efforts and recommends to the*

*University/Faculty Senate that it adopt the following principals.” *Entire SCFP discussion captured in attachment SCFP Notes.04.22.10)*

We took questions for them to consider like, “is the U ready for a no new net growth policy”. Our obligation is to show faculty a better model and ask them where are they most productive and where do they prefer to work.

D: We traveled to Purdue and they had implemented a “discovery park.” This was space that no one department owned. This kept the concept of usage at the front and prevented people/departments from getting entrenched or defensive about the space. One change they made was putting the lab assistants’ cubes outside the labs. The students liked this because they weren’t always in the smelly lab space and it’s obviously less expensive to have those administrative things done in less technical space.

D: People tend to build what they know so these new ideas might be easier to implement if no one “owns” the space.

D: Have you looked at meeting space usage? Centrally scheduling conference rooms would help the U make better uses of the resource. You would need to have some funds to maintain the space because right now the unit is forced to absorb them and they would go up if we shut some space down and funneled people to use centrally scheduled rooms.

2. Standard Building Hours and Furlough Planning

Brad distributed the furlough planning calendar and said these questions had been raised in relation to the furlough.

- How will US Mail be handled? (Grad applications due Jan. 5, GRE scores)
- Will trash be collected during furlough?
- What sidewalks will be shoveled?
- What will the building temperatures be during the 10 days?
- Will there be any temporary signage to say U is closed?

In addition BRIDGE members wanted to know what parking facilities would be open and how deliveries from Fed Ex, UPS, DHL and U Stores would be handled.

Next the Standard Building Hours spreadsheet was distributed. Brad thanked those members who’d submitted information and asked all to review the list. He asked that they **highlight** any changes by line so that BRIDGE member edits are easy to identify and can be copied/pasted into a new master document.

Q&A and Discussion

Q. Will security monitors be on campus?

A. Yes, there will be security monitors as well as UMPD officers on campus during the furlough.

Q. Will building walkthroughs be conducted?

A. Yes, a ten day window is too long to have them go unmonitored. What hasn’t been decided is how frequently and who will be doing them. For example FM may choose to hire security monitors to perform the task.

Q. Do you know which building entrances will be shoveled? It's important for emergency response personnel to know which entrances.

A. FM's plan was to clear the minimum amount necessary. Faculty and staff should not expect the normal level of snow removal. We will have to draft a plan and share that with DCS.

3. U Construction Update

Jim Dudley and Bill O'Neill the Director and Associate Director of FM's Central Services gave a brief update on U Construction. They noted that project volume has increase significantly in the last several months and that they are always looking for more projects.

They said that U Construction crews should be readily recognizable by their hardhats, safety glasses and uniforms. Besides the new look, U Construction has added construction superintendants to provide more on-site project management. The team meets with FM District Project Coordinators every Wednesday to review projects which are color coded red, yellow and green. Time is spent on what issues have made a project red and what actions need to be taken to correct them and move them to yellow. Jim invited any BRIDGE member or their designee to attend a meeting if they wished.

Q&A and Discussion

Q. What's the average time between when a project comes in and it's completed?

A. The time varies depending on the project but the FM Project Coordinator will be in contact with you within 2 days after a CPR form is submitted. We then take up to 10 days to design and up to another 10 days to start the work.

Q. Are you encumbering funds like in a CPPM project?

A. Yes.

Q. Will projects be automatically updated in the FCA database?

A. We've hired an administrator to make better use of FCA, however each project won't meet the threshold to enter it into the database.

4. Sightlines Customer Comments

Mike Berthelsen reviewed some of the comments FM received from the annual Sightlines survey and said they would be sent out with the meeting minutes (see attached). He noted that FM is planning for significant cuts during the next four years and will be asking BRIDGE members and customers how to best enact them while mitigating impacts to customer service.