Strategic Cross Campus Collaboration: New School Thinking for Old School Infrastructure

• Enable communication that bridges the silos by bringing colleagues together on project details, problem solving and working together in an engaged and successful manner.

• Describe how the social element of collaboration can improve not only the quality of ideas, but can remove barriers to implementing them.

• Enable team member alignment to look for ways to improve quality instead of simply trying to keep everyone on track.

• Define strategies for acknowledging and understanding individual work styles, which saves time and energy.
Strategic Cross Campus Collaboration: New School Thinking for Old School Infrastructure
“What is your greatest challenge?” (2018 Higher Education Facilities Forum)

- Changes in work/business
- Doing more with less: limited time/resources, declining funding
- Aging workforce + finding new talent
- Leadership changes
- Increased demand for services
- Climate change / Sustainability / Resiliency
- Lack of appreciation/understanding from outside departments
- Limited time and resources
- Removal of silos
- Expectation management
- Unfunded mandates
- Interconnected data
- ‘Race to the moon”
- Vision vs. reality
“Considerations to Keep in Mind During This Session”

- One Size Does Not Fit All
- Campus Culture
- Respecting Tradition and Transition
- Adaptability
- Scalability
- Always a Work in Progress
- Acknowledge Ones Perspective
“Strategies for Cross Campus Collaboration”

**Section 1:** Enable communication that bridges the silos by bringing colleagues together early, on project details, problem solving and fostering working together in an engaged and successful manner.

  a. Promote - a Shared History  
  b. Instill - Campus Tradition as Teambuilding  
  c. Communicate - Clear Strategic Goals

**Section 2:** Describe how the social element of collaboration can improve not only the quality of ideas, but can remove barriers to implementing them.

  d. Define - Roles and Responsibilities  
  e. Clear - Methods of Project Delivery  
  f. Case Study 1 - Start Small

**Section 3:** Enable team member alignment to look for ways to improve quality instead of simply trying to keep everyone on track.

  g. Optimize - Meeting and Committee Structures  
  h. Leverage - Technology for Collaboration  
  i. Case Study 2 - Challenges Create Opportunity

**Section 4:** Define strategies for acknowledging and understanding individual work styles, which saves time and energy.

  j. Respect - Competing Priorities  
  k. Refine - Collaboration Skills  
  l. Case Study 3,4 - Scaling Collaboration
“You will find that success and attention to details, the smallest details, usually go hand in hand.” Coach John Wooden

Section 1

Enable communication that bridges the silos by bringing colleagues together early, on project details, problem solving and fostering working together in an engaged and successful manner.
Building Collaborative Communities

Promote - A Shared History
Campus Growth: UCLA in 1959

Campus GSF (Buildings and parking): 7.5 Million
Campus Growth: UCLA in 1986

Campus GSF (Buildings and parking):
15.1 Million

Existing Buildings
New Buildings
Total Campus GSF (Buildings and Parking): 25 Million
Facts About UCLA: Aerial View

Campus Area: 419 Acres
Building Footprints: 24%
Green Spaces: 35%
Paved Areas: 32%
Parking Struct/Surface: 9%

No. of Buildings: 193
(On-campus)

Total GSF: 25,118,308
Parking Spaces: 23,769
Established: 1919

Students:
Undergraduate 29,585
Graduate 12,323
Faculty / Staff 29,000
Living Alumni 370,000

Health Sciences
Departments 21
Medical Students 700
Full-Time Faculty 2,334
Interns / Residents 1,393
Postdoctoral Fellows 486
Graduate Students 382
Northwest - The 90.5 acre zone primarily accommodates undergraduate student housing, dining, student services and support functions.

Central - The 61.5 acre zone contains most of the campus recreation and athletic facilities and playing fields, as well as, student activity centers and underground parking.

Core - The 158 acre zone contains the historic core featuring the original campus buildings and associated open areas. This zones accommodates the primary academic, research, library, cultural, professional school, and administrative facilities of the campus, elementary school, and the university residence.

Campus Services - The 15.3 acre zone includes the Cogeneration Plant, campus fleet, parking and transportation services, Facilities management, EH&S, UCPD, and other administrative support units.

Bridge - The 5 acre zone forms a physical land connection between the main campus zones and the Southwest zone.

Health Sciences - The 46.8 acre zone accommodates the Ronald Reagan / UCLA Medical Center, the health sciences professional schools, medical laboratory and research facilities, the Stein Eye Research Center, the Semel Neuropsychiatric Institute, the UCLA Medical Plaza, outpatient, and parking.

Botanical Garden - The 7 acre Botanical Garden zone contains the Mildred E. Mathias Botanical Garden.

Southwest - The 35.5 acre zone accommodates a mixture of uses including graduate student housing, rehabilitation, outpatient, academic, research, and administrative uses.
Building Collaborative Communities

Utilize - Campus Traditions for Teambuilding
Coach John Wooden

- UCLA won ten NCAA National Championships in a twelve year period under his tenure.
- NCAA record of winning seven consecutive titles and winning eighty-eight consecutive games.
- First person to be inducted into the Basketball Hall of Fame as both a player and a coach.
- ESPN in 1999 named Wooden the “Greatest Coach of the 20th Century”.
- Coach was know for his “Woodenisms”
Athletic Fundamentals

The Pyramid of Success

Success is a piece of mind which is a direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming.

- John R. Wooden, Head Basketball Coach, Emeritus, UCLA

Project Management Fundamentals

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OCTOBER 28-31, 2018 | MONTEREY, CALIFORNIA
Each day, when you pull on each sock, he explained and demonstrated at the same time, make absolutely sure that there are no wrinkles or gaps. Your heel should sit fully in the heel of the sock. Run your hands from the toes to the heels to smooth out any bumpy places. Then, he would show each player how to properly lace his shoes and tie them snugly, so that there was no room for the shoe to rub, or for the sock to bunch up.

Next, as the players looked on in amazement, Coach Wooden would stand up. With a glint in his eye, he would begin his explanation. If there are wrinkles in our socks or our shoes aren’t tied properly, he explained, we may develop blisters. With blisters, some players might have to miss practice. When we miss our preparation time together, we may not be ready to play our best on the game day. And, if we don’t play at our best level, we may not win. All because we did not pay proper attention to how we put our socks and shoes on.

John Wooden had a legendary ability to communicate and teach. As such, the first practice session each year was an event full of excitement and anticipation. Rather than great words of wisdom on that first day, though, Wooden liked to begin by asking the players to remove their shoes and socks.

As his new participants looked at each other in disbelief, the coach would state in a serious tone that he wanted everyone to watch a demonstration of how to put on their socks and tie their basketball shoes.

The coach would then sit himself down on one of the locker room benches. As everyone observed him attentively, he would declare: “I am going to show you the proper way to put your socks and shoes on.”

Each day, when you pull on each sock, he explained and demonstrated at the same time, make absolutely sure that there are no wrinkles or gaps. Your heel should sit fully in the heel of the sock. Run your hands from the toes to the heels to smooth out any bumpy places. Then, he would show each player how to properly lace his shoes and tie them snugly, so that there was no room for the shoe to rub, or for the sock to bunch up.

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Building Collaborative Communities

Communicate - Clear Strategic Goals
UC & UCLA Strategic Initiatives

UC Capital Planning

- Preservation of Existing Capital Assets
- Enrollment Demand, Consistent with the University’s Commitment to Student Access
- Obsolescence and Change in Academic and Research Program Needs

UCLA Capital Strategic Initiatives

- Complete Seismic Correction Program
- Transform UCLA to a Residential Academic Community
- Build a Sustainable Campus
“People want to believe you are sincerely interested in them as persons, not just for what they can do for you.” Coach John Wooden

Section 2

Describe how the social element of collaboration can improve not only the quality of ideas, but can remove barriers to implementing them.
Building Collaborative Communities

Define - Roles and Responsibilities
# UCLA Delegated Units for Major Capital Projects

## Capital Programs (Unltd)
- Capital Planning & Finance
- Environmental Planning
- Campus Design Service
- Engineering & Inspection Services
- Project Management Services
- Construction Management Services

## Health System ($10M)
- Planning, Design & Construction
- Health System Facilities Management

## Housing & Hospitality Services ($3M)
- Planning, Design & Construction
- HH&S Facilities Management

## Facilities Management ($3M)
- Design & Project Management
- Maintenance & Alterations
- Energy Services & Building Controls
- Information Technology
- Custodial & Grounds
- Finance, Space & Logistics
- Sustainability

## Real Estate / Asset Management ($1M)
- Property and Asset Management
- Tenant Services

## Support Units
- Campus / State Fire Marshall
- Environmental Health & Safety
- Campus Information Technology
- Health System IT Services
- School of Medicine IT Services
- Transportation & Events
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<thead>
<tr>
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<tbody>
<tr>
<td>Pre-1986</td>
<td>1986</td>
<td>1990</td>
<td>2000</td>
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<tr>
<td>Major Capital Program (&gt; $750K)</td>
<td>$207,690,236</td>
<td>$1,235,919,346</td>
<td>$2,556,086,450</td>
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<tr>
<td>Delegated Units</td>
<td>Facilities Management</td>
<td>Capital Programs</td>
<td>Facilities Management</td>
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</table>

**History of UCLA Major Capital Projects Delegated Units**

- Unltd Capital Programs 94.0%
- $3M Facilities Management 01.0%
- $3M Housing & Hospitality Services 01.6%
- $10M Health System 03.3%
- $1M Real Estate / Asset Management 00.1%
Building Collaborative Communities

Clear - Methods of Project Delivery
UCLA Project Delivery:

**Best Value** - Design / Bid / Build

**Best Value** - CMAR (w/ Design-Build Prime Subs)

Design / Bid / Build

Design / Build

Progressive Design / Build (pilots at UCDMC and UCSD)

Job Order Contracts (JOC) - Housing & Hospitality, Health System

Unit Price Job Orders (UPJO) - UCLA Facilities Management

Gift In Kind

Public / Private Partnerships
Case Study 1 - UCLA Lab School

**Scope:** Master Plan and execute (6) donor funded facility improvement projects over two summer breaks

**Schedule:** 12 mos

**Budget:** $4.7M

**Delegated Units Involved:**
- Capital Programs
- Facilities Management DPM

**Construction Methods Used:**
- Facilities Management DPM / UPJO
“You must be interested in finding the best way, not in having your own way.”
Coach John Wooden

Section 3

Enable team member alignment to look for ways to improve quality instead of simply trying to keep everyone on track.
Comparative Analysis of British vs US Approach to Collaboration

Where We Started

![British Image: Keep Calm and Carry On]

![US Image: Affix Blame and Sue]
Building Collaborative Communities

Optimize - Committee & Meeting Structures
Optimize - and Transition Committee Structures

Campus Space Committee (1990-2014)

- Provost
- Director Space Management
- Deans
- Academic Admin
- Admin Vice Chancellor
- Capital Programs
- Project Development Committee

Project Development Committee (1986-2006)

- Admin Vice Chancellor
- Real Estate
- Capital Programs
- Transp/Parking
- Facilities Mgmt

Campus Space Committee (2014 - )

- Provost
- VC/CFO
- Capital Programs
- Project Development Committee
- Deans

Project Development Committee (2007-)

- VC/CFO
- Admin Vice Chancellor
- Housing
- Health System
- Real Estate
- Capital Programs
- Transp/Parking
- Facilities Mgmt

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Coordinate / Collaborate - Meetings

**Monthly**
- Campus Space Committee
- Project Development Committee
- FM / Capital Programs AVC Meeting
- FM / Capital Programs Directors Meeting
- Transportation / Capital Programs Directors
- Medical Center / Capital Programs
- School of Medicine / Capital Programs

**Weekly**
- VC / CFO Capital Programs Meeting
- Capital Programs Directors Meeting

**Bi-Weekly**
- Campus Infrastructure Coordination Meeting
- Center for Health Sciences Coordination Meeting
Case Study 2 - Sunset Water Main Break

July 29, 2014

LA/DWP Water Main Break, north of campus on Sunset Boulevard, released 20 million gallons of water over 25 acres of the campus impacting athletic fields two parking garages and five buildings.

Schedule: 4mos

Budget: $13.0M

Delegated Units Involved:
- Capital Programs
- Facilities Management DPM
- Transportation
- Insurance / Risk Management

Construction Methods Used:
- DPM / UPJO
- Design / Build
- Emergency Repair
Building Collaborative Communities

Leverage - Technology for Collaboration
<table>
<thead>
<tr>
<th>Capital Programs</th>
<th>Facilities Management</th>
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</thead>
<tbody>
<tr>
<td>- CapStar</td>
<td>- Campus Interactive Map</td>
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<tr>
<td>- EPlanroom</td>
<td>- Space Inventory</td>
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<tr>
<td>- SharePoint</td>
<td>- Integrated Capital Asset Program</td>
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<tr>
<td>- Acad / Revit</td>
<td>- Cognos</td>
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<td>- Bluebeam</td>
<td>- Maximo</td>
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<td>- Inspection</td>
<td>- Skyspark</td>
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<tr>
<td>- Project Implementation</td>
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<td>- Vendor Portal</td>
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<tr>
<td>- Contracts</td>
<td></td>
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<tr>
<td>- Bid / Pre-qualifications</td>
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</table>
“Whatever you do in life, surround yourself with smart people who’ll argue with you.”
Coach John Wooden

Section 4

Define strategies for acknowledging and understanding individual work styles, which saves time and energy.
Building Collaborative Communities

Respect - Competing Priorities
UCLA’s 2025 Plan for Carbon Neutrality

Included Solutions:
- High Performance New Buildings
- Energy Efficiency Main Campus
- Health System Energy Plan
- Housing Lighting Plan
- 11 MW Offsite Solar PPA - LADWP
- 5.5 MW Onsite Solar PPA
- UCP Biogas Existing Contracts
- UCP Biogas Future Contracts
- AB 32 Offsets
- Using RNG Transportation Fuel
- Improved Fleet Efficiency
- Offsets

HISTORY

EMISSIONS HISTORY & FORECAST

MTCO2e

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Building Collaborative Communities

Refine - Collaboration Skills
**Districts**

<table>
<thead>
<tr>
<th>Districts</th>
<th>Energy Delivery</th>
<th>Building ECMs</th>
<th>Renewables Scenario</th>
<th>Energy Procurement</th>
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<tbody>
<tr>
<td>6 Districts</td>
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<tr>
<td>NW Housing</td>
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<td>SW Housing</td>
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<td>Hospital</td>
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<td>West Medical</td>
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**District Attributes:**

- 24 Hour Building
- Building Heating Cooling Ratio
- Building EUI
- Variability of Building Use
- Academic Unit under Operation
- Resiliency
- Steam Use

**Scope:** Campus Master Utility Plan for Heating and Cooling including short, medium and long term solutions.

**Schedule:** 12 mos

**Budget:** $840K

**Collaboration:**
- Capital Programs
- FM / Energy Services
- Health System FM
Facilities Management and EH&S: Retro-commissioning and efficiency in laboratory and other buildings
Case Study 3 - Acute Care Central Plant Study

Scope: Site/Concept Study for a new Acute Care Central Plant

Schedule: 12 mos

Budget: $467K

Collaboration:
- Capital Programs
- FM / Energy Services
- Health System FM
Case Study 4 - Kinross Building Relocations

**Scope:** Relocate (5) campus programs from an existing 75,000 GSF facility to facilitate the renovation / construction of a new affiliated high school program.

**Schedule:** 18 mos

**Budget:** $16.3M

**Delegated Units Involved:**
- Capital Programs
- Facilities Management DPM
- Transportation
- Real Estate / Asset Management

**Construction Methods Used:**
- DPM / UPJO
- Design / Bid / Build
- Design / Build
“Strategies for Cross Campus Collaboration”

a. **Promote** - a Shared History  
b. **Instill** - Campus Tradition as Teambuilding  
c. **Communicate** - Clear Strategic Goals  

d. **Define** - Roles and Responsibilities  
e. **Clear** - Methods of Project Delivery  
f. Case Study 1 - **Start Small**  

g. **Optimize** - Meeting and Committee Structures  
h. **Leverage** - Technology for Collaboration  
i. Case Study 2 - **Challenges Create Opportunity**  

j. **Respect** - Competing Priorities  
k. **Refine** - Collaboration Skills  
l. Case Study 3,4 - **Scaling Collaboration**
Thank You!

Questions?
Learning Outcomes

Strategic Cross Campus Collaboration: New School Thinking for Old School Infrastructure

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