

# Learning Outcomes

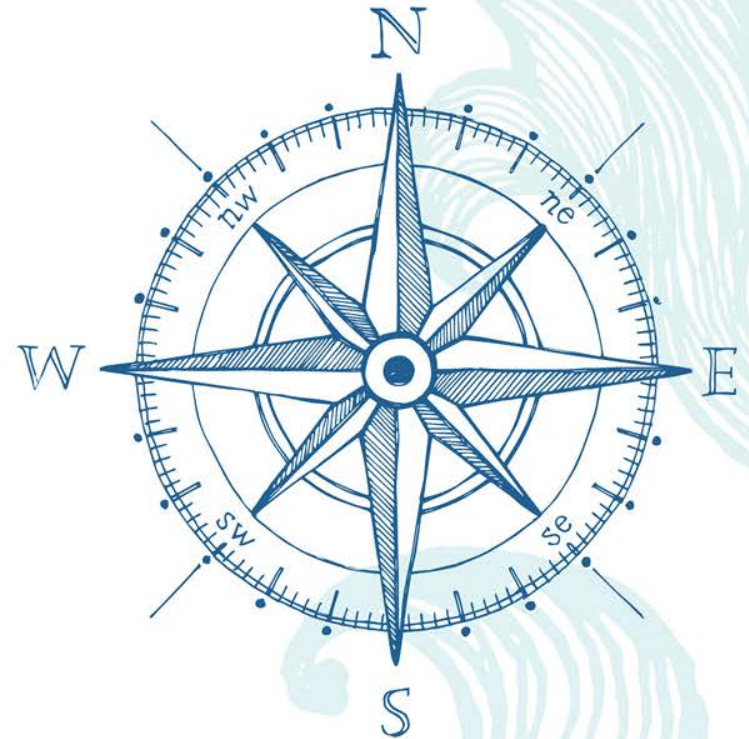
## Strategic Cross Campus Collaboration: New School Thinking for Old School Infrastructure

- 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.



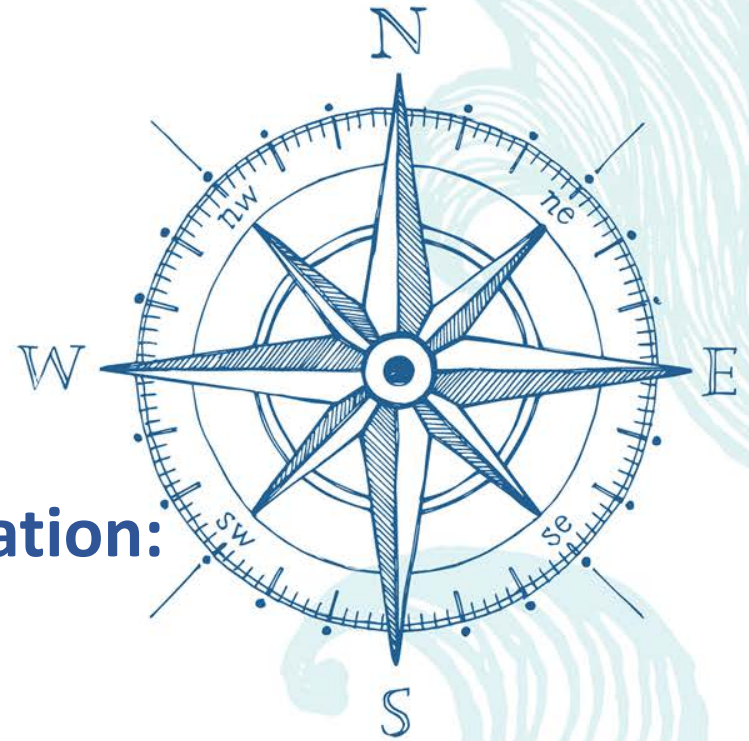
# BUILDING COLLABORATIVE COMMUNITIES

NAVIGATING CHALLENGES, CHARTING INNOVATIONS





# 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.**



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Promote - A Shared History

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## Campus Growth : Vermont Avenue to the Westwood Campus (1919 - 1952)



# Campus Growth: UCLA in 1959

Campus GSF  
(Buildings and parking):  
**7.5 Million**



Existing Buildings

New Buildings

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# Campus Growth: UCLA in 1986

Campus GSF  
(Buildings and parking):  
**15.1 Million**

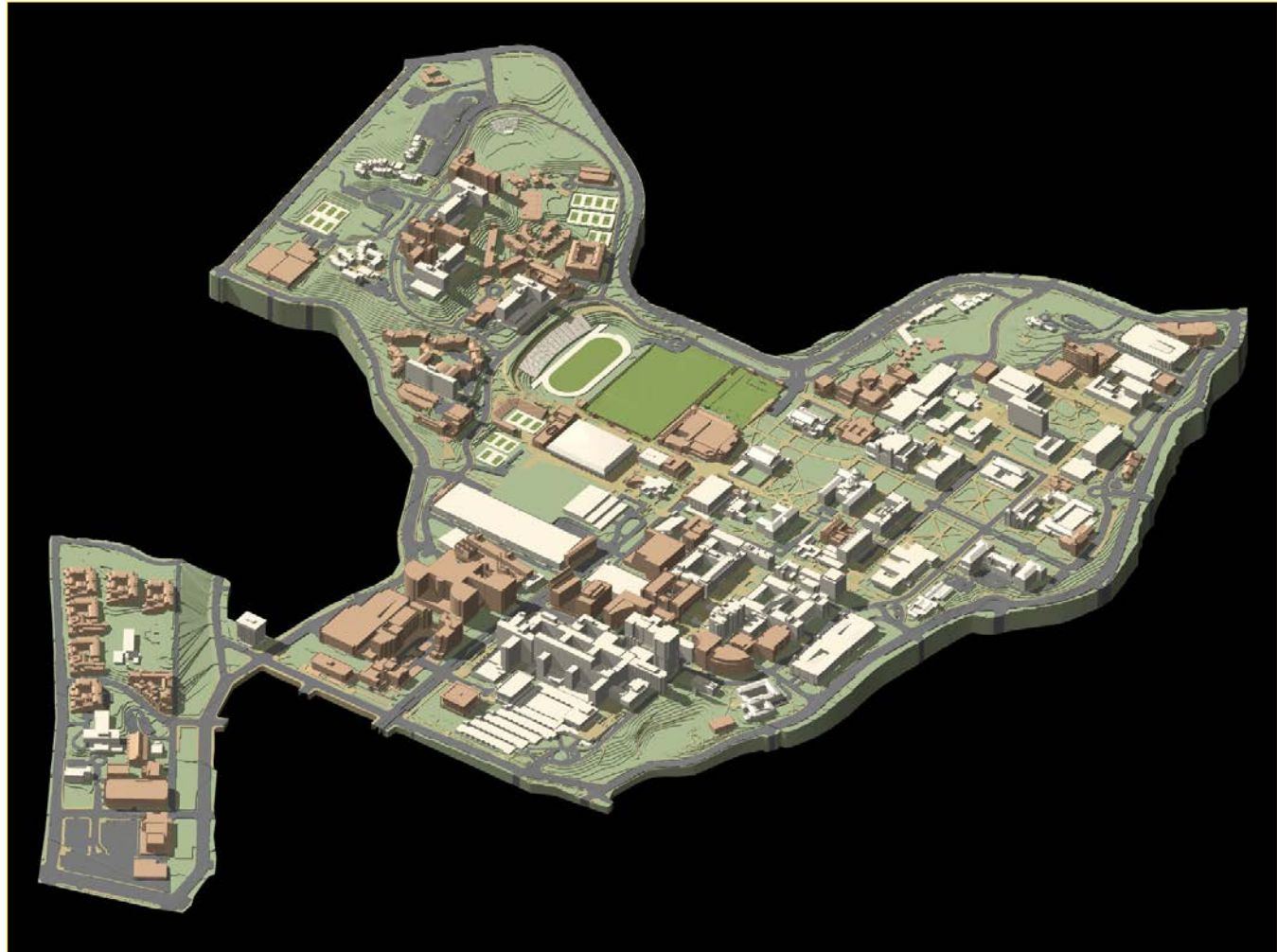


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# Campus Growth: UCLA in 2018

Total Campus GSF  
(Buildings and Parking):  
**25 Million**



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# 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:**

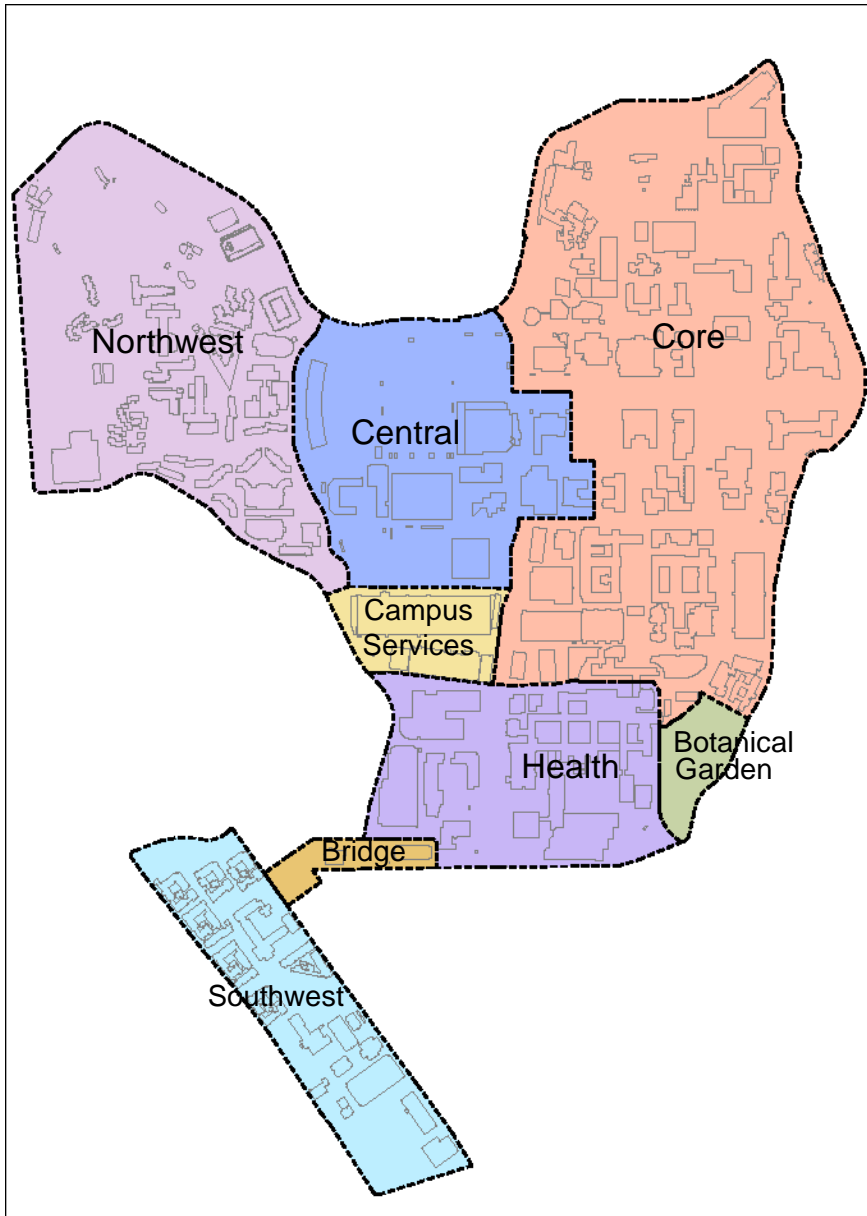
**Undergraduate** 29,585  
**Graduate** 12,323  
**Faculty / Staff** 29,000  
**Living Alumni** 370,000

**Health Sciences**

**Departments** 21  
**Medical Students** 700  
**Full-Time Faculty** 2,334  
**Interns / Residents** 1,393  
**Postdoctoral Fellows** 486  
**Graduate Students** 382



# Campus Zones



**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 zone 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.

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# Building Collaborative Communities

## Utilize - Campus Traditions for Teambuilding

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## Coach John Wooden

- UCLA Head Basketball Coach from 1948-1975. Nicknamed the “The Wizard of Westwood”
- 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 20<sup>th</sup> Century”.
- Coach was know for his “Woodenisms”





## Athletic Fundamentals



## Project Management Fundamentals



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



# The First Day of Practice

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.

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.



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Communicate - Clear Strategic Goals

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## 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.**



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# Define - Roles and Responsibilities

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## UCLA Delegated Units for Major Capital Projects

## Support Units

### 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

- Campus / State Fire Marshall
- Environmental Health & Safety
- Campus Information Technology
- Health System IT Services
- School of Medicine IT Services
- Transportation & Events

### 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



# History of UCLA Major Capital Projects Delegated Units

Continuity of Leadership AVC / VC CFO	1986 - 2006	2006 - 2018	2018 -
---------------------------------------	-------------	-------------	--------

	Pre -1986	1986	1990	2000	2010	2020
<b>Major Capital Program (&gt;\$750K)</b>		\$ 207,690,236	\$ 1,235,919,346	\$ 2,556,086,450	\$ 3,053,472,000	
<b>Delegated Units</b>	Facilities Management		Capital Programs Facilities Management		<b>Unltd</b> Capital Programs <b>\$3M</b> Facilities Management <b>\$3M</b> Housing & Hospitality Services <b>\$10M</b> Health System <b>\$1M</b> Real Estate / Asset Management	<b>94.0%</b> <b>01.0%</b> <b>01.6%</b> <b>03.3%</b> <b>00.1%</b>





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# Clear - Methods of Project Delivery

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# Methods of Collaboration

## 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



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*“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



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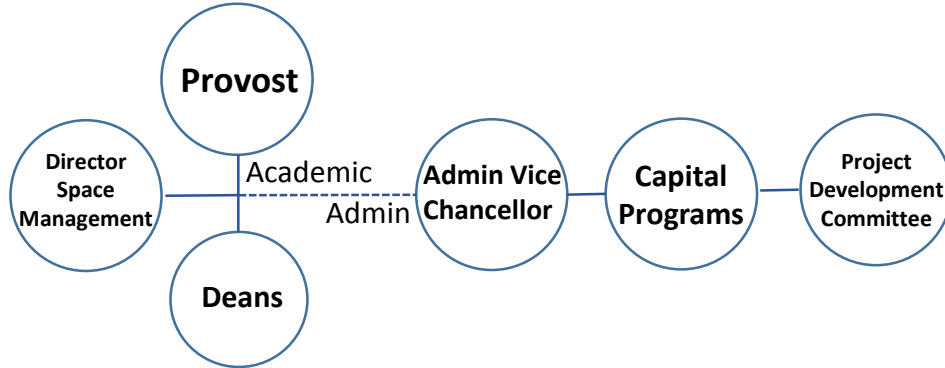
# Optimize - Committee & Meeting Structures

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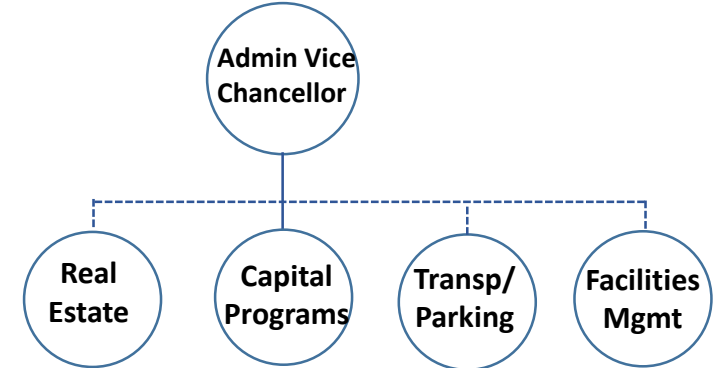


# Optimize - and Transition Committee Structures

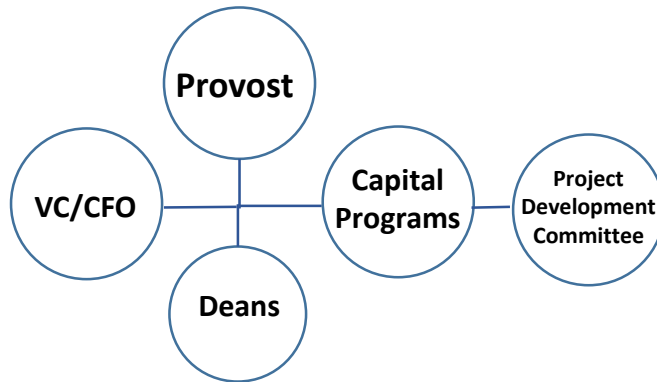
## Campus Space Committee (1990-2014)



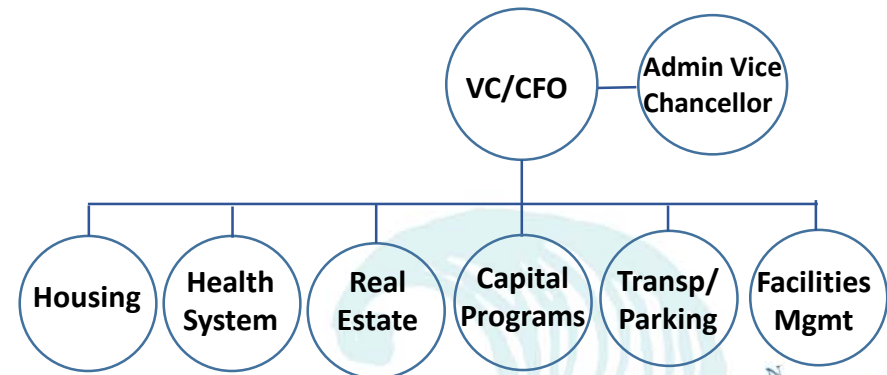
## Project Development Committee (1986-2006)



## Campus Space Committee (2014 - )



## Project Development Committee (2007-)



# 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



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# Leverage - Technology for Collaboration

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## Capital Programs

- CapStar
- EPlanroom
- SharePoint
- Acad / Revit
- Bluebeam
- Inspection
- Project Implementation
- Vendor Portal
- Contracts
- Bid / Pre-qualifications

## Facilities Management

- Campus Interactive Map
- Space Inventory
- Integrated Capital Asset Program
- Cognos
- Maximo
- Skyspark



*“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.**



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# Respect - Competing Priorities

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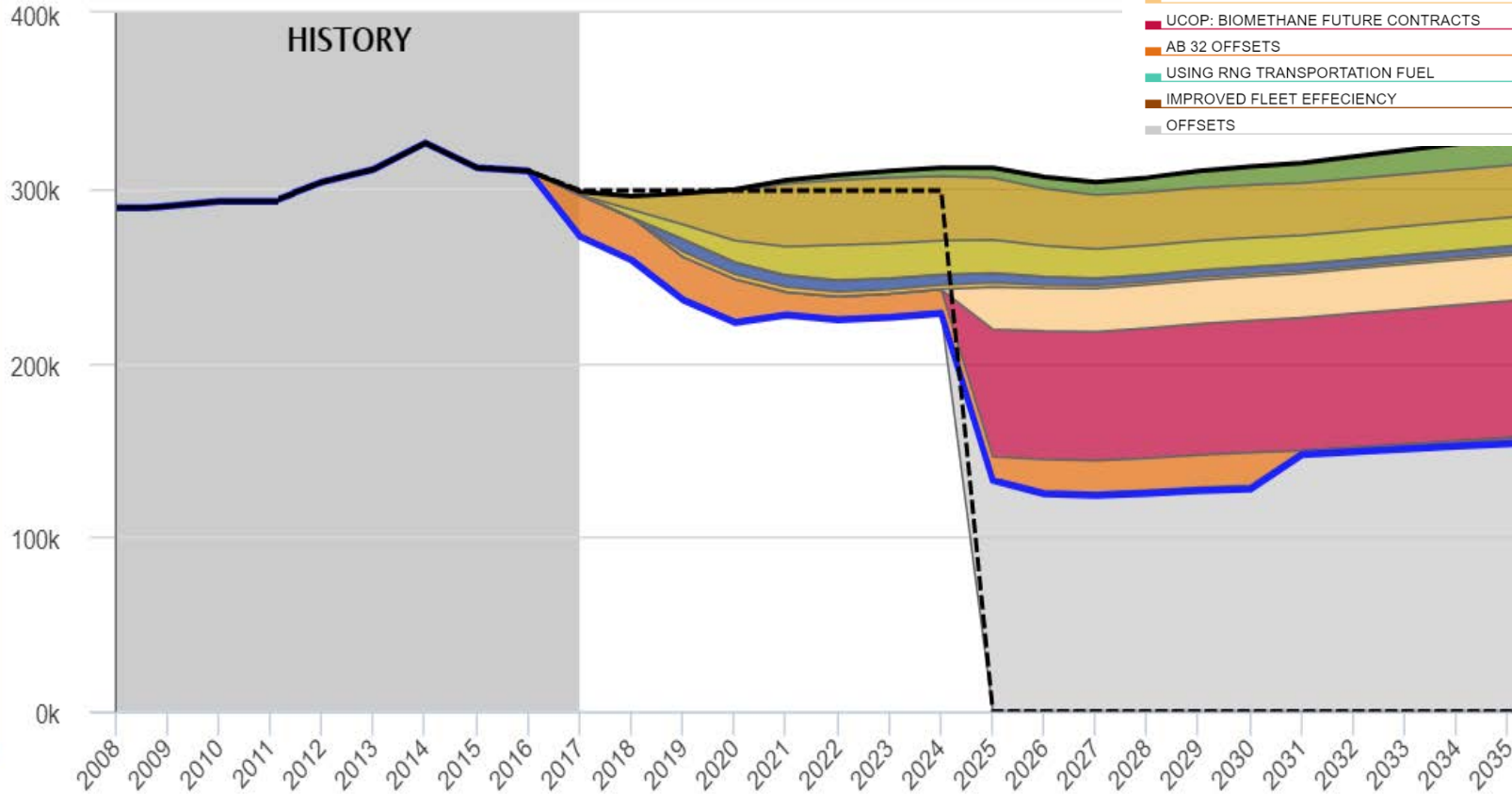


# UCLA's 2025 Plan for Carbon Neutrality

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
- UCOP: BIOMETHANE EXISTING CONTRACTS
- UCOP: BIOMETHANE FUTURE CONTRACTS
- AB 32 OFFSETS
- USING RNG TRANSPORTATION FUEL
- IMPROVED FLEET EFFECIENCY
- OFFSETS

EMISSIONS HISTORY & FORECAST MTCO2e



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# Refine - Collaboration Skills

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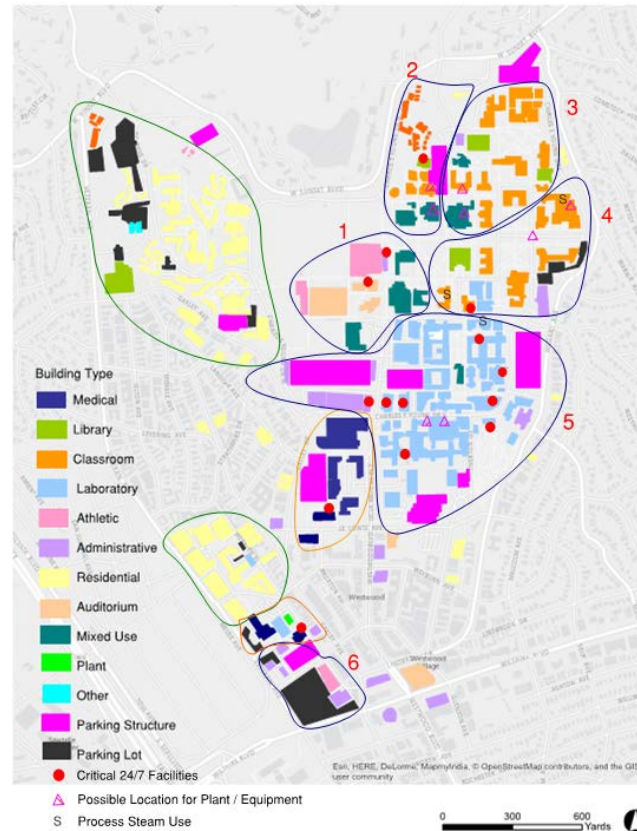
# Campus Utility Master Planning



Districts	Energy Delivery	Building ECMS	Renewables Scenario	Energy Procurement
6 Districts	●	●		●
NW Housing		●	●	●
SW Housing			●	●
Hospital			●	●
West Medical			●	●

## 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





# DEEP- Deep Energy Efficiency Program



**Facilities Management and EH&S:  
Retro-commissioning and efficiency  
in laboratory and other buildings**

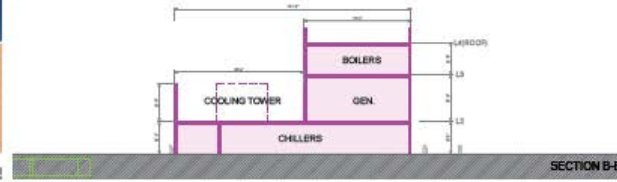
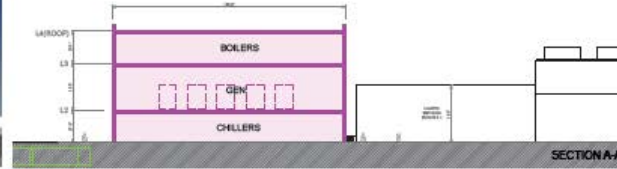
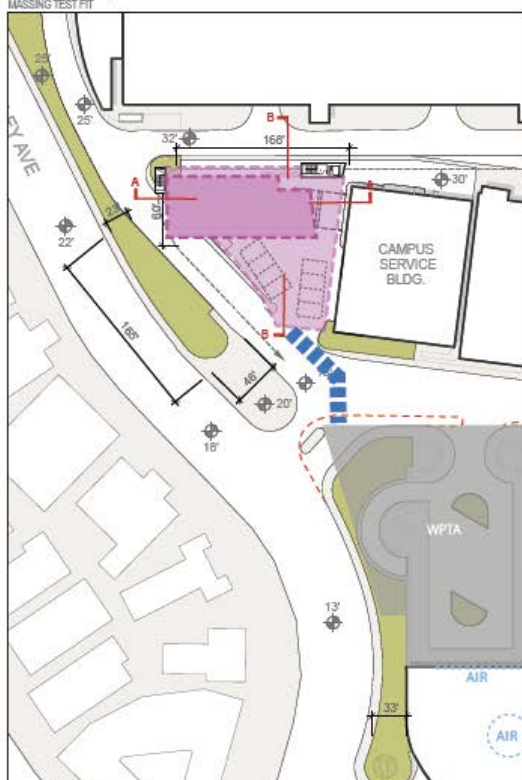


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# Case Study 3 - Acute Care Central Plant Study

SITE 8a -- Option 1



**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?

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