UT AUSTIN SPACE ALLOCATION STUDY

ASSESSING AND RELOCATING ADMINISTRATIVE WORKSPACES ON AND OFF CAMPUS (CN074)

2019 SCUP ANNUAL CONFERENCE SEATTLE

JACOBS + SMITHGROUP
WHO

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Outline a structured approach to space utilization for administrative workspaces.

Identify options for locating administrative workspaces, including on campus, adjacent to campus, and off campus.

Describe the process of determining where different administrative departments should be located so they can provide the best service to their users.

Explain how your institution can undertake a space utilization for administrative workplaces, including pitfalls to avoid.
GOALS FOR THE COMPREHENSIVE SPACE ALLOCATION INITIATIVE

- Return campus core to **academic mission**
- Improve student **success initiatives**
- Improve operational efficiency and performance
- Implement space **standards**
PROJECT PURPOSE

RETURN THE CORE OF CAMPUS TO SERVE THE ACADEMIC MISSION

Determine if core space was utilized efficiently

In vacant spaces, reinvest in facilities to create next-gen space for academic research and student need

As units move, create space that is better aligned to current need

Cost savings
STRUCTURED FOR PROJECT SUCCESS

Senior leadership support

Centrally-led communications

Clear Governance structure
EVALUATE
WHAT DO YOU HAVE

FORMULATE
WHAT DO YOU NEED

IMPLEMENT
HOW DO YOU GET THERE
Interviewed 47 units

Develop space list/program database for each unit

Analyze existing space for utilization/efficiency

Identify facility condition issues

Receive owner-provided information
ILLUSTRATIVE MASTER PLAN
196 acres
Orderly grid superimposed over the land

182 acres
“Suburban” coarser fabric with fewer links

52 acres
Grid-minimal connections and uses
## PROGRAM DATABASE

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Group Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Office of Financial Aid</td>
</tr>
<tr>
<td>Admissions</td>
<td>Office of Facilities, Planning and Construction</td>
</tr>
<tr>
<td>Administrative Personnel Systems</td>
<td>Office of Graduate Studies</td>
</tr>
<tr>
<td>Administrative Systems Modernization Program</td>
<td>Office of Industry Engagement</td>
</tr>
<tr>
<td>Briscoe Center for American History</td>
<td>Office of Institutional Accreditation and Effectiveness</td>
</tr>
<tr>
<td>Business Contracts</td>
<td>Office of Research Support</td>
</tr>
<tr>
<td>Central Business Office</td>
<td>Office of Sponsored Projects</td>
</tr>
<tr>
<td>Campus Planning &amp; Project Management</td>
<td>Payroll</td>
</tr>
<tr>
<td>Campus Real Estate</td>
<td>Plant Resources Center</td>
</tr>
<tr>
<td>Center for Transportation Research</td>
<td>Procurement (and Contracts)</td>
</tr>
<tr>
<td>Charles A. Dana Center</td>
<td>Project 2021</td>
</tr>
<tr>
<td>Diversity &amp; Community Engagement</td>
<td>Registrar</td>
</tr>
<tr>
<td>Energy Institute</td>
<td>School of Undergraduate Studies</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Student Success Initiatives</td>
</tr>
<tr>
<td>Hub &amp; Small Business Program</td>
<td>Treasury</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>University Compliance Services</td>
</tr>
<tr>
<td>Information Quest</td>
<td>University Development Office</td>
</tr>
<tr>
<td>Institutional Reporting, Research, and Information Systems</td>
<td>Vice President for Legal Affairs</td>
</tr>
<tr>
<td>Information Security Office</td>
<td>Vice President for Research</td>
</tr>
<tr>
<td>Information Technology Services</td>
<td>Vice President of Student Affairs</td>
</tr>
</tbody>
</table>
Understanding of each unit’s requirements

Familiarity with targeted space and condition

Schedule alignment with academic calendar

Uncovered risks and challenges
Use data from peer institutions

Minimize office types
- 4 closed + 3 open

Apply office type by job need regardless of position

Compared existing 2015 space data with SAS proposed via location and calculated change
# SPACE TARGETS

## ADMINISTRATIVE SPACE

<table>
<thead>
<tr>
<th>OFFICE TYPE</th>
<th>CORE</th>
<th>EDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP/AVP</td>
<td>200-250</td>
<td>220</td>
</tr>
<tr>
<td>Closed + Conference</td>
<td>150-175</td>
<td>160</td>
</tr>
<tr>
<td>Closed + Meeting</td>
<td>125-150</td>
<td>140</td>
</tr>
<tr>
<td>Closed + Visitor</td>
<td>120-130</td>
<td>120</td>
</tr>
<tr>
<td>Open + Visitor</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Open</td>
<td>56</td>
<td>56</td>
</tr>
<tr>
<td>Admin</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Student/Work Study</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

## CIRCULATION

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>CORE</th>
<th>EDGE</th>
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</thead>
<tbody>
<tr>
<td>Conference + Support</td>
<td>.35</td>
<td>.32</td>
</tr>
<tr>
<td>Internal Circulation</td>
<td>.26</td>
<td>.24</td>
</tr>
</tbody>
</table>
### Business Services

**VP:** Maury McInnis  
**DEAN/AVP:** Rachelle Hernandez  
**DIR:** Jake Wyatt  
**LOCATION:** MAI, FAC

#### Function Group Key
- **1** Director  
- **2** Bus Services  
- **3** HR  
- **4** Accounting  
- **5** Hourly  
- **6** Mailroom  
- **7** Conference & Service

#### Proposed Group Detail

<table>
<thead>
<tr>
<th>Functional Group</th>
<th>Employee</th>
<th>Position</th>
<th>Office Type</th>
<th>FTE</th>
<th>Location</th>
<th>ASF</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Director</td>
<td>Jake Wyatt</td>
<td>Director</td>
<td>Closed + Meeting</td>
<td>1 Edge</td>
<td>140</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>2 Manager</td>
<td>Julia Fasel</td>
<td>Manager</td>
<td>Closed + Meeting</td>
<td>1 Edge</td>
<td>140</td>
<td>140</td>
<td></td>
</tr>
<tr>
<td>3 Travel &amp; Entertainment Coordinator</td>
<td>Kristin Loken</td>
<td>Open</td>
<td>1 Edge</td>
<td>65</td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Technology Asset Coordinator</td>
<td>Sean Bargmann</td>
<td>Closed + Visitor</td>
<td>1 Edge</td>
<td>120</td>
<td>120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 HR Coordinator</td>
<td>Christina Mendez</td>
<td>Closed + Visitor</td>
<td>1 Edge</td>
<td>120</td>
<td>120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Accounting Manager</td>
<td>Kristen Fores</td>
<td>Closed + Visitor</td>
<td>1 Edge</td>
<td>120</td>
<td>120</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Accountant III</td>
<td>Kerrie Proctor</td>
<td>Open + Visitor</td>
<td>1 Edge</td>
<td>80</td>
<td>80</td>
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<tr>
<td>8 Accountant I</td>
<td>Bertha Montes</td>
<td>Open</td>
<td>1 Edge</td>
<td>65</td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 Mail Room Manager</td>
<td>Andrew Fairtach</td>
<td>Open</td>
<td>1 Edge</td>
<td>65</td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 Mail Room Associate</td>
<td>Christine Duran</td>
<td>Open</td>
<td>1 Edge</td>
<td>65</td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Mailroom</td>
<td>Michael Nelson</td>
<td>Open</td>
<td>1 Edge</td>
<td>65</td>
<td>65</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Worksurface</td>
<td>Workstudy ULN Student Intern</td>
<td>Worksurface</td>
<td>1 Edge</td>
<td>40</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Worksurface</td>
<td>Workstudy ULN Student Intern</td>
<td>Worksurface</td>
<td>1 Edge</td>
<td>40</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Core Total ASF Proposed</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Edge Total ASF Proposed</td>
<td>2,378</td>
<td>2,378</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16 Off Total ASF Proposed</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Total Office Space in Selected Filters
- 1,375

#### Group Space Breakdown
- Conference & Service: 288  
- Internal Circulation ASF: 984  
- Office ASF: 3,255  
- Proposed Total: 4,527

#### ASF/FTE
- 2015: 376  
- Proposed: 497

#### Proposed Total Office Space
- Conference & Support Space: 497  
- Internal Circulation: 376  
- Total Office Space: 2,378

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**2019 SCUP ANNUAL CONFERENCE | UT AUSTIN SPACE ALLOCATION STUDY**
WHAT WAS NEEDED

Iterative process with buy-in from units and UT leadership

Test-fits with approvals

Phasing plan and sequence schedule

Cost requirements

Secure funding commitments
### WHAT WAS THE PROCESS

<table>
<thead>
<tr>
<th>Create location matrix</th>
<th>Planning principles</th>
<th>Show vacated space attributes</th>
<th>Group synergistic units or desirability for location</th>
</tr>
</thead>
<tbody>
<tr>
<td>core, edge, or off-campus</td>
<td>building, department, operation, adjacencies, access</td>
<td>student-oriented, near transit, move-in ready</td>
<td></td>
</tr>
</tbody>
</table>

**FORMULATE**
MIGRATION PLAN

Create heel-to-toe move document

Overview of planned relocations

Phasing options with key dates

Address resources required for implementation

Discuss/get buy-in for move plan

Migration Plan
APPRAVOAL

- Highly informed plan framework
- Support from units and administration
- Confident implementation approach
- Space Targets

Risks mitigated
process

implement

Mobilize PM core team
  …
  project launch

Organize by unit type

Secure funding/accounting interface

Confirm approach and create implementation schedule
GETTING IT DONE

Secure CMR for multiple renovation activities

Engage design team in program approach

Move unit communication from idea to reality

Focus on improving efficiency and operations
PROCESS
IMPLEMENT

OUTCOMES

Phased implementation strategy

Quality delivery process and product

Maintained mission-focus

Created low-risk delivery profile
MIGRATION PLAN

4 phases over 5 years
On schedule with projects added over time
47 departments interviewed
350K SF of space analyzed
4.5 months of test-fit/concepts
... Option A-G
SPACE TRANSFORMATION
BEFORE

PROJECT MANAGEMENT & CONSTRUCTION SERVICES

2019 SCUP ANNUAL CONFERENCE | UT AUSTIN SPACE ALLOCATION STUDY
AFTER

PROJECT MANAGEMENT & CONSTRUCTION SERVICES
AFTER  PROJECT MANAGEMENT & CONSTRUCTION SERVICES
BEFORE  AEROSPACE ENGINEERING
AFTER

AEROSPACE ENGINEERING
AFTER

AEROSPACE ENGINEERING
BEFORE

HUMAN RESOURCES
BEFORE  CAMPUS PLANNING & CAPITAL PLANNING AND CONSTRUCTION (CPC)
AFTER

CAMPUS PLANNING & CAPITAL PLANNING AND CONSTRUCTION (CPC)
BENEFITS

OVERALL

- Improve operational effectiveness
- Significant cost avoidance
- Space targets in place for future work
- Utilizing existing resources
- Facilities team led implementation
BENEFITS

THE NUMBERS TO DATE ...

- Touched over 250K GSF
- Spent $24M...
  - $81/SF TPC
- Emptied three buildings
- Increased space for academic programs
### BENEFITS

**COST AVOIDANCE TO DATE ...**

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space released from Core</td>
<td>250,000 ASF</td>
</tr>
<tr>
<td>Modify from ASF to GSF</td>
<td>410,000 GSF</td>
</tr>
<tr>
<td>Building Cost</td>
<td>$ 575 GSF TPC</td>
</tr>
<tr>
<td>Cost to construct released space</td>
<td>$ 236,000,000</td>
</tr>
<tr>
<td>Implementation Costs</td>
<td>($ 56,000,000)</td>
</tr>
<tr>
<td><strong>UT AUSTIN COST AVOIDANCE</strong></td>
<td><strong>$ 180,000,000</strong></td>
</tr>
</tbody>
</table>
OUTCOMES

SUCCESS MEASURES

- Improved space utilization
- Limited requirement for new building sites
- Match space with its operations
- Return core campus to direct student use
- Not just moving people, but improving space and operations
LESSONS LEARNED

WHAT WORKED

Team-led effort moving quickly
Early communication
Each unit treated equally
Units secured equal or better space
Started with vacant space

WHAT COULD IMPROVE

Things always take longer than required
Broader/targeted communication during design and construction
Pressure exerted from legacy or “connected” programs
NEXT STEPS

Planning/Set-up 2016
Phase 1 2017
Complete Phase 2 2018
Planning Phase 3 and 4 2019+

“ACADEMIC BACKFILL”
- New Welcome Center
- New Career Center
- New One-Stop Center
- New Entrepreneurship Center
- New Home Aerospace
- Social Work in vacated bldg
- Building for CNS Robotics Lab
UT AUSTIN SPACE ALLOCATION STUDY
DISCUSSION