

**Meeting Minutes –February 27, 2018- 2:00pm-4:00pm**

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**Location:** FM Learning Center

**Members Present:** Ann Jensen Adams, Martin Shumaker, Beverly Colgate, Joel Michael-  
sen, Hieu Le, Henning Bohn, Richard Watts, Patricia Fumerton,

**Members Absent:** Chuck Haines, David Marshall, Joe Incandela, Pierre Wiltzius, Rod  
Alferness, David Stamps, Margaret Klawunn, David Paul

**Alternates Present:** Lisa Sedgwick, Matthew Fritzier

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**I. Announcements**

In the absence of Chair Chuck Haines, Vice Chair Ann Jensen Adams reported no updates on the State Budget and reminded the committee that a tour of Facilities Management and the Police Department would immediately follow the meeting. Members were encouraged to participate.

**II. Minutes**

Vice Chair Jensen-Adams asked for any comments or discussion about the minutes from January 30, 2017, including the action on the UCen project. Without comment, the minutes were approved as written.

**III. Consent Item (none)**

**IV. Action Items (none)**

**V. Discussion Items**

A. Capital Needs Presentation: Administrative Services Division

Acting Vice Chancellor Joel Michaelson provided a general overview of the division’s organiza-  
tion, structure and services.

- 1) VC’s Office: with direct reports from Audit & Advisory Services, Human Resources, and the Police Department
- 2) Design, Facilities & Safety Services (DFSS): which includes Environmental Health and Safety, Business & Financial Planning, Campus Planning and Design, Design & Construction Services, and Facilities Management
- 3) Housing, Dining, & Auxiliary Enterprises (HDAE): which encompasses Administrative & Residential Technology, Business & Financial Planning, Conference & Hospitality Services, Distribution & Logistical Services, Event Center, Residential Dining Services, Residential Operations, The Club & Guest House, Transportation & Parking Services, UCSB Campus Store (Bookstore), University Center, and University Center Dining Services.

Acting VC Michaelson summarized how the Division broadly supports the campus, providing employment services for faculty, students and staff, including hiring, compensation, insurance, benefits and retirement planning. The Division has oversight responsibilities over diverse functions and departments: Ethics & Compliance and Whistleblower; campus and laboratory safety,

the Police and CSO operations; it handles Facilities Maintenance, janitorial, grounds, shops, and operations for campus buildings; it provides Design and Construction Services supporting the campus capital program. Additionally, the Division provides (and operates) student residential housing and dining, and operates The Club & Guesthouse, the University Center, and campus Transportation and Parking. In sum, the Division's services are indispensable to the campus and yet many of its own facilities are inadequate, due to space deficiencies, and antiquated buildings and structures that support the Division.

Describing Divisional population, Michaelsen referenced a bar chart illustrating employee counts by departmental unit which included a divisional total 1,456 people including 433 students, as of May 2017. He noted that student employees are instrumental in providing services and cited a study that claimed that student working 10-20 hours per week "do better academically" than other students. Michaelsen also referenced a pie chart that was based on 1,045 (headcount) and noted the high percentage of professional (29.2%), technical (2.3%), skilled (7.7%) and police (3.5%) employees within the division.

After the overview, presentations were provided by Divisional leadership, first by acting VC Michaelsen, followed by Police Chief Dustin Olsen, then Renée Bahl, Associate Vice Chancellor for DFSS, and finally, Willie Brown, Associate Vice Chancellor for HDAE. Each presenter provided a brief description of their departmental units, current facilities and an assessment of their facilities and needs.

**Acting VC Michaelsen** spoke to the space needs of the VC's office, Audit & Advisory Services, and Human Resources:

- Vice Chancellor's Office: divisional facilities in Cheadle Hall were described as decent and space was rated adequate for the foreseeable future.
- Audit & Advisory Services: the location, in front of Rob Gym, was described as being good for access control, and the overall space is fine—rated as adequate for the foreseeable future.
- Human Resources: located in the Student Affairs Administrative Services Building (SAASB), space was described as being in decent shape and meeting most needs. However, a need for more counseling space.
- Except for ASAP needs, the existing space is adequate for the foreseeable future.

**Chief of Police Dustin Olsen** spoke to the space needs of the Campus Police Department, describing departmental functions: 911 Center, Crime Reporting, Campus Lost and Found, Bicycle Storage, Crime Investigations, Training Facility and CSO Shift Start. Current facilities, he said, are inadequate for the department which consists of 57 FTE career staff and 47 FTE students (including >100 students CSOs). Located in the Public Safety Building, the Police Department shares the building with Communication Services and SB County Fire. The department currently has 6,222 ASF including 2,371 ASF in the Public Safety Building and 2,000 ASF in trailers. Yet Budget & Planning recently provided programming and planning analysis that estimated

Police space needs in a range of 15,000 to 17,000 ASF. Since the mid-1990s, the number of Police personnel have more than tripled, having grown by about 40 staff, while total space has increased by only 585 ASF.

For decades, Police has depended on temporary trailers to meet their space needs. The current set of trailers replaced older dilapidated trailers and cargo containers about 17 years ago. The trailers are showing their age with warped flooring and questionable structural strength and building decay. In short, both permanent and temporary Police space is deficient and antiquated, and the LRDP identifies the location for other uses. Chief Olsen showed a variety slides that illustrated the crowded condition of operations throughout the complex, including how the department is using hallways to support filing and gear storage, overcrowded records management, and the general inadequacies of storage, equipment room, evidence room, gear storage, office and meeting space. Additionally, Chief Olsen spoke to the need for additional restrooms, that only one set of restrooms is available which serves both the public and the department. Finally, options were outlined by Chief Olsen that included renovation and expansion, acquisition of new space, adapting existing space (such as Central Stores), and new construction. The department is willing to pursue any viable alternative to improve their situation.

Questions were asked about the history of a Police/Public Safety Building project and whether it is included in campus capital plans. Staff explained that since the mid-1990s, CPC has approved Preliminary Project Proposals for the Public Safety Building requesting State funding, though it never proceeded to detailed programming and design due to other campus priorities and the lack of funding. Nevertheless, a Public Safety Building project was included and continues to be included in campus capital plans; however, based on campus priorities, the project has been listed in the outer years of these plans, including the campus' current Capital Financial Plan.

**Associate Vice Chancellor Renée Bahl** presented the needs of departments comprising Design, Facilities & Safety Services: Environmental Health & Safety (EH&S), Facilities Management (FM), Design & Construction Services (D&CS), Business & Financial Planning (B&FP), and Campus Planning & Design (CP&D). The goal, she said, is to be the most attractive campus in the world. Describing the departments, AVC Bahl noted that they are service driven and pursue high quality results and satisfaction. A motivated staff is important to achieve departmental goals and objectives. Overall, units within the group provide campus building maintenance, janitorial services and maintain the grounds around existing and new buildings. They handle painting, plumbing, electrical, HVAC, carpentry, a lock shop and stores functions; they hire and manage architects, engineers and contractors as needed to renovate existing facilities and construct new buildings. They provide campus and environmental planning for project development, and provide project accounting services and pay bills. DFSS also provides health and safety oversight of campus laboratories and environmental health/bio safety, radiation and laser safety, boat safety, fire safety, plan check and review, industrial hygiene, workers compensation, work place ergonomics services, and health and safety services including community waste disposal. In short, DFSS is instrumental in keeping the campus running 24-7 and looking the best it can. The major problem is that space is “woefully inadequate and [trailers are] falling apart,” said AVC Bahl. The campus has not added new space to support Facilities Management in the last 60 years, she said, while showing slides of Building 437 and 439 (circa 1950) that were built in 1943. FM has depended on trailers and sheds to address its space needs. AVC Bahl proceeded to show slides and summarize the needs of each department:

- EH&S: the EH&S Building is described as the most modern of DFSS facilities; it is 26 years old and in adequate condition, but the department has outgrown the space requiring 7 staff to be accommodated remotely. Besides the lack of office space, the Communication Room is too small as was evidenced by overcrowding during the recent Thomas fire and Montecito mudslide events. Similarly, the Emergency Operations Center/Training Room was crowded during these events. The hazardous waste yard is at capacity; it serves the local community (600,000 lbs. last year), and supports the campus with 1,700 requests for hazardous waste pick-up.
- FM, D&CS, B&FP, and CP&D: approximately 44,500 ASF is provided within 7 buildings supporting these departments. Space is provided in 2 marine base buildings (Building 437 and 439, built in 1943), 2 metal warehouse buildings (Building 584 and 594 built in 1967 and 1974) and 3 trailers (#370, #371, #972) placed in service in 1990, 1978, and 1994). Overall, these facilities provide roughly 50% office space and 50% storage and shop space and support more than 232 staff. The office space was described as “shabby” and slides were shown of overcrowding in D&CS, stock room and trailers, and a slide of #972 showed that it appears to be falling apart at the seams. As it happens, #972 is the newest trailer and seems to be in the worst shape. The CP&D and B&FP units occupy trailer #972 which also has a mildew problem. Operationally, CP&D handles environmental and CEQA compliance for the campus and B&FP handles work orders and plant accounting for campus maintenance and capital improvement projects. More than \$150 million in project funding is processed in these dilapidated facilities. Other slides showed dispersal of shop and storage space across campus, including pictures of grounds storage sheds and crowded janitorial space, and a hodgepodge of FM yard storage facilities that include a WWII munitions bunker and mechanical and electrical vaults.

AVC Bahl noted that FM operates and maintains more than 4 million square feet of State supported facilities; there are 30 grounds men, of which each is responsible for 5 acres; there are about 100 custodial staff and each is responsible for about 30,000 square feet. These staff are operating with inadequate support space. Likewise, FM operations, including shops, are also lacking the space they need to provide the high quality service the campus deserves. In closing, AVC Bahl emphasized, for decades no new space has been provided to support DFSS. The group needs an increase of between 20,000 to 24,000 square feet of space to address current space needs, apart from the inadequacy of current DSFF facilities.

**Associate Vice Chancellor Willie Brown** presented the capital planning needs for HDAE. Discussion focused on departments within the group with recognized space needs including: Residential & Community Living, Residential Dining Services, Transportation and Parking Services, and the University Center. AVC Brown provided an overview for the group: it includes 630 staff FTE and about 1,800 student FTEs employees; they provide student housing for approximately 10,000 students and student/family units; since 1988, the campus has approximately doubled the number of students living on campus. The replacement value of student residential housing is in the billions of dollars; and, HDAE accounts for approximately 68% campus total debt—which funded approximately 3.2 million square feet of housing facilities, according to AVC Brown. HDAE capital projects earned 9 LEED awards including 3 Platinum, 5 Gold and 1 Silver certification award. Operationally, HDAE shares grounds maintenance with FM; it provides 24/7 operations that includes serving 21,000 meals per day, and its conference program attracts

150,000 visitor/attendees per year. The main objectives for HDAE capital priorities cited included the need to maintain existing facilities (at a high level) and to expand as needed to support enrollment growth, per the LRDP. AVC Brown proceeded to summarize HDAE capital needs by department:

- Residential & Community Living: brief descriptions were provided as follows:
  - Building 335, the Student Residential Life trailer, provides 1,639 ASF that supports 9 staff and 2 students; this is the second trailer occupied since construction of the Life Sciences Building. This trailer was not intended as a permanent solution to Student Residential Life space needs. The trailer space is inadequate.
  - Santa Catalina Residential Hall: as a follow-up to the recently occupied San Joaquin Apartments project, the plan is to develop a fitness center in the vacated dining area, plus exterior renewal: window replacements, paint, and masonry sealing; renewal of mechanical, electrical and plumbing systems, and renovate the kitchen.
  - San Rafael Tower & Clusters: targeting 2020, a project to implement an exterior renewal: window replacements, paint, and masonry sealing; renewal of mechanical, electrical and plumbing systems.
  - Manzanita Village: now 15 years old, the plan is to renew mechanical, electrical, and plumbing systems and retrofit bathrooms and floors.
  - San Miguel and San Nicolas Residence Halls: plan to retrofit mechanical, electrical and plumbing systems.
  - Storke and West Campus Family Student Housing: the original plan was to tear down these facilities and construct new housing. Due to inadequate funding, the plan is to continue improvements that ensure safety and functionality of housing units, e.g., exterior renewal, painting, balconies and railings at Stroke; and, exterior renewal at West Campus, e.g., painting and roofing.
  - Santa Ynez Apartments: plan for exterior renewal, paint, balconies, window replacement.
  - Westgate Apartments: plan for mechanical, electrical and plumbing systems retrofits, fire safety upgrades, kitchens, bathrooms, and exterior renewal.
  - Ortega Dining Commons: the oldest, un-renovated commons on campus; plan for a new chiller and window replacements for the dining area.
  - De la Guerra Dining Commons: benefited from a complete renovation in 2004; plan for boiler and chiller replacements, and retrofit of electrical, mechanical, and plumbing systems.
- Transportation and Parking Services: this department's operations are located in two trailers (#381 and #388) located in Parking Lot 30 that provide 3,333 ASF to support 20 staff and 5-10 students per shift. The space is inadequate: lobby space is open to the elements; there is a need for additional service windows for Transportation Alternative Program and Permit Sales, and they need more offices and space for secure cash handling. When the time comes to construct another parking garage, AVC Brown recommended

that space be included to accommodate P&TS operations. The overall need is at least 15% more than is currently assigned.

AVC Brown also spoke to the need to meet LRDP parking requirements stating that parking is currently “adequate but inconvenient.” Departmental goals include improving parking capacity in the core of campus and providing replacement stalls lost to development. AVC Brown indicated that the TP&S is considering how new [alternative] ways of getting to campus could be beneficial, including new mass transit and driverless car technology, among others. He also shared current ideas that could streamline and ease permit processing, permit compliance/monitoring, lot management, and planning and analysis by implementing a virtual permit technology system similar to one currently being used at UC Irvine. The AVC’s concluding remarks about P&TS turned to the closure of a large portion of Parking Lot 12 and the loss of 187 spaces this summer for construction of the new Henley Hall building. Eighty-three parking spaces will remain in Lot 12 during construction, including 31 dedicated faculty “A” stalls. The Henley Hall construction project will inconvenience commuters that currently use Lot 12; however, additional spaces in Lot 16 have been designated to faculty and staff to help offset the loss, and the Mesa Structure has capacity. Finally, the ACV emphasized that P&TS will pursue alternative parking and transportation programs, new technologies, and planning options that can help mitigate the need to construct a new parking garage.

- **University Center:** this facility was first occupied in 1966 and renovated and expanded 30 years later in 1996. AVC Brown stated that the last renovation did not address major building infrastructure components and that repairs and renewal are needed. He cited the A.S. student referendum initiative that would renovate and expand the UCen -- that project was reviewed by CPC last month. Brown noted that the UCen project would address a long list of the building’s needs including: thermal and moisture protection (roofing and waterproofing), door and window replacements, floor finishes, elevators, fire suppression systems, plumbing, HVAC, and electrical and lighting retrofits. The project would also include renovations of the area upstairs. AVC Brown reminded the committee that student referendum is in April and expressed support for it. Separate from the A.S. project, UCen also needs to remodel its kitchen and construct storage at The Arbor.

**Acting Vice Chancellor Michaelsen** wrapped-up the presentations by referencing the campus LRDP and student growth, which the campus is planning for, and the need to provide housing including at the site of Facilities Management. All of FM will need to be relocated at some point, he said. The division has significant space needs, including areas that have never been a priority, such the Police Department. A Public Safety Building project was on the campus’ 5-Yr plan in the past, but the lack of State money, and other priorities have kept the Police Department in its current situation—with inadequate facilities. Instruction and research is the top priority, but something must be done about it [FM and Police], he said. Staff reminded the committee that a project for the expansion and renovation of the Public Safety Building is in the outer years of the campus’ 10-year capital financial plan. In closing, Michaelsen referenced the space planning worksheet identifying an net increase space need totaling approximately 640,000 ASF that includes Housing (600,000), Police (14,000), FM-DCS (24,000) EH&S (1,100) and Parking (~600).

A question regarding the loss of parking in Lot 12 was raised and whether the campus might considered a shuttle service to address the inconvenience of faculty needing to park further away from the core of campus. AVC Brown said it could be a possibility, but nearby capacity in the Mesa Structure and Lot 16 will help. (Thirty-one of the remaining 83 parking spaces in Lot 12 will be designated to faculty, with remainder to staff, service, reserve and handicapped parking.) A question was asked if there are plans to relocate FM before planning for new student housing on the FM site begins. Staff stated that there has been discussion about the need to relocate FM, but planning is very preliminary.

**VI. Information & Follow-up Items**

A. Status Report: Special Projects Subcommittee (*B. Colgate*)

No report

B. Status Report: Design Review Committee (*J. Michaelson*)

No report

C. Status Report: Faculty & Staff Housing (*J. Michaelson*)

No Report

D. Status Report: Student Housing (*R. Watts*)

No Report

E. Status Report: Major Capital Projects (*attached*)

**VII. Information & Follow-up Items**

Meeting adjourned at approximately 3:15 p.m. to begin a tour of the FM buildings and yard led by AVC Bahl, and the tour of Public Safety Building and trailers led by Campus Police Department staff.

Minutes taken by Mark Nocciolo, Office of Budget & Planning