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A windsurfer is shown in the middle of a wave, leaning back with a large, multi-colored sail (blue, orange, and purple) catching the wind. The surfer is wearing a wetsuit. The water is a deep blue with white foam from the wave. The sky is a clear, light blue.

IFMA

Corporate  
Headquarters  
Council

SUMMER 2003



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The Corporate Headquarters Council newsletter is published quarterly, based on our program year. We strive to put out issues in March, June, September, and December.

## ***FROM YOUR PRESIDENT***

It never ceases to amaze me how quickly the time goes by anymore. I am told by some that's because we are all very busy these days. I am told by others (those with less sensitivity, I might add) that it is due to just getting older. I suppose there is some truth to both of these theories. Whatever the reason, I know that the last twelve months as your council president have certainly gone by swiftly. As I reflect on the activities that occurred during that time, I think it has been a very exciting and beneficial year for the Corporate Headquarters Council. Our council year was highlighted by the following:

- Two council meetings: the fall meeting in Toronto in conjunction with World Workplace and the spring in Cincinnati.
- A council wide teleconference where nearly fifty members discussed alternative work environments.
- The creation and activation of the council's web site that greatly enhances communication and information exchange.
- The council's excellent quarterly newsletter was transformed to an electronic document to enhance the publication and distribution.
- Support for IFMA and the IFMA Foundation.

None of these accomplishments could have been possible without the planning, coordination, and support of the council board and volunteers. I must give a special thanks to these great folks who readily gave of their time and talents to support our organization and our profession: Colleen, Melodee, Gil, and Sue were always there to ensure our council was heading down the right track and make all of the aforementioned accomplishments a reality. A big thanks to Shelly Kelly for her assistance in producing a super newsletter and to Chuck First for hosting a superb council teleconference. Our council liaison with IFMA headquarters, Erica Oliver, was always available with support and guidance. Her dedication and enthusiasm was always a welcomed resource.

You have probably gotten the idea by now that it takes some significant effort to make our council a meaningful organization that brings value to its members. I truly appreciate all of the effort from everyone during the last year.

As I bring this to a close, I must certainly thank you, the council members, for your support and participation in the events and activities. Without you there is no council. The council is here to serve you and your profession. I sincerely hope that you have benefited from your membership and that you will continue to support and grow with the Corporate Headquarters Council.

Thanks to all for making this another outstanding year!

*Buck Fisher, CFM  
President*

# workplace trends

The focus of our attention these days is primarily on safety and security, but we still need to consider how current trends in interior design impact the typical worker's environment. As facilities and design professionals, our goal is to create effective and supportive work environments within the cultural framework of the company. Five workplace trends give insight to how we can modify the environment to better meet the needs of the employees.

## OPEN VERSUS CLOSED

The debate surrounding open office environments continues to thrive. Some companies are completely in open workstations, including executives, with great success. The solution for most companies is likely a mix of offices and workstations. Space allocation per function will continue to decline as real estate and building costs will drive a more efficient use of space. More open work environments are commonly implemented to reduce the space needed per person and reduce initial build-out costs. The open environment is also more flexible to accommodate churn and teaming needs. Even in typical office environments, more glass is being used to create the illusion of openness.

## BEING "GREEN"

Interiors of the 21st Century will be greatly influenced by the use of environmentally correct or "green" materials. The materials and finishes are natural, recyclable, durable, and produced with little to no production waste. While the

materials are manmade and "green," they resemble natural materials, such as wood, metal, grass and stone. The finishes are low maintenance with no "off-gassing" to enhance the indoor air quality of the space. Energy efficient fixtures and equipment are also an important component as they reduce direct energy consumption as well as energy used to cool the office space. Though the direct returns on investment are difficult to quantify, green interiors have been shown to increase worker satisfaction and productivity as well as enhance the company's overall public image.

## BRANDING

Some companies are using the interior space as a reminder of the company business for both visitors and employees. Branding can indicate business success, and can be done subtly or outstanding. Some ideas incorporating successful branding include displaying products in the office space, using a signature color throughout the office, or using the logo as an architectural element.

## TECHNOLOGY

The use of technology within interior spaces will continue to influence the 21st century aesthetic. How much technology, where it needs to be and the dependence of the individual user on that specific technology will continue to influence all aspects of interior design. The technology of the office must support the employees. The latest technology is highly mobile, yet still interconnected. Plug and play capability is important in supporting a flexible office environment. Mobile technology is also blurring the lines between work and home.

## C O L L A B O R A T I O N

The concept of teaming has graduated into collaboration as companies view casual interaction as important as formal meetings. Collaboration fosters innovation. Areas for collaborative space tend to be equal to areas for workstations and offices. Many companies provide amenities essential for employee satisfaction, including

Mary Ann Mozelewski, ASID, Principal  
Virginia Weida, CFM

The Design Alliance Architects  
Pittsburgh, PA

cafeterias, newsstands, exercise facilities, and lunchroom/vending areas.

We will continue to balance making employees feel safe and secure while providing space and services they need. Recognizing the current trends will enable FMs to further enhance the built environment and support the company culture. These trends will evolve with generational and cultural influences in the years to come.

The Design Alliance Architects, founded in 1977, offers architectural, interior design and facilities management services. Our experience includes corporate and professional offices, technology companies, light industrial facilities, private institutions and residential projects. The firm's work has been published in Architectural Record, Business Week, Building Design & Construction, Interiors & Sources and Design/Build magazines.

## Notes from the April 8<sup>th</sup> teleconference with Chuck First, Director of Major Capital Projects for Nationwide Insurance

Beginning in 1994 – 1995, Nationwide decided to conduct a study titled “PlanLab” to research alternate work styles, looking at how to structure the workplace when dealing with change. They used an adaptive reuse building that was converted into creative office design to house architects and designers to open up an experimental office. Eighteen people moved into the experimental space, aware that they were participating in the study. Nationwide chose not to use typical finishes in the new space. The PlanLab was not a showcase for new product or for testing technology, but a space to live and work in as a scientific project to do studies. Nationwide did not want to reevaluate standards, but to find out what root factors influenced people in the workplace to increase productivity and employee satisfaction.

- Lighting: they brought in two types of lighting. One was 2 x 4 fixtures with personal control; the other was desk lamps. An Ohio State student did the survey work for attitudes. Plants were also brought into the workplace and studied.
- HVAC: Nationwide used Johnson Controls’ personal manager for the level of temperature, sound masking, and the direction of air movement.
- Acoustics: various ceiling tiles and building materials were sampled to measure impact.
- Interviewers and a clinical psychologist helped in the study, as well as students from the University of Tennessee who developed an on-line survey.
- A college group also studied (Workgroup Identity).
- The study was for a 5-6 year duration.

## C O N C L U S I O N S

- There is no evidence that Class A space makes a difference over an adaptive reuse space with respect to performance and satisfaction– i.e., high-end space with premium finishes.
- Exposed pathways for data can be acceptable as normal. The feeling is that technology has become an accepted part of the workplace.
- Adjacency may not always be the best thing. This group was 100% satisfied even though they were in a separate building from the people they work with on a regular basis. They were able to work out an effective process of communication to make it work for them.

- “Smaller might be better” – there was a high level of satisfaction in workgroups that were in areas of less than 100 people.
- Adding “personal control products” didn’t seem to affect employee satisfaction or productivity.
- The greatest impact for measurable satisfaction seemed to be the addition of plants. Workstations set up “as is” were fine – reconfiguration of the furniture was not necessary.
- This area had a churn rate of 60-65% and is now 30-35%.
- The flexibility of the workplace did not seem to have a high priority with regard to satisfaction.
- One of the models used for further improvement was based on the work of Uri Brothenberger. His philosophy is that people experience space through progression, from the individual space to the workgroups, to the total organization or enterprise. The second model used comes from a study from Franklin Becker, promoting People, Process, Place and Technology. The way to bring resources together is through technology and communication. They can then be measured by Quality, Service, and Price.
- Overall, this study at Nationwide was part of the company’s long term strategic planning and cost reduction initiative. As of today, the company’s churn rate has been reduced from 60-65% to 30-35%. That is the result from management making it a priority to reduce costs at the company and look at how expensive churn can really be.

## Q U E S T I O N S

**Q:**What was the level of open versus closed?

**A:**There was a low level of closed offices since the standard for Nationwide is open office, including for VPs.

The second part of the study focused on the social/psychological aspects of the workplace. There were 5 factors studied:

**Nature:** studying the impact of plants in the working environment.

**Environmental Communication:** using the space to communicate what the company is about – Internal Branding. On a general level – communication can be around about departmental goals and values.

**Fun:** Goals and values need to tie back to the values of Nationwide. A team of students from the University of Florida looked at spaces and studied how “fun” can be an impact on the environment and work. The results will be ready in a few weeks.

**Respect:** 13 students from Otterbein College worked as a team to create a display that will be used in the main lobby for individuals and for teams dealing regarding how to respect employees.

**Empowerment:** This study will be coming this year – it will look at how to define empowerment and how it affects decision-making in the workplace.

- When complete, people involved with the research studies will move back into the downtown Nationwide office towers and an internal committee will be created made up of representatives from HR, IT, Purchasing, and various vendors to continue looking at how different key factors affect the workplace.
- The owner can be involved in research and move the project along.
- Chuck referenced a video called “Fish” that deals with behaviors.
- The HVAC was not evaluated in terms of the cost of personal control.
- Flat screens have been studied to find the current power draws, heat distribution, ergonomics, and eye strain. Nationwide found that the flat screen was an improvement on energy savings, as well as the savings of worksurface.
- Chuck left an email address to obtain more information: [cfirst3909@cs.com](mailto:cfirst3909@cs.com)

Colleen McCafferty  
Vice President

## World Bank Streamlines Box Moves

### *More Communication Leads to Less Down Time*

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Facilities and IT professionals of the World Bank's General Services Department (GSD) and the Information Solutions Group (ISG) created a one-stop, seamless, low-cost, self-serve solution to box moves performed outside of construction projects. A team of staff members in the Facilities Operations and Maintenance Section of GSD delivered higher performance levels and improved customer satisfaction by using technology (and the experts in ISG) to re-engineer the process of communications between service units of two corporate silos and tapping the efficiency of the existing Facilities Help Desk.

The new process resulted in reduced down time for the customer and the service staff during moves, and was estimated to yield a 10 to 15 percent cost savings in labor. It was put in place to improve coordination between the information solutions group, which operates as World Bank's IT equivalent under one vice president, and the general services department, which provides and manages the support services, including facilities, under a separate vice president.

### **T h e E s t a b l i s h e d R o u t i n e**

"Work that is done outside of a project, and without the guidance of a project manager, is always difficult and real coordination is 'hit and miss.' When the work required moving people, computers, technology, telephone, and furniture, the flow of the work was anything but coordinated," says John Pivik, Business Manager of Facilities Operations and Maintenance.

Under the old process, a customer's call to the Facilities Help Desk to order a move generated three separate phone calls: one to the facilities services, which are in charge of the boxes, the furniture, and the reconfiguration; one to the ISG help desk, which is accountable for the PC move and IT data/telephone hookup; and a third to arrange for the telephone directory and voicemail changes.

"Once the order was made, each service was accountable for its respective element, but there was no single individual who was accountable for pulling it all together or coordinating the schedule," says Pivik. "The scheduling of the move, phone cut-over, and PC set-up was done independently, but there was no sequencing of the visits. So we ended up disrupting the clients for half or most of a day."

The facilities staff processed more than 600 Help Desk work orders to move about 820 people with 9,800

boxes in FY 2002. The turnaround for each work order was three to five days and did not include any construction. The average cost for the facilities services was approximately \$75 per move and the ISG portion of each move averaged \$50 to \$60 per move. The inefficiencies of the process led to the relatively high technology costs and also had the invisible cost of lost productivity and work time for the clients.

### Space Efficiency Project: The Challenge

Ideas for changing the basic move process came from a retreat where discussions focused on the “lessons learned” in a major move project that had just been completed. The facilities team worked with ISG and directed a project that had been regarded by senior management and clients as “highly effective” and “efficient.” From April 1998 through January 2000, the facilities team was charged with the daunting task of creating approximately 1,500 additional workspaces in occupied buildings and completing 8,000 staff moves with minimal disruption. The experience of this “Space Efficiency Project” led to the conclusion that effective communications, carefully planned sequencing of activities, and integrated mapping of processes could overcome the obstacles of inefficiency and complexity.

Based on the recommendation of an outside consultant, the World Bank president endorsed the concept of initiating a Space Efficiency Project (SEP) to reduce the portfolio of the headquarters by 800,000 sf, or 20 percent. The Bank would accomplish this by eliminating all of its leased office space, resulting in an annual savings of \$19 million for the remaining lease terms. Since the total cost of the project was \$53.3 million, the simple payback for the investment was less than three years.

The facilities team was excited about the challenge, but it soon became clear just how complex the challenge was to be. The project was massive--four million square feet of space in four different buildings with four different kinds of wall systems, four different types of HVAC systems, four different types of furniture systems--and it would require the cooperation of teams from GSD and ISG on a scale that the teams had not seen before.

“It was one of those classic situations where you need to be careful because you might get what you wish for,” jokes Pivik. “The task was daunting because there were so many dynamics associated with logistical planning, shifting staff to swing space, and moving people out of one building and into another. Early on, the best decision we made was acknowledging that we needed help and then hiring a project management team from a local commercial developer.”

### Key Design Elements

The two key elements of the SEP were the universal floor plan and centralized support space. Architects designed standardized floor plans within each building to accommodate a unique concept for modular offices: hard walls, a lot of clerestory glass to let daylight into the center, doors on the offices, and minimal

use of systems furniture.

The standard office was reduced from 150 sf to 120 sf; directors and above received an office comprised of two modular rooms. Within the universal floor plan for each building, planners created centralized support areas for small, informal sit-down meetings that the smaller offices could no longer accommodate. The same buildings now contain 1,470 more workspaces and 25 percent more conference and meeting rooms with improved technology.

A hallmark of the SEP was the collaborative environment and effective coordination of trades, from the space planning stage through design, project management, construction, moving, and finally occupancy.

### C o m m u n i c a t i o n , I m p l e m e n t a t i o n

“We worked hard at our communications efforts and placed a high priority on sharing of information. GSD and facilities forged partnerships across all the vice presidential units to make sure that we understood the client needs and communicated project status and updates weekly,” says Pivik. “We created a special team to develop a newsletter and maintain our Web page in order to communicate with staff about the project.”

The tight schedule, caused by the on-going expiration of leases (and the president’s mandate to ‘renew no more’), left narrow windows of time for every task of each project. The SEP Master Plan was strictly administered and yet, many of the individual phases of the project ran like any other project namely, there were delays. Few plans work perfectly and the last services in the space are constantly in crisis mode, particularly moving and setting up furniture, and hooking up telecommunications.

End dates for projects could not move or the entire plan would come crashing down. So, out of necessity, the moves were carefully choreographed around construction and cleaning crews and the timing of the telecommunications installation was orchestrated like clockwork. Facilities services soon gained a reputation for being well-coordinated and efficient.

Pivik observes, “We had raised the bar of expectations. Now what do we do for an encore?”

### I n c r e a s e d E x p e c t a t i o n s

Management then started to expect everything the department did to run like clockwork, and that just wasn’t happening.

“We looked at our day-to-day processes and I asked my managers to focus on services through our facilities help desk to identify the biggest opportunities for savings,” says Pivik.

From discussions with his chief of Moving and Furniture Operations, he discovered some dissatisfaction

with the daily move process. While the moving that occurred within the structure of project work was working reasonably well, the individual box moves and small group moves were singled out as an area of disorganization and unnecessarily high costs.

“These were not the big reorganizations, where everybody was focused on who’s going where, but on the small moves where people make the request by placing a service ticket,” says Pivik.

Through the use of focus groups and feedback from ISG’s retreat, Pivik concluded that clients strongly favored a coordinated, automated system for box moves that would require only one phone call or email. A common, standardized form that would serve as a checklist to eliminate gaps in service was also requested.

“In retrospect, this all seems very commonsense but, at the time, this was major,” says Pivik. “You had teams from two different vice presidential units with different sets of priorities and different agendas. It all seems very logical, but nobody had ever put it all together before. Clients were satisfied, the moves were accomplished within schedule and budget, but the system worked in spite of the bureaucracy. The processes required exceptional efforts and dedication from our respective staffs.”

Pivik believes the transformation succeeded because it was generated by a grass roots effort.

“The vice presidents were probably unaware of the communication problems and the customer service issues, but the people on the front lines were very aware,” explains Pivik. “They took it upon themselves to start comparing notes across units. They refused to be hindered by the bureaucracy and bypassed the politics. They determined, ‘What does the customer really need?’ They developed a solution, then they took it up to the manager level.

“We wanted to limit our scope so that we weren’t trying to tackle too many things at one time,” he continues. “So we limited it to box moves only, of one to five staff, during normal hours with no adjustments and no construction. And we established a service expectation of having a requested move completed within 48 hours of the business request.”

The success of this project required communication not only between two different silos, but also among three different databases: work orders were managed by FacilitiesCenter™, a Peregrine software package; the ISG help desk used Remedy®, another Peregrine product; and an Oracle database that World Bank had customized to import data to construct the telephone directory. The task was complicated by the fact that Peregrine was sold in the summer of 2002, and different buyers purchased Remedy® and FacilitiesCenter™.

The solution created by in-house programmers was a Web-based front end that populates all three

databases. The facilities help desk schedules the work so it is timed tightly and sequentially, to avoid return trips to the office and long wait times. If a work order results in a space conflict, it is transferred to the space planning office. At first, between 60 and 70 percent of the orders were being placed online. Now, 100 percent of the requests are electronic.

The implementation team ran short-term pilots within the GSD and ISG vice presidential units to flush out any bugs without the risk of upsetting external clients. Despite some bugs--such as incorrect data entry fields on the Web forms and scenarios they hadn't foreseen--they were able to demonstrate that it could improve customer satisfaction, and increase efficiency, thereby reducing costs.

### Looking Ahead

The system and process continue to work well and are being upgraded continually.

"The next step," says Pivik "is to expand the system to handle box moves of 15 to 20 people."

They also are looking into exporting the system to their overseas offices. And finally, facilities team has some ideas for future adaptation of the system including:

- Integration of business systems and SAP to track functions
- Automated dashboard for real-time tracking of ticket status
- Branch to other facilities services
- Extend services to other areas of the department

### Biography:

John Pivik is the Business Manager for Facilities Operations and Maintenance for the World Bank Headquarters Complex in Washington, D.C., and has served in that role since 1994. He is a Certified Facility Manager (CFM) and a licensed Professional Engineer (PE). Pivik holds a Bachelor of Architectural Engineering degree from Penn State University and a Master of Science degree in Management and Organizational Effectiveness from Marymount University.

This article is based on a presentation Pivik gave at the Tradeline conference High Performance Facilities Management Processes and Metrics in October 2002.

**For more information:**

John T. Pivik, CFM, PE  
Business Manager, Facilities Operations & Maintenance  
The World Bank  
1818 H St NW Rm I-3-135  
Washington DC 20433-0001  
(202)458-1961  
[jpivik@worldbank.org](mailto:jpivik@worldbank.org)

**Resources:**

FacilitiesCenter™  
Tririga Inc.  
4285 South Polaris Avenue  
Las Vegas, NV 89103  
(888) TRIRIGA  
(702) 932-4445 fax  
[www.tririga.com](http://www.tririga.com)

Remedy®  
a BMC Software Company  
2350 Bayshore Parkway  
Mountain View CA 94043  
(650) 903-5200  
(650) 903-9001 fax  
[www.remedy.com](http://www.remedy.com)

# MEMBER NEWS

As she passes her 15th year in facilities at Medtronic, Inc., Sharon Harrington has now become the Process and Quality Manager for the Business Shared Services (BSS) organization. BSS includes facility planning, site services/operations, administrative services, real estate/construction, and travel services. She is responsible for leading the development of consistent business process structure, corresponding measurement processes, reporting criteria, and quality programs across BSS, including implementation of Lean Sigma throughout the organization.

## CHC Newsletter Articles Needed

The next issue of our newsletter will be in September 2003. We are always looking for content. You don't have to be a great writer---we are great editors! If you have an experience to share that would be of interest to our membership, or information that would educate the council, write something up and send it along by email to [sthompson@accessgroup.org](mailto:sthompson@accessgroup.org).



# Reclaiming Valuable Office Space

## considerations for moving your IT operations off-site

With the increasing cost of real estate, more firms are relocating their IT operations to more cost effective space. In most major metropolitan cities, the average cost of office space in the central business district is approximately \$30 per square foot, compared to \$18 per square foot in the outlying areas. With the availability of high-speed network connectivity infrastructures, remote monitoring and access equipment, and an increasingly mobile work force, the notion of a remote IT operation has become very attractive and feasible. Add to this the increasing space requirements to support and house new technologies, and it becomes easy to see that a lower cost alternative needs to be explored.

What impact will an off-site operation have on your company's day-to-day business operation? If there is careful planning and administration, the transition to an off-site data center should be seamless to the end user community, and should only have a slight impact on the daily business operations of the firm. One of the largest obstacles to clear is the cultural shift of having your IT assets and resources in a separate facility. In many cases this raises concern as to the security and integrity of your data (from both a firm and customer perspective). The manner in which support is provided can alleviate these concerns and must be carefully thought out and implemented. Users need to be reassured that the level of support that they currently receive will not be adversely impacted.

In fact, the impact on IT operations can be very positive. Operations can be better and more efficient. Additionally, the firm's focus can be more towards national support rather than "home office" or localized support.

What is the impact on business continuity planning? While business continuity has always been an important notion, especially since September 11th, 2001, the issue becomes even more critical with an



off-site operation. Not only do you have the same concerns regarding equipment failure and building disasters, but are completely dependent on the link between the off-site processing center and the main office in order to function. Impact on business operations (productivity and cost) of potential downtime must be considered when analyzing the decision and methods of off-site processing.

At the same time, the focus on a national processing center affords the opportunity to address continuity issues that might otherwise be unavailable or too costly to replicate in multiple locations. This might include special power protection, more redundant communication links, better security, etc.

What is the impact on telecom services? To provide the user community with the same, or better, level of network performance, new and/or additional high-speed connections will be required. To provide for redundancy, duplicate services will likely be required. One of the ways to achieve this is to use separate service feeds coming into each building. These service feeds should originate from different central offices, enter the building at different locations, and travel into your space through separate pathways. If this is not possible, then a combination of landline and wireless connectivity could be employed.

To accommodate this infrastructure, both sites may have to support new and additional routers, firewalls, multiplexing equipment or other hardware. These components add layers of complexity to the network architecture and local support, as well as, additional capital and operating costs. Along with the need for redundancy, there needs to be an infrastructure in place that can provide the highest level of performance and operation at the new site and between the sites.

What are the building considerations? When determining where to locate the firm's IT operations, an important consideration to be aware of is that some older buildings may not be able to support or do not have the capacity for the type of operation and high-speed connectivity required. It is important to determine if the projected sites are located near existing high-speed carrier network infrastructures (SONET, fiber networks, etc.). Additionally the quality and availability of electrical power and the ability to expand the operation in the future is also key. Another factor to consider is whether or not proximity between the sites affords you the options of installing direct physical links, or the use of rooftop microwave transmission. To accomplish this, an analysis of the existing infrastructure, and the ability to upgrade or install the necessary components is

essential. Will the cost of building an off-site data center be offset by the savings in rent? The average construction cost of building a data center can range from \$150 a square foot to \$250 a square foot (depending on the level of complexity and options selected). Based on these costs, you need to determine if the savings in rent would offset the construction costs of a new data center.

How will IT staffing be affected? There will likely not be a significant impact on IT staffing through this process. Since the firm maintains ownership and administration of their systems, the existing IT staff is still required. However, staffing levels can be affected if the firm takes the opportunity to provide a greater level of standardization and centralization of computing resources.

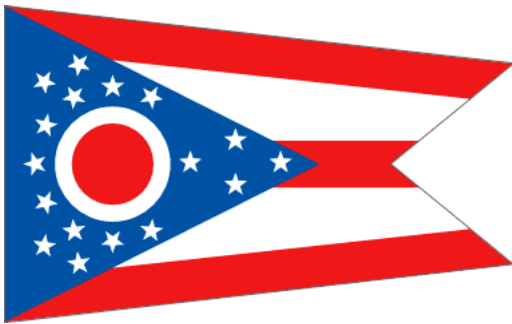
In closing, if increasing real estate cost and space requirements are impacting your organization, it is important to remember that:

- Relocating the IT operation to another building affords your firm the opportunity to free up valuable real estate to house additional staff
- Designing an offsite facility will provide an opportunity to optimize the layout, efficiency and infrastructure of the IT operations
  - This process provides an opportunity to make provisions for business resumption and continuity needs that might otherwise be too costly or unable to occur

The technology required to implement an undertaking of this nature is available today. The feasibility of this scenario is subject to a cost/benefit analysis that each firm would need to perform based on its unique situation.

Frank M. Kristoff, RCDD, CISSP is a Senior Associate with Baker Robbins & Company - Chicago office. Baker Robbins & Company is a broad-based, independent technology-consulting firm with offices in Chicago, Houston, London, Los Angeles, New York and San Francisco.

## **2003 SPRING CONFERENCE**



### **May 15-16, Cincinnati, Ohio**

I don't know about you, but when thinking of places to visit, my mind doesn't naturally wander to Cincinnati. Hawaii, yes; the coast of Maine, perhaps, or the energy of Chicago's Magnificent Mile. But Cincinnati? I would not have thought it had a lot to offer . . . until now!

I saved a bundle of money by taking Southwest Airlines into the Louisville, Kentucky airport, renting a Lincoln Town Car, and driving the hour or so to Cincinnati. For this frazzled facility manager, that drive, through lovely countryside while listening to classical music, was just the ticket to

prepare for events of the next couple of days.

Colleen McCafferty, the Corporate Headquarters Council vice president, had arranged for members to stay at the Hilton Omni Netherland Plaza. This gorgeous old hotel was built during the Great Depression, and the Art Deco touch is evident everywhere. Several council members attended our evening reception on Wednesday, where we got to know each other—or reacquainted ourselves with old pals—and enjoyed an informative narrative about the hotel's history by our bartender, John.

The spring conference began early on Thursday morning with a bus ride to the Covington, Kentucky campus of Fidelity Investments. We were given an overview of the building of the campus and the meticulous work that went into the planning and construction of these quiet, Mission-inspired buildings. One would think we were entering a state park as we drove the long road up to the entrance. Fidelity employs a fulltime

horticulturist who keeps a particular eye on native plant life and its propagation.

Karen Pritchard, the Vice President of Portfolio and Business Services for Fidelity Corporate Real Estate, came from Boston to talk to us about the nature and philosophy of the business and the kind of work done that facilitated this build, as well as the overall philosophy of designing workplaces for all of Fidelity's offices. The workplace design was explained to us by Bill Whistler, the Senior Director for Interior Design, who told us how groups got together to create spaces that gave them maximum function in their form. A "constitution" was created for Fidelity workplace environments so that everyone understood the thinking that went into the design and furnishings.

Both Karen and Bill were eager to show us the company's intranet that allows employees to locate each other with GPS-like accuracy, helps them facilitate their moves/adds/changes, and gives

them choices of workstation colors and furniture items when planning a new project. The intranet gives them access to a “kit of parts” of the best-tested and selected choices of items that can be ordered for projects, preventing a cookie-cutter look to workplaces while tying them together in design. This is a truly wonderful application of technology, which only at the end asserted its independence and refused to cooperate with commands. What we did see was impressive enough to open the floor to a number of questions from council members.

Colleen presented a thank-you gift to Ginnie Lutze, Director of Real Estate at the campus, for arranging for the doors to be opened to us. We then toured offices and production facilities. Those of us who are invested with Fidelity found out how our statements are printed and mailed to us, and it is truly an undertaking, fully automated and amazingly fast!

During a generous lunch, we let Nick Vehr from the Cincinnati Chamber of

Commerce tell us why Cincinnati was a great place to live and work, and he had a few of us out-of-towners convinced! Those from the area peppered him with questions about the city’s plans, and it is clear that this place is one of those “best kept



secrets” that is growing every day.

Afterwards, we were entertained by our marvelous tour guide from AAA, Jack Lührman, who took us on a bus ride through historic neighborhoods and past sights that highlighted the city’s rich past. Jack loves his city! I

had no idea that Cincinnati was a major destination on the Underground Railroad, and that the bridge spanning the Ohio River was a slave’s passage to freedom. I was particularly delighted by the fact that the bridge was constructed by John

Roebling, who used it as his prototype for the Brooklyn Bridge. Having just viewed Ken Burns’ documentary on the building of the Brooklyn Bridge, and having followed the Roebblings throughout Burns’ The Civil War documentary, this bit of history was a plus. Our tour included a turn past the hot new Rosenthal Center for Contemporary Art, designed by Iraqi architect Zaha Hadid, and a quick stop at the Museum Center at Union Terminal, a tremendous application for the stunning old train station. We also saw the massive work-in-progress on

the new Freedom Center, going up next to the river and the new ballpark, slated to open in 2004. It will be dedicated not just to slaves who sought freedom by heading north but to all movements for freedom and the people committed to them.

We ended up at the new Great American Ballpark where we had an extensive tour, watched local CPA association members try to hit pitched balls, peeked into skyboxes, and completed our tour at “The Batter’s Eye” where we had a superb dinner overlooking the field. A marvelous day was had by all.

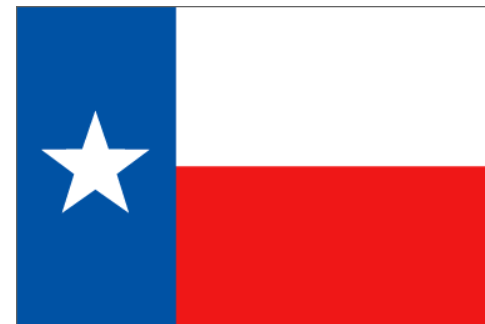
Friday morning, we took the bus to the offices of Hixson, Inc., an architectural firm housed in a historic building with an unparalleled view of the city. After a brief business meeting, Cheryl Duvall, president and founder of avancé, LLC, a workplace and business consulting firm ([www.avancellc.com](http://www.avancellc.com)), spoke to us on the effect change has upon our physical, emotional, and spiritual lives and what we must do to

manage it. Sharing with us from her own deeply personal experiences, Cheryl encouraged us not to ignore the integral parts of our lives. If we are not aware, we can miss the things most important to us by focusing on the things most pressing. Thanks to Cheryl for making us stop and think.

Begin planning to attend next year’s spring conference! We are currently planning on a Southern California location, perhaps in April. BUT

FIRST—we will meet in Dallas, Texas, at World Workplace in October! Will we see you there? Our meeting will be on Sunday, October 19th from 9-noon. Your board is planning the meeting now, so put it on your calendars.

WORLD WORKPLACE  
DALLAS, TEXAS  
OCTOBER 19-21, 2003



CORPORATE HEADQUARTERS COUNCIL MEETING  
OCTOBER 19<sup>TH</sup> 9-NOON  
details to come