Space Strategies 2014
Strategic Plans • Financial Impacts • Utilization • Collaboration • Data and Metrics

November 3-4, 2014
The Vinoy Renaissance Resort
St. Petersburg, Florida

Plus! This Pre-Conference Course November 2
• The Fundamentals of Space Planning and Space Management
This conference details new space planning and management strategies (metrics, governance policies, processes, technologies, tools, and facility planning concepts) that are delivering major financial, productivity, and work-culture gains in academic, private sector, and government workplaces.

This is your 2015 planning opportunity to benchmark and network with industry peers to learn what the successful new space planning and management strategies are, how they are being successfully implemented, and where and how they can be applied to advance your institution’s objectives for:

- Lower occupancy costs
- Reduced need for physical expansion
- Balanced solutions for collaboration/personal work environments
- Improved space utilization, functionality, and flexibility
- Better utilization metrics and analytical techniques
- Improved processes for space planning and governance
- Increased worker mobility and connectivity
- Higher quality and accessibility of space and occupancy data

Make this meeting an integral part of your management strategy for the coming year and your five-year plan for growth and profitability.

We hope to see you in sunny St. Petersburg, Florida in November!

“Thank you for the opportunity to participate in Tradeline. It was by all measures the best organized, managed and content rich conference I have ever attended.”

Gregory A. Howell, P.E.
Co-founder and Managing Director,
Lean Construction Institute

Steven L. Westfall, Ph.D.
Founder and CEO
Tradeline, Inc.

Derek Westfall
President
Tradeline, Inc.
Sunday; November 2

The Fundamentals of Space Planning and Space Management

7:30 a.m.; Registration/Continental Breakfast
8:00 a.m. – 4:30 p.m.; a total of 6 hours of instruction

Leaders:
HKS Architects, Inc.
Kenneth DeBoer, AIA – Vice President
Dave McGlashan, RA – Vice President

UTMB Health
Kim T. McKay, AIA – Assistant Vice President, Facilities Portfolio Management

What you will learn: This course provides an introductory-level primer on planning and management of physical space. The course includes basic space planning and management vocabulary and concepts, and details the fundamental policies, processes, practices, analytical tools, and database management concepts involved in developing and implementing a space management plan. The course concludes with case studies to illustrate the challenges and successes of space management.

Who should attend: This course is open to all facility planners and designers, operations management, space planners, facility managers, resource and space analysis management, financial planners, real estate portfolio/campus management, architects and engineers, consultants, and software, furniture and casework providers.

Space is limited and enrollment is subject to approval.

Six (6) AIA Continuing Education Hours (CEHs) are available for this course.

Cost for course:
$1090 Fundamentals Course only
$950 with registration to the two-day conference November 3-4
(Feas include course materials, continental breakfast, refreshment breaks, and lunch.)
Conference Participants

- BRG
- Brightspot Strategy
- CH2M Hill/IDC Architects
- Computerized Facility Integration, LLC
- eBay, Inc.
- Fentress, Inc.
- FM: Systems
- Francis Cauffman
- GSK
- Herman Miller, Inc
- HKS Architects, Inc.
- HOK
- iOffice, Inc.
- Jacobs/Wyper Architects, LLP
- Jones Lang LaSalle
- King’s College London
- Lend Lease
- Library of Congress
- RAND Corporation
- Sandia National Laboratories
- Stanford University School of Medicine
- University of Cincinnati
- University of Michigan
- UTMB Health
- Unum Group
- ZGF Architects LLP

Exhibitors

- Waldner, Inc.
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<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Ghazal Bhatia, MCP</td>
<td>Planner</td>
<td>University of Cincinnati</td>
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<tr>
<td>Ian Caldwell</td>
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<td>VP/Associate Director Occupancy Planning Projects</td>
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<td>Elizabeth Dukes</td>
<td>Senior VP and CMO</td>
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<td>Director</td>
<td>Brightspot Strategy</td>
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<td>Charon S. Johnson, CFM</td>
<td>Chief, Space Utilization Planning &amp; Design</td>
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<td>Director of Facilities</td>
<td>University of Michigan</td>
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<td>Randy Kray, AIA</td>
<td>Senior VP, Science + Technology, Director of Programming &amp; Planning</td>
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<td>Mayu Roy</td>
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<td>Director of Workplace Strategies</td>
<td>Lend Lease</td>
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<td>Jeremy Salles</td>
<td>Global Space Planning Manager</td>
<td>eBay, Inc.</td>
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<td>Margaret Gilchrist Serrato, Ph.D., MBA, AIA, LEED AP</td>
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<td>Michelle Smith</td>
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<td>Jamie Wyper, AIA, LEED AP</td>
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<td>Jacobs/Wyper Architects, LLP</td>
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Special Events and Features:

Hosted Pre-Conference Reception
Sunday; November 2, 7:30 p.m. Irish Coffees and dessert. Attendees may sign in and pick up their conference materials at this time. Guests welcome.

Hosted Reception
Monday; November 3, 4:45 p.m. – 6:00 p.m. Guests welcome.

Food and Beverage
Registered attendees will be provided with lunch and refreshment breaks on both meeting days.
A continental breakfast will be served on the first meeting day and a full breakfast will be served on the second meeting day.

Please Note The Following
Dress for this conference is business casual. It is our goal to maintain the temperature of the meeting rooms at an acceptable level for all attendees. However, for your maximum comfort we suggest that you plan to dress in layers.

Audio or video recording devices are not permitted at this conference.

Sunday; November 2

Registration Sign-in/Continental Breakfast for Fundamentals Course 7:30 a.m. – 8:00 a.m.
* The Fundamentals of Space Planning and Space Management 8:00 a.m. – 4:30 p.m.
Hosted Dessert Reception; Registration Sign-In 7:30 p.m. – 9:00 p.m.

Monday; November 3

Registration Sign-in/Continental Breakfast 8:00 a.m. – 8:30 a.m.
General Session 8:30 a.m. – 10:50 a.m.
Conference Overview
Speakers: University of Michigan; RAND; UTMB Health; King’s College London
Concurrent Forum Sessions 11:05 a.m. – 12:00 p.m.
A. Asset allocation and space use planning: Technology-driven space data is a must
B. Change management: Key details for successful workspace initiatives
C. + Space inventory analysis methodology for modern space management programs
D. To drive staff productivity, recruitment, and cost reduction: Get moving on a new Lean physical environment!
Hosted Luncheon 12:00 p.m.
Concurrent Forum Sessions 1:05 p.m. – 2:00 p.m.
E. User prototypes and new programming processes that reduce space waste and cost
F. Unassigned desking: Impacts on communication, collaboration, and time management
G. Better space and financial decision-making for enterprise and distributed space inventories
Concurrent Forum Sessions 2:15 p.m. – 3:10 p.m.
H. Strategic footprint and cost reduction with the predictive Space Utilization Model (SUM)
I. Enhanced business intelligence dashboards that reveal hidden space opportunities
J. Interior design color palettes: Employee performance, productivity, collaboration, wellness, and creativity
General Session 3:25 p.m. – 4:45 p.m.
Speakers: Library of Congress; Unum Group; eBay, Inc.
Hosted Reception (Guests Welcome) 4:45 p.m. – 6:00 p.m.

Register Now!
Register with payment by October 3 and Save $200

* Additional cost to attend + Presented at this time only.
Tuesday; November 4

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<td>J. Interior design color palettes: Employee performance, productivity, collaboration, wellness, and creativity</td>
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<td>K. + Translating your organizational DNA into physical workspace</td>
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<td>General Session</td>
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<td>L. + The changing face of the workplace: New physical environments and FM models</td>
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<td>M. + Your technology roadmap to support space data collection, analysis, and decision making</td>
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<td>General Session</td>
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<td>Town Hall Knowledge Roundup</td>
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“This was my first Tradeline conference...Outstanding! I look forward to attending again in the future.”

Marc Carroll
Administrative Service Supervisor
State Farm Insurance

+ Presented at this time only.
Monday; November 3

The academic workplace of the future: Engaging, flexible, and collaborative

University of Michigan
Robert E Johnston – Director of Facilities, College of Literature, Science and the Arts
Elliot Felix – Director

Retrooled planning processes and flexible workspace configurations are answering University of Michigan’s pressing need to support future workers from multiple centers and institutes in one facility. Bob Johnston and Elliot Felix deliver the goods: the space planning process transformation, end user engagement processes, and the connectivity, collaboration, mobility, and work/learning modalities behind new academic workplace “must-have” features. They detail solutions for the “unknown future user” space planning problem and the challenge of balancing collaboration and personal work requirements, and they identify opportunities for cost-saving through shared spaces and services.

Unlocking existing enterprise data for space utilization analysis and planning decisions

RAND Corporation
Donn Williams, CFM – Director, Facilities and Real Estate

The growing disconnect between expensive fixed real estate assets and modern-day work patterns that leave many workspaces underutilized has caught the attention of executive and business unit leadership, and they are demanding actionable metrics. Where will those numbers come from? Donn Williams illustrates how RAND is exploiting existing enterprise data sources to formulate action plans without the need for costly occupancy studies. He reveals insights gleaned from the data that are informing workplace strategy, real estate cost targets, and expectations for collaboration and innovation. He identifies effective tools for connecting workforce patterns and office space, and conceptualizing and presenting data.

Leveraging space utilization, gap analysis, and condition index for improved space and capital investment decisions

UTMB Health, Business Operations & Facilities
Kim T. McKay, AIA – Assistant VP, Facilities Portfolio Management

Integrating and reconciling diverse information sources into an understandable, actionable, and easily communicated set of data is a pre-requisite to optimization of decisions related to space initiatives. Here you’ll see how University of Texas Medical Branch has made that happen by linking organizational mission goals with current facility space utilization data, facility condition indexes, and facility gap analyses to inform capital budgeting decisions. She delivers findings on what it takes to get the right data and reporting formats, and illustrates the benefits of this approach for 5- and 10-year plans.

Linking space management and sustainability initiatives for mission success

King’s College London
Ian Caldwell, RIBA ARIAS – Director of Estates and Facilities

Linking space efficiency initiatives with carbon reduction targets is proving an effective strategy to surmount the challenges of increasing enrollment and shrinking budgets. Ian Caldwell profiles a strategy of incremental projects at King’s College London including reconciliation of staff and student numbers with tighter space allowances, a shift to shared academic offices and common teaching rooms, and the introduction of flexible and hot-desking working environments. He illustrates the use of finance data as a key tool in space and carbon management, and identifies critical pieces of technology necessary to make it all possible.
Space utilization strategies for improved workplace performance and lower occupancy cost

**Library of Congress**
Charon Johnson, CFM – Chief, Space Utilization Planning and Design

Tuning the workplace to reduce occupancy cost, improve performance, and meet organizational mission requirements is a challenge that takes reliable data, actionable metrics, and out-of-the-box thinking – especially in conservative organizations with owned facilities. Charon Johnson profiles what’s being done to raise the function and flexibility of storage, office, and public spaces at the Library of Congress. She examines the effects of evolving office standards on worker productivity and maintenance requirements, and she sets out processes for moving to lifecycle-based costing, benchmarking workplace performance, and prioritizing renovation and upgrade projects.

From space assessment to action plan implementation: A Unum Group case study

**Unum Group**
Paul Larkins, AIA, CFM, CCIM, MCR.w, LEED AP – Director, Corporate Planning and Construction

This case study outlines a complete cycle of space data collection, assessment, target setting, transition planning, strategy implementation, and re-assessment with an emphasis on actionable metrics, outside-the-box solutions, and core business alignment. Paul Larkins sets out the space implications of Unum Group’s engagement, innovation, productivity, and cost goals, and the processes used to translate them into new workplace and alternative workplace strategies for their 3MM sq. ft. portfolio. He provides key details of a multi-faceted action plan encompassing mobility programs, culture change, space reconfigurations and upgrades to hit the target, and identifies critical stakeholder engagement and communication tools.

Strategic planning for the new, technology-rich work environments

**eBay, Inc.**
Jeremy Salles – Global Space Planning Manager

Big data is now accessible by everyone, everywhere: What does that mean for the changing face of the workplace? Jeremy Salles profiles the effects that mobilization of the workforce has had at eBay in terms of how and where people work and collaborate, new cutting-edge characteristics of the physical work environment, and changes to facility support models. He examines the short term and long term results of evolving workspace concepts on space productivity and worker output, operating cost reduction opportunities and future construction plans, and how these tie into strategic business goals.

**Tuesday; November 4**

Planned culture change through innovative transition planning and move management

**University of Cincinnati**
Lejla Zejinilovic, MArch, LEED AP BD+C – Planner
Ghazal Bhatia, MCP – Planner

Planned culture change initiatives instigated through capital infrastructure upgrades succeed or fail based on transition planning and move management processes – here’s how to get it right. Lejla Zejinilovic and Ghazal Bhatia chart the process that University of Cincinnati is using to smoothly transition user groups into shared space, open plan/flexible labs, collaborative cores, and hotel offices during in-place upgrades to one of the College of Medicine’s largest and most densely-occupied academic buildings. They reveal the protocols and workflows used for continuous feedback and documentation, and solutions for overcoming cultural hurdles of seniority, entitlement, private offices, space hoarding, and territorialism.

Efficiency solutions for combined technical/office facilities

**Sandia National Laboratories**
Christopher Thomas Nesbit, AIA, CDT, LEED AP , NCARB – Site Strategic Planner

What are traditional organizations now doing to get high-efficiency, lower-cost, more collaborative space while meeting requirements for mixed office and technical functions, high space flexibility, and varying degrees of user group privacy and security? Chris Nesbit profiles new flex-work developments at Sandia National Laboratories and peer organizations, and deliver results to-date. He illustrates the use of key performance indicators (KPIs) to inform space utilization decisions, examine when and how group privacy requirements should be factored into projects, methods of stakeholder buy-in, and pre-occupancy adjustment processes that improve responsiveness.

Town Hall Knowledge Roundup

**Facilitator: Tradeline, Inc.**
Derek Westfall – President

This closing session is where key ideas, new developments, and findings that have been revealed over the course of the entire two-day conference (including sessions you may have missed) get clarified, expanded upon, and affirmed or debated. This is also the opportunity to get answers from industry leaders and the entire audience to specific questions on key and challenging issues.

Attend all of the General Sessions below
A. Asset allocation and space use planning: Technology-driven space data is a must

*Herman Miller, Inc.*

Margaret G. Serrato, PhD MBA, AIA, LEED AP – Workplace Strategist

Processes to capture the productivity improvements, space savings, and cost advantages of new work styles depend heavily on having accurate space use data — data that is too often based on faulty, outdated collection and analysis methods. Margaret Serrato scopes out new workspace monitoring tools and techniques that return real-world, actionable space utilization figures, help space planners avoid costly overestimation, and uncover untapped space optimization opportunities. She illustrates the application of collected data to inform workspace redesign decisions, create real estate cost savings, and support flexible working models. [AIA](#)

**Monday 11:05 a.m. – 12:00 p.m. | Tuesday 10:35 a.m. – 11:30 a.m.**

B. Change management: Key details for successful workspace initiatives

*Francis Cauffman*

*John Burnet Campbell, AIA, RIBA, LEED AP – Principal*

*GSK*

Ray Milora – Head, Design & Change Management, World Wide Real Estate & Facilities

As organizations transform their workplaces to meet modern work styles, change management is the key component in delivering successful results. Using multiple case studies of successful workplace transformation projects, John Campbell and Ray Milora demonstrate a robust change management process founded on user engagement that is inclusive, iterative, and empowering. They detail how to prepare and educate leadership, encourage employees to embrace changes, and how these processes stimulate employee productivity and reduce business risk. They illustrate that the ‘devil is in the details’ (and what those details are) and the importance of pilots and prototyping in the process. [AIA](#)

**Monday 11:05 a.m. – 12:00 p.m.**

C. Space inventory analysis methodology for modern space management programs

*BRG*

*Laurie Ford – Senior Business Consultant*

What current space do you occupy? How are you using it? Do you have enough space? Too much space? How do you effectively plan for future use requirements? Those questions are in the crosshairs today as government, academic and private industry organizations focus squarely on space optimization and real estate cost reduction. In this session, Laurie Ford outlines best practice techniques for obtaining and understanding your space utilization rates and how to use this data for informed decision-making. She will also discuss the positive impact that flexible workplace design, mobility and other alternative workplace strategies may have on the efficiency and effectiveness of your portfolio. She scopes out data collection practices, normalization, and analysis processes in the context of strategic master planning to rethink how real estate can better support your organization’s strategic mission. [AIA](#)

**Monday 11:05 a.m. – 12:00 p.m.**

D. To drive staff productivity, recruitment, and cost reduction: Get moving on a new Lean physical environment!

*ZGF Architects LLP*

*Anita Rossen – Principal*

*Julia Cooper – Associate Partner*

This case study of a 1.2-million-square-foot workplace modernization initiative at a large aerospace company highlights a balance of Lean design principles and workplace flexibility to create a built environment that is competitive for recruitment, space-efficient, and cost-effective. Julia Cooper and Anita Rossen will profile the process of translating project drivers — including innovation, a revitalized brand identity, worker and group productivity, and staff retention — into space plans and configurations, and how evolving technologies, data on employee activities, and emerging behaviors and work processes informed project decisions. Session will also identify what’s been provided to boost interaction, knowledge sharing, and idea exchange. [AIA](#)

**Monday 11:05 a.m. – 12:00 p.m. | Tuesday 11:45 a.m. – 12:40 p.m.**
E. User prototypes and new programming processes that reduce space waste and cost

HOK
Randy Kray – SVP, Science + Technology/ Director of Programming & Planning
Stanford University School of Medicine
David O’Brien – Director, Institutional Planning

To improve space responsiveness and utilization while reducing cost, forget the old “customizable generic space” programming model and embrace the use of data-rich user prototypes. Randy Kray and David O’Brien illustrate new programming processes being piloted at Stanford University in an environment of rapidly changing research funding priorities, recruiting initiatives, and program churn. They demonstrate how to translate organizational missions into researcher profiles, attach space requirements (including labs, offices, core facilities, and shared support infrastructure), and embed those profiles into strategic space plans. The results: mission-ready space on short notice, reducing wasted time, effort, and cost.

Monday 1:05 p.m. – 2:00 p.m. | Tuesday 1:45 p.m. – 2:40 p.m.

G. Better space and financial decision-making for enterprise and distributed space inventories

FM:Systems
Brian Haines – Director
Jones Lang LaSalle
Chris Duggan – VP/Associate Director Occupancy Planning Projects
Susan Wasmund – SVP - Occupancy Planning Projects Director

This session delivers solutions for answering the question, “Where in the world are our space use opportunities?” Session leaders tackle a particular problem for large or distributed space portfolios: getting actionable occupancy planning data and formulating strategies for space improvement initiatives. They relate Jones Lang LaSalle’s experience launching and using the FM:Systems integrated workplace management system (IWMS) to track space supply and demand across their customers’ worldwide real estate portfolios, and to drive out waste and reveal opportunities. They illustrate how the IWMS supports current best practices in space management, as well as alternative workplace operating models.

Monday 1:05 p.m. – 2:00 p.m. | Tuesday 8:05 a.m. – 9:00 a.m.

F. Unassigned desking: Impacts on communication, collaboration, and time management

Jacobs/Wyper Architects, LLP
Jamie Wyper, AIA, LEED AP – Principal

For a decade or longer, companies have been taking wildly different approaches to re-energize and enliven their work environments, and there have been some spectacular examples of well-thought-out transitions to something new – but are these plans delivering on the promise? Jamie Wyper examines current research on the new work place to see if it has achieved target goals, solved problems, or created new ones. He answers the questions “What is the impact of unassigned desking on the use of paper, emails, or time management? Are employees more productive, healthier or more engaged in the new work environment? What is next?”

Monday 1:05 p.m. – 2:00 p.m. | Tuesday 1:45 p.m. – 2:40 p.m.

H. Strategic footprint and cost reduction with the predictive Space Utilization Model (SUM)

Fentress Incorporated
Keith T. Fentress – President
Michelle Smith – Space Reduction Project Manager

In this session, take Fentress’ innovative Space Utilization Model (SUM) for a test drive to see how it enables organizations to do the “what-if” scenario planning related to footprint reduction and workspace change initiatives for individual facilities, and across inventories. Session leaders demonstrate results from predictive space-saving strategies factoring in utilization, rent, workforce mobility, office standard changes, and more. They illustrate how the model has been applied by the US Courts system to identify and prioritize potential space reduction projects, and to support a 3% reduction in overall space footprint.

Monday 2:15 p.m. – 3:10 p.m. | Tuesday 10:35 a.m. – 11:30 a.m.
I. Enhanced business intelligence dashboards that reveal hidden space opportunities

Computerized Facility integration, LLC
Mayu Roy – Managing Director, Strategic Consulting

Big savings are still to be had through space utilization improvement initiatives, but the opportunities are often buried in hard-to-get data, or hard-to-read reports. Mayu Roy sets out what can be done to capture, summarize, analyze, and report critical space data in the way that executives need it: simple, concise, and real-time. She examines a business intelligence dashboard developed for British Petroleum using data from SAP, HR, and CARM systems, which was used by BP executives to reduce vacant space by 10%, launch a successful shared workstation policy, and reduce the overall facilities footprint by 20%.

Monday 2:15 p.m. – 3:10 p.m. | Tuesday 11:45 a.m. – 12:40 p.m.

J. Interior design color palettes: Employee performance, productivity, collaboration, wellness, and creativity

CH2M HILL/IDC Architects
Mark Zavislak, IDA, LEED AP™ – Interior Designer
Marilee Lloyd, AIA – Principal Laboratory Architect

The results are in: color choices in the built environment may be as important to successful, innovative environment as layout and workstation configurations. Mark Zavislak and Marilee Lloyd describe the use of new color psychology research in supporting workplace culture change, innovation, worker health, and productivity initiatives, and creating individual workspaces. They illustrate how these findings should be integrated with overall space strategy creation and design processes, and provides mechanisms for measuring, monitoring, and correlating worker responses with color selection to track results. They also identify cultural and attitudinal color associations to be aware of.

Monday 2:15 p.m. – 3:10 p.m. | Tuesday 8:05 a.m. – 9:00 a.m.

K. Translating your organizational DNA into physical workspace

Lend Lease
Kay Sargent, ASID, IIDA, CID, LEED AP ID+C – Director of Workplace Strategies

Collaboration is frequently listed in the “top three” goals for modern workplaces; however the concept is often misunderstood, misapplied, and overused. Kay Sargent examines how collaboration actually happens, and which features of the modern collaborative workplace contribute (or detract) from that result. She sets out a framework for creating effective work environments with the right balance between open and closed space, and collaborative and concentrative areas. She demonstrates how to determine your organization’s DNA: what is the right mix of space for specific business missions to maximize the value of real estate and resources.

Tuesday 8:05 a.m. – 9:00 a.m.

L. The changing face of the workplace: New physical environments and FM models

iOffice, Inc.
Elizabeth Dukes – SVP and CMO
Don B. Traweek – CEO

The driving force in today’s workspace redevelopment and management models is the work concept of younger employees. It is far different from the previous generation, and that of upper management whose priorities are workspace efficiency and reduced real estate spend. Elizabeth Dukes and Don Traweek report on what the next generation of workers expects from their work environment, how leading organizations are responding, and what it requires organizationally from facilities managers, human resources, and information technology departments. They identify new developments in technology that promise to reduce occupancy costs, enhance productivity, and improve employee retention.

Tuesday 10:35 a.m. – 11:30 a.m.

"Tradeline programs have been the foundation for our Design & Construction Group. We haven’t found a quality knowledge exchange that comes anywhere close to what you have to offer. The confluence of thought leaders, peers who are facing the same issues, and consultants who you can evaluate at the conference who also can help you get your jobs done is to me the 'sheer genius' of the conference concept you have created and sustained over the years. Congratulations! You are making contributions to what we do and who we serve in ways that you couldn’t in your wildest [dreams] even imagine.”

Walter W. Davis
Asst. Vice Chancellor & Asst. Dean for Facilities Operations [retired]
Washington University School of Medicine
M. Your technology roadmap to support space data collection, analysis, and decision making

BRG
Kimberly Castle – Senior Business Consultant
Technology is playing an increasingly important role in financially rewarding space planning and management decisions, but the industry is filled with solutions: What do you need? What does it cost? What does it take to implement? Kimberly Castle delivers a “state of the technology” update, including who’s using what, what’s new in integrated workplace management systems (IWMS), how IWMS create value, and best practices and pitfalls in IWMS implementation. She provides a framework for establishing a technology roadmap to support space strategies, and she identifies new technologies on the horizon to factor in.

Tuesday 11:45 a.m. – 12:40 p.m.

“The entire conference way surpassed my expectations. It is very easy to see why veteran attendees rave about the value of Tradeline conferences.”

Nicholas Benson, MD, MBA
Vice Dean, Brody School of Medicine and Medical Director
East Carolina University Physicians
Registration and Accommodations

The conference will be held at:
The Vinoy Renaissance Resort
501 Fifth Ave. NE
St. Petersburg, FL 33701

How to Register:
Conference Registration Fees
Registration fees with payment by 10/3/14
$1740 for single registration
$1590 for groups of 2 or more
Registration fees after 10/3/14
$1940 for single registration
$1790 for groups of 2 or more

Registration fee includes:
All general sessions, selection of forums, a dessert reception, two lunches, one breakfast, a wine and hors d’oeuvres reception, refreshments, and a conference workbook guide. Presentations will be made available for download to attendees.

Team Discounts!
For groups of 5 or more, please call Tradeline for additional discounts available.

Pre-Conference Training
The Fundamentals of Space Planning and Space Management
$1090 Stand-alone course
$950 with full conference participation

Registration Information
Make checks payable to: TRADELINE, INC.
Federal Tax I.D. #95-297-2863

Policy on Cancellations, Changes and Refunds
All cancellations and changes to registrations must be received by Tradeline, Inc. in writing.
You may make substitutions at any time; please notify us as soon as possible.

Full refunds will be given for cancellations received in writing 14 days or more prior to the event. A $250 service fee will be charged for cancellations received between 14 and 6 days prior. No refunds will be given for cancellations received within 5 days of the event.

Hotel and Travel Information:
Room Reservations
Tradeline has reserved a block of sleeping rooms for this event at the The Vinoy Renaissance Resort. For registrations received by October 10, 2014 Tradeline will handle and confirm room reservations [based on availability] according to your instructions on the registration form.

After October 10 please call Tradeline for room availability.

Changes: All room reservations and changes must originate through Tradeline, Inc. to obtain the special rate. If you contact the hotel directly, you may be informed that they are sold out, or you may be charged a higher rate.

Room Rate
The discounted room rate for this event is $199/night, single or double occupancy.

A limited number of government per diem rates are available to U.S. federal government employees.

This is a non-smoking hotel.

Room Payment
Tradeline does not accept payment for room reservations. Hotel charges are paid to the hotel directly upon checkout.

Travel Information
Airport-to-Hotel Transportation
The Vinoy Renaissance Resort is 22 miles from Tampa International Airport. Taxis or shuttles are readily available from all airport terminals. Taxi fares will run $50 – $60 each way.

Register Now!
Register with payment by Oct. 3 and Save $200

Online

Fax
925.254.1093
From outside the U.S. 1.925.254.1093

Mail
Tradeline, Inc.
115 Orinda Way
Orinda, CA 94563, USA

Questions
Call 925.254.1744 ext. 112
From outside the U.S.
1.925.254.1744 ext. 112
1. Please Type or Print Clearly or register online at www.TradelineInc.com/SPACE2014

- Conference registration is not complete until confirmed by Tradeline, Inc.
- Please confirm airline reservations only after confirmation of registration.
- Only one registrant per form.

Name ___________________________ First Name for name badge _______________
Title/Position __________________________________________________________________
Institution _____________________________________________________________________
Address _______________________________________________ M/S __________________
City___________________________________ State   ___________ Zip Code ______________
Country _________________________ Phone _________________ Fax______________________
Attendee Contact Email ___________________________________________________________
Alternate Contact Email ___________________________________________________________

2. Register with payment before October 3 and save $200!

Payment by 10/3/14       Full price
Single Registration       ❑ $1,740       ❑ $1,940
Team Registration Discount*       ❑ $1,590/Attendee     ❑ $1,790/Attendee

*Name of other team registrant(s) __________________________________________________

3. Conference Add-Ons:

Sunday, November 2
The Fundamentals of Space Planning and Space Management
❑ $1090   ❑ $950 with registration to the full 2 day conference November 3-4

4. Select a Method of Payment

To receive early discount, payment must accompany registration. Payment or P.O. # must be received by conference date in order to attend.

❑ Visa      ❑ Mastercard     ❑ AmEx     Name on Card _____________________________
Card # ___________________________ Exp. Date ___________ Security Code _____________
Billing Address: _________________________________________________________________
(If different from above)
❑ CHECK: Make payable to TRADELINE, INC. Check # _______________________________
❑ INSTITUTIONAL P.O. number (not eligible for early discount) _______________________

5. Hotel Reservations

Please do not call the hotel directly. The special room rate below is available at the The Vinoy Renaissance Resort through Tradeline only.

❑ Yes, please reserve a room for me. Arrival Date: ____________ Departure Date: ____________
❑ Single occupancy ($199/night +12% room tax) ❑ Double occupancy ($199/night +12% room tax)
❑ Government rate ($99/night at present time) - A limited number of rooms are available for U.S. federal government employees.
Special Requests*: ______________________________________________________________
❑ No, I will not require a hotel reservation.

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Register Now!
Register with payment by Oct. 3 and Save $200

*All requests will be honored based upon availability at hotel upon time of arrival. Tradeline will inform the hotel of your preferences but cannot guarantee any special requests.

All room reservations are guaranteed. For changes or cancellations, please notify Tradeline at least 72 hours prior to your scheduled arrival. No-shows and cancellations within 72 hours of arrival are subject to a charge equal to one night’s stay.
2014 Conference Schedule

**The 2014 Conference on Strategic Facilities Planning and Management**
PLUS pre-conference courses April 6th!
- The Fundamentals of Strategic Facilities Planning and Management

**The 2014 International Conference on Biocontainment Facilities**
PLUS pre-conference courses April 9th!
- The Fundamentals of Planning and Design of Biocontainment Facilities

**The 2014 International Conference on Research Facilities**
PLUS pre-conference courses May 4th!
- The Fundamentals of Planning and Design of Modern Labs and MEP Systems
- The Fundamentals of Operations and Maintenance for Research and Science Facilities

**Facility Strategies for Academic Medicine and Allied Health 2014**
- The Fundamentals of Space Planning and Space Management for Academic Medical and Health Science Centers

**Space Strategies 2014**
PLUS pre-conference course November 2nd!
- The Fundamentals of Space Planning and Space Management

**College and University Science Facilities 2014**
PLUS pre-conference courses Nov. 16th!
- The Fundamentals of Planning and Design of Modern Labs and MEP Systems
- The Fundamentals of Operations and Maintenance for Research and Science Facilities

**Animal Research Facilities 2014**
PLUS pre-conference courses Nov. 19!
- The Fundamentals of Planning and Design of Animal Research Labs and MEP Systems
- Physical Plant Expectations and Certification Guidance from AAALAC