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**A NOTE OF THANKS**

As we all manage through this trying economic time, I thank you for your continued support .

Following the recent Corporation meetings, as noted in correspondence from President Simmons and Executive Vice President for Finance & Administration Beppie Huidekoper, difficult decisions will need to be made in the coming months to ensure that the University remains focused on its mission. As we transition through this period, I ask that you continue to be sensitive to the needs of your co-workers and others.

While the task ahead is daunting, a number of steps have already been identified toward achieving the targeted goal

across the University. Yet, there is a great deal of work that must be done to achieve the overall goal. We are committed to managing through this difficult process in a thoughtful manner.

Information about Brown and the economy, including support services and other programs for staff, is available on-line at: *This Moment: The Economy, Brown, and You*, <http://www.brown.edu/web/economy/>

This issue of Facilities News, continues to focus on projects and initiatives within Facilities Management such as efforts to improve Custodial Services' supply delivery, bidding utilities, and real estate management, while the "Staff Spot-

light" focuses on Plumbing Supervisor Fred Barra's 44 years of service to the University. There are also photos from the recent B.E.A.R. Day celebration in this issue.

With Spring just around the corner, before you know it we will be pressing full steam ahead preparing for Commencement—Events Support staff are way ahead of the rest of us, as they began to prepare months ago.

As always, I thank you for your dedication to Brown.

Sincerely,

Vice President  
Facilities Management

**BIDDING UTILITIES SAVES UNIVERSITY MONEY**

At Brown, we buy most of our energy requirements from third-party suppliers. This means we are not buying the "supply" part of our energy bills from the local utility company, National Grid, but from other companies who are qualified to sell energy directly to energy users in Rhode Island. National Grid is paid to deliver this energy (roughly one-third of our bill) to maintain the natural gas pipelines, wires and poles that deliver electricity to our cam-

pus. Why do we buy from third-party suppliers?...It costs much less than the standard rates available, saving Brown millions of dollars each year.

The big difference for us is not just that we buy from third-party suppliers but that we do this through an online platform known as a "Reverse Auction", which is a lot like "EBAY" but in reverse.

We post what we want to buy (our energy requirements)

along with our specifications, time periods, and related energy volumes; and sellers bid for our business during a specific time window.

The lowest qualified bid wins our business as long as it comes in before the bidding period expires. The advantage to this process is that it allows for immediate price discovery, hence best available pricing as

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Renovation of the Brown Bookstore

## BIDDING UTILITIES SAVES UNIVERSITY MONEY

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all bids are seen by all parties, although anonymous. The goal is to drive the price lower. We use a company (World Energy) that provides us with all the necessary tools and support to make this happen.

Bidders get price transparency. They all know the latest and lowest bid, so they know the incumbent supplier won't get preferential treatment, i.e. "last look." This means more bidders are ready and willing to bid for our energy requirements.

Suppliers are driven to make an aggressive dash to the finish line in order to keep from being underbid as the bidding times-out at a specific time...just like "EBAY."

An important part of this plan

is pre-negotiating terms and conditions with all prospective suppliers so we are always ready to "pull the trigger" without a cumbersome and lengthy bidding process that could jeopardize our buying opportunity. The main benefit is that it allows bidders to give us a price that does not have a risk premium because they know we have to sign the deal before "close of business." That's when they "hedge" their end of the deal to protect themselves from future price increases.

Because of its electronic nature, Brown can repeat the process as often as desired without incurring additional legal and other time-consuming paperwork processing. It also allows us to try different bid arrangements for the same energy requirements enabling comparative

analysis, which means better overall decision making and a more effective long-term procurement strategy.

What does this all mean to us?

- Efficient pricing, saving Brown millions of dollars annually.
- Budget certainty - Brown has already purchased its natural gas for the next three years and electricity for the next five years while the energy markets are soft due to the slowing economy.
- Lower carbon footprint by using much less fuel oil in the Central Heat Plant, helping us achieve our greenhouse gas reduction goals.

*As of January 2009, sand and salt consumption by the Grounds and Custodial divisions—60 tons of sand salt so far this winter!*



*Staff are using a new salt that works below 22 degrees, which is the limit for normal potassium chloride's salt effectiveness.*

## BOOKSTORE RENOVATION PHOTOS





**UTILITY SYSTEMS RENEWAL AND UPGRADE PROJECT, PHASE II COMPLETE**

Phase II of the Utility Systems project is complete. Work completed in 2008 includes the following:

**Central Heat Plant (CHP)**— The boiler and combustion-controls system were upgraded along with the CHP electrical system, which included a new Vista switch, motor control center, transformer and switchboards. A new fuel-heating system was added and the boiler casings were repaired.

**Hot and Chilled Water Distribution**— Hot water distribution piping was replaced from J. Walter Wilson to the existing utility tunnel south of Lyman Hall and to Hope Col-

lege. Also underground chilled water distribution piping was added from J.

distribution pipe run from Horace Mann to Rhode Island Hall and Rhode Island Hall to Slater Hall.



*Renewal, expansion, and upgrade, of the existing utility systems at Brown, are part of the infrastructure improvements in support of Brown's Academic Enrichment Initiative.*

**Electrical Distribution**— The majority of the electrical packages were completed in 2008 including the following: rework of the 5 and 11kv gear at J. Walter Wilson and Sharpe Refectory; 5kv replacement of feeders 2, 6 and 7; 11kv replacement on Waterman Street, mid campus and west campus.

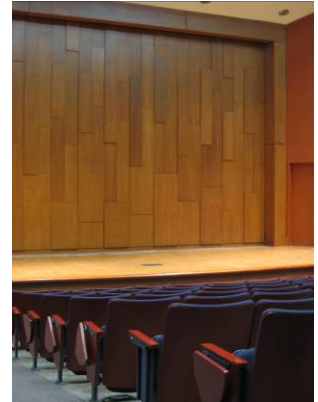
**JWW Chiller Plant**—Now provides chilled water to several current and future buildings in its immediate vicinity.

**BROWN WELCOMES CUSHMAN & WAKEFIELD**

Facilities Management's Real Estate office is pleased to announce that Cushman & Wakefield (C&W) has been selected as the University's property management company for its commercial properties located in the Jewelry District and at 121 South Main Street. Effective February 1, 2009, C&W's specific duties will include all aspects of property management, including oversight of all maintenance and repairs, tenant coordination and lease administration, financial reporting and accounting, and management of the

parking garages and lots. They have replaced MPM, Inc., who had managed the commercial portfolio since acquisition by the University. C&W participated in a formal request for proposal process, which included four other qualified firms. A Facilities Management steering committee evaluated the proposals and finalists, selecting C&W for their outstanding management team, excellent processes and controls, innovative use of technology, and overall value proposition to the University. Founded in

1917, Cushman & Wakefield is an international real estate company and industry leader in the areas of asset and property management and real estate brokerage. Their New England headquarters is located in Boston; however, they have opened a Providence-based office to specifically serve the Brown portfolio. C&W General Manager Tom Donovan will be located at 1 Davol Square (a Brown commercial property) and will report directly to John Lui-pold, Facilities' Director of Real Estate.



*Check out the stage renovations in Salomon*



*Renovation of the lecture room at Wilson, Room 102*



*Property Management Company that will assist Brown's Facilities Management Real Estate office*



*1 Davol Square*

## SILVER FOR SIDNEY E. FRANK HALL FOR LIFE SCIENCES

On February 25<sup>th</sup> the United States Green Building Council (USGBC) accepted Brown University's application for Leadership in Energy and Environmental Design (LEED) by certifying the Sidney E. Frank Hall for Life Sciences a Silver rating. This award represents a significant commitment by the University towards environmental sustainability energy reduction.

The LEED certification process was developed so that designers and fabricators could align their efforts toward constructing buildings that minimized both energy consumption as well as the impact on the environment. The intent of this program is not just to provide healthier workplaces but also to estab-

lish sustainable practices that protect the environment as well as the individuals involved in the fabrication and construction of buildings.

Some of the visible features within the Life Sciences building that contributed to this rating are the daylight views in 80 percent of the work places. Occupancy sensors were installed in each room to control lighting and a reflective roof membrane minimizes energy consumption. The terrazzo flooring, in the main halls, are composed of recycled glass. Other features that are not so easy to see include a measurement and verification program designed to ensure that the building performs as designed as well as the minimi-

zation of the use of materials that contained volatile organic compounds. The process also dictated some of the practices employed during the construction including the use of regional materials as well as recycling waste generated in fabrication.

Information from the Sidney E. Frank Hall project was provided to the USGBC to allow other participants in the program to determine ways to make their projects both more energy efficient and less disruptive to the environment. By going through this process and sharing this information, the efforts of the project team will extend far beyond Brown University.

## IN EVENTS SUPPORT, PREPARATIONS START EARLY

Events Support never seems to have a down time. After the winter holidays, even though the phones are much quieter, the preparations never end. At the end of one season, we are busy getting ready for the next.

During the months of December and January, work orders are received and processed to cover Athletic events scheduled for the winter months right through to the spring season. Early in the year, the biggest event to prepare for is B.E.A.R. Day. Then, it's on to regular events, such as conferences, symposiums, luncheons, lectures, meetings, seminars,

social events, concerts and cultural events, book signings, and classroom support.

Believe it or not, even though the snow may be on the ground and the arctic temperatures in the air, Events Support staff are already planning for May's Commencement celebration. Staff have been involved in



Commencement Celebration

Commencement preparation meetings since last September with other University departments and outside vendors. With over 400 events to prepare for during Commencement week, the work begins early—all Events Support work orders are due by March 6<sup>th</sup>.

While we wait for the warmer weather, staff are busy preparing for spring events such as Spring Weekend, A Day on College Hill, and the Third World Center events, along with many others.

## B.E.A.R. DAY



See the video and more photographs at: [http://www.brown.edu/Administration/Human\\_Resources/employee\\_programs/](http://www.brown.edu/Administration/Human_Resources/employee_programs/)

## 44 YEARS, STAFF SPOTLIGHT ON FRED BARRA



Fred Barra has been roaming the basements of Brown University for many, many years. He has witnessed the development of the campus, the growth and professional development of our department, and many “truly” Brown events and people.

After serving in the U.S. Army National Guard, Fred began his plumbing career as an apprentice with local contractors in Rhode Island. In 1965, he decided to seek a “more secure job” and applied to several local institutions, starting with those closest to his home, in order to “keep the commute down” as any true Rhode Islander would do. He was offered a position at Brown University in the Buildings & Grounds Department, in the plumbing division. According to Fred, he accepted the position because of “the security of working at a University, the work was steady.” This was during a time, as Fred recalls, when Pembroke College had “house mothers” who watched over their charges, or as Fred likes to say “to appease the parents.” Then Pembroke Campus was known as the “Women’s College” (a separate college from Brown University, until July of 1971).

Some might say that he has had two careers at Brown. He was a master plumber at Brown from 1965 until promoted to plumbing supervisor in 1984. He has mentored several staff over the years, “encouraging them to grow and take on new skills and challenges.” Today, he supervises seven licensed plumbers, including one of those whom he mentored in his earlier days.

When asked about his nickname “Yogi”, as he is affectionately known by many, he fondly recalls a steamfitter who likened his name to that of former MLB player and manager Yogi Berra (even though the last name is spelled differently than his).

Fred’s witnessed a lot of changes here at the University. Just like the University, the Department has grown and gone through many changes during Fred’s tenure. Over the years, he has had offices in many locations around campus. In ‘65 the Department was located at 83 Angell Street and some of the shops were located in Rogers Hall (now, Salomon Center for Teaching). He has worked here through department name changes (Buildings & Grounds, Physical Plant, Plant Operations, and Facilities Management); a department merger with the University’s Planning Department; through seven University Presidents; and many new building constructions, acquisitions, and major renovation projects. (See the list of buildings and University Presidents, since ‘65, on the right.) He has been witness to major events including the campus strike and occupation of University Hall in ‘75, the sit-ins of ‘85, and the takeover of University Hall in ‘92. According to Fred, “the ‘70’s brought on-campus peaceful demonstrations and free love and nakedness on the Main Green with students all too willing to protest.”

When engaged about the topic of plumbing and asked about memorable moments and events, Fred has so many stories to tell. With his slight humor, Fred relays how “frost lines are established as an aid in determining the depth pipes are laid underground” and that “here at Brown the frost line is at a depth of four and a half feet.” Pipes are laid below this line to ensure frost doesn’t cause damage to the pipes. “Well, during the ‘70’s a Pembroke Campus statue had the same pipe burst under it time and time again. The pipe wasn’t bursting from the frost but from the weight of the statue. It was so heavy, it didn’t allow the frost heave to take place.” When replacing the pipes in and around the Pembroke Campus area, the piping was re-routed to bypass the statue eliminating the need to repair pipes under this statue ever again.

As he begins to contemplate his retirement “some day”, Fred says that although he enjoys his work at the University, he does look forward to the day when he will trade in his plumber’s putty for silly putty and soccer balls to spend more time with his five grandchildren ranging in ages from three to sixteen.

## BROWN SINCE 1965

**Presidents:** Keeney, Heffner, Horning, Swearer, Gregorian, Gee, and Simmons

### **Buildings:**

Medical Research Lab  
Steinert Center  
Marston Boat House  
Memorial Hall  
Verney-Woolley Hall  
Graduate Center  
Bio Med Center  
Bio-Med ACF  
Brown Office Building  
Central Heat Plant  
Haffenreffer Outing  
List Art Center  
Sciences Library  
Smith Swim Center  
Young Orchard  
New Pembroke Dorms  
OMAC  
Geo-Chem Building  
Taft Avenue Daycare  
Power Street Garage  
Satellite Ground Station  
Watson, CIT  
Bio-Med Grimshaw-Gudewicz  
Pizzitola Sports Center  
Vartan Gregorian Quad  
MacMillan Hall  
Watson Institute  
Ship Street 70  
Facilities Management  
Sidney E. Frank Hall for Life Sciences  
English Department  
J. Walter Wilson  
Pembroke Hall



## CUSTODIAL SERVICES SUPPLY PROGRAM IMPROVEMENTS

The Custodial Services division has taken several critical steps toward meeting the needs of custodial staff, enabling them to get the tasks at hand completed with the proper and necessary supplies and tools.

Improvements include:

- Distribution of Nextels to all custodial staff allowing for better communication between staff and management.
- The re-implementation of the Custodial Shift Assistant (CSA) positions provides better support for custodial teams and

supervisors alike.

- Assignment of an additional van to Custodial Services provides vehicle access for multiple users and eliminates waiting time for delivery of supplies to over 33 on-campus locations.
  - Improved the supply distribution process. As a result, custodians are responsible for the inventory of supplies in their assigned buildings thus streamlining the process and eliminating lengthy delays.
- Meetings have been

held across all shifts to explain the program and the revised order calendar, prefilled order form, list of distribution stops, and list of buildings where the CSA's are assigned responsibility have been distributed.

These efforts will be monitored closely to ensure success.

Thank you to the staff who worked diligently to address these issues (and more), which were raised to management in various meetings.

Keep the ideas and suggestions flowing!

### Update on Ed's Trip to Africa

In the last issue we reported to you on the then upcoming mission of Facilities Management **Carpenter Ed Znosko's** plan to travel to Abeka, Ghana, during the University's winter break. Ed, and company, returned safely to the United States after having completed their mission successfully under the auspices of Løngitude.



In a follow-up conversation with Ed

and visit to Løngitude's website, we've learned that "PROFESA students are excited about their brand new computer lab" and the new space courtesy of Ed and the other volunteers, who travelled to Abeka from Rhode Island. The trip was a "huge success as the volunteers worked hand in hand with local carpenters to complete the walls, doorways, and built-in furniture for the school."



For Ed and company the journey took them through both beautiful and perilous ports. After leaving the US, there was a day-long stop in Casablanca, Morocco, home of the [Hassan II Mosque](#), designed by the French

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Construction underway at Rhode Island Hall



## ENERGY TIP

Energy Tip: This energy tip is to help you find out what energy-efficiency resources are available to Rhode Island and Massachusetts residents to help them save energy. Last year, Brown University received over \$380,000 in rebates or incentives from implementing energy efficiency upgrades on campus.

Follow this link if you are a Rhode Island National Grid customer <http://www.nationalgridus.com/narragansett/home/>

[energyeff/energyeff.asp](http://energyeff/energyeff.asp) to get started. There are also programs managed by the State's Office of Energy Resources for qualified, low-income households that include weatherization programs, heating assistance and more at <http://www.energy.ri.gov/programs/outreach.php>. And for you folks who live in Massachusetts, you can go to the National Grid site and reroute to the Massachusetts website or if you are an NSTAR cus-

tomers you can go to [http://nstar.com/residential/energy\\_efficiency/links.asp](http://nstar.com/residential/energy_efficiency/links.asp) for more information. And if you are really ambitious, you can learn more about government-sponsored efficiency programs and tax incentives in the energy bill that include energy efficiency and renewable energy at <http://www.energystar.gov/>.

## CHANGES IN THE PROJECT BIDDING ENVIRONMENT

At a recent pre-bid walk through for a summer renovation project at Lyman Hall, Program Manager Joanna Saltonstall was surprised to see the faces of 75 subcontractors interested in bidding the job.

Although the Lyman renovation is a sizeable project, it is representative of a fairly recent change in the bidding environment seen by the Planning, Design & Construction office on projects large and small. There are simply more contractors interested in campus construction activities in recent months. A slowdown in the economy

and completion of some larger jobs in downtown Providence, including Water Place Park and the Westin Hotel, may help to explain the increased interest in Brown projects.

How does the University stand to benefit? The increased competition between contractors is in many cases resulting in lower pricing for labor and materials, and therefore creating savings on project-related costs. An example of this type of savings is a smaller lab renovation in the Bio Med Center; recent opening of project bids resulted in a 45 percent

savings in the budgeted construction cost from the qualified low bidder. This example may be extreme, but some level of “savings” should be expected on most jobs.

It is not only contractors who are giving more competitive pricing. Recent requests for proposals, from architects and engineers for campus design work, are yielding more proposals from interested firms than project managers were seeing in recent times, and in several cases, a wider spectrum of fees.

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architect Michel Pinseau, “situated on a promontory looking out to the Atlantic, which can be seen through a gigantic glass floor with room for 25,000 worshippers.”

On to Ghana (slightly smaller than the state of Oregon, but much more densely populated), located on the west coast of Africa, along the Gulf of Guinea. During Ed’s stay, in between putting up walls, he dined



in a restaurant over-

looking a crocodile-filled river and worked in an area where the locale Ghanaians were on guard, due to the impending political elections and potential for unrest.

All in all, Ed and company managed to accomplish their task. Working with tools that would make any

job near impossible, but with the able

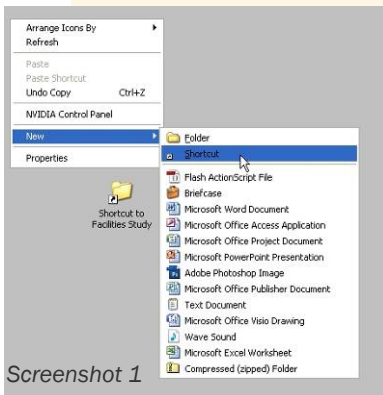


assistance of locals and program supporters who were quick to learn and eager to assist all was accomplished as planned.



## TECH TIP - DESKTOP SHORTCUTS

Sometimes people like to rely on desktop shortcuts to gain quick access to programs or files.



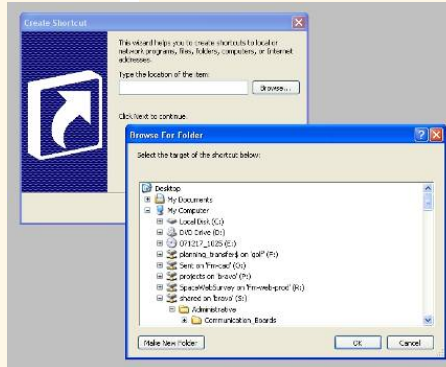
Screenshot 1

They’re easy to make, so here are some quick directions. Minimize any windows you have open and right-click on a blank space on your desktop. Select New and then select Shortcut. (See Screenshot 1.) In the “Create Shortcut” window that opens,

you need to put in the location of the item the shortcut is for. If this is for a program, such as MS Word, you would use the “Browse” button and navigate to the location of the program. (See Screenshot 2.) If this is for a file you would use the “Browse” button and navigate to the location of the file. If it is for a web page you should copy the URL from the address line in Internet Explorer and paste it into the location field. After you have selected the complete and correct location of the file or program, click “Next.” You can leave the name that is suggested or change it

to something that works better for you. Once you are done, click “Finish” and your new desktop icon will have been created.

To be sure it works properly, double-click on the new icon and whatever program, file or webpage you wanted the shortcut for should open up.



Screenshot 2

The image shows a large, modern brick building at night, illuminated from within. The building has multiple stories with large windows and a glass-enclosed staircase on the right side. In the foreground, there is a street with a few cars and some light trails. A blue banner at the top left contains the text 'BROWN UNIVERSITY FACILITIES MANAGEMENT'.

## BROWN UNIVERSITY FACILITIES MANAGEMENT

### Offices:

- Custodial
- Engineering
- Events Support
- Finance
- Human Resources and Labor Relations
- Maintenance Services
- Planning Design & Construction
- Service Response Center
- Stores Operations
- Systems and Services
- Real Estate

**Newsletter Team:** Donna Butler, Trisha Duff, Marc Elderkin, Peter Fox, Delores Gaulin, Lisa Goulden, Lichen Grewer, Ginger Grizzo, Ken King, Mike Lopes, Amy Morton, Paula Penelton, Sue Price, Jay Sisson

**Contributors:** Linda Noble, Chris Powell, and Jack Wilcox

## COMINGS & GOINGS

*Welcome New Employees!*

- Kelly Castilloux, HVAC Technician
- Keith Fuchs, Supervisor, HVAC
- Tracy Mansour, Real Estate Coordinator
- Paul Marques, HVAC Technician
- Fernando Nunes, Manager, Custodial Services
- Linda Pora, Supervisor, Custodial Services

## REMINDERS

Have a question about your **uniforms or safety goggles**? Contact Dan Murphy at x3-7780 or [Daniel\\_Murphy@Brown.edu](mailto:Daniel_Murphy@Brown.edu).

**Gaspar-Arzoomanian Award nominations** will be collected through 3/18/09. Be sure to nominate a peer!

Submit your ideas for **Savings Suggestions** to <http://www.brown.edu/web/economy/content/suggestions.html>

## SAVE THE DATE

Stewards' Meeting – 1st Wednesday of each month.

Labor/Management Meetings – 2nd Wednesday of each month.

Staff Development Day, June 4th.

## CONTRIBUTING TO THE NEWSLETTER

This edition of *Facilities News* includes information regarding many of our efforts underway. It has been written to provide all Facilities Management employees with information regarding Department activities across the various offices. If you have any suggestions for articles or would like to contribute to *Facilities News* please contact Lichen Grewer at 863-9416 or [Lichen\\_Grewer@Brown.edu](mailto:Lichen_Grewer@Brown.edu).