



City of Minneapolis Space & Asset Management Policy & Procedure

Brief Description	The Space & Asset Management Policy governs 1) Space and Furniture Management and 2) Strategic Asset Planning.
Type (enterprise or departmental)	Enterprise
Applies to	All departments
Department responsible for the policy	This Policy is a joint effort of the City Engineer, the City Finance Officer and the City Coordinator
Approval Authority	Council/Mayor
History: Approval date, effective date, revisions	City Council approval 2001. In April 2004, City Council eliminated the section regarding leasing with the approval of the new Leasing Policy
Questions to	Rebecca Law

TABLE OF CONTENTS

INTRODUCTION	1
STRATEGIC ASSET PLANNING	3
SPACE AND FURNITURE MANAGEMENT	4
Space Design and Use	6
Hotel Workstations	8
Furniture Standards	9
Furniture Acquisition Procedures	9
Furniture Repair Procedures	10
APPENDIX A. General Definitions	11
APPENDIX B1. Facilities Management: Functional Chart	12
APPENDIX B2. Space and Asset Management: Functional Chart	13
APPENDIX C1. FSAM Mission Statement and Charter	14
APPENDIX C2. FSAM Functional Chart	15
APPENDIX D1. Office Space Standards	22
APPENDIX D2. Field Space Standards	23
APPENDIX D3. Support Space Planning Guidelines	24

SPACE AND ASSET MANAGEMENT POLICY & PROCEDURE MANUAL

INTRODUCTION

Background

The City Coordinator and City Engineer worked collaboratively on the facility management (FM) project through a staff work team during 1998 and 1999. This was an extension of previous City efforts to look at the existing facility, space, and asset management organization and practices and to identify areas for improvement. In 1997, the City Coordinator contracted with Gilbert and Company to assess the City's facility and space management processes, identify gaps, and recommend a plan to address these gaps. That report was used as a basis for building an effective and comprehensive facility, space, and asset management (FSAM) program. The Mayor and City Council approved the FSAM program in June 1999.

The FSAM program is comprised of two components: Facilities Management and Space and Asset Management. The Facilities Management function is headed by the Public Works Department, Property Services Division (see Appendix B1). The Space and Asset Management team is headed by the Finance Department, Procurement Division (see Appendix B2). Appendix C1 contains the FSAM mission statement and charter. Appendix C2 shows the functional division of duties for the major aspects of facility, space and asset management.

Both groups are governed by the Facilities, Space and Asset Management Committee that was chartered to oversee City space and facility usage and decision-making. The membership and role of the FSAM Committee are outlined below.

FSAM Committee Members

City Coordinator.....	Co-chair
City Engineer.....	Co-chair
Director of Budget and Financial Planning.....	Standing Member
Department Head.....	Rotating, for a term of two years
Department Head.....	Rotating, for a term of two years
Facility Manager.....	Staff
Space and Asset Manager.....	Staff
Municipal Building Commission (MBC) representative...	Invited, as appropriate
Other department representatives.....	Invited, as appropriate

FSAM Committee Role(s):

- Recommendation of space policies and procedures for approval by the Mayor and City Council
- Prioritization and planning of space-related capital projects
- Approval of strategic facilities plan
- Approval of requests for exclusion from policies or procedures
- Approval of major departmental moves
- Resolution of facility or space management issues, as appropriate

Purpose and Scope

The focus of this manual will be on the Space and Asset Management (SAM) policies and related procedures. The three areas of Space and Asset Management responsibility are Strategic Asset Planning, Space and Furniture Management and Lease Management. While SAM is involved in project planning for individual departments, work products are approached from a comprehensive perspective with the entire enterprise in mind. Hence, the mission of the Space and Asset Management Department is:

To plan the use of City space and provide guidance in decision-making relative to the use and disposition of its physical assets such that the core business needs of City departments and staff are accommodated and supported in a timely, customer-focused, and financially responsible way. This contributes to the City's tradition of being a great place to work.

In April 2001, City Council adopted three policy statements that serve as the guiding principles in policy development for 1) Space and Furniture Management, 2) Lease Management, and 3) Strategic Asset Planning. This document will highlight each policy statement, along with the associated policies and applicable procedures that are derived from them. The policies and procedures in this document shall apply to all current and future facilities owned by the City of Minneapolis and to other facilities where the City of Minneapolis is the lessee or tenant. These policies and procedures may also be applied to facilities under the jurisdiction of the City independent boards, such as the MCDA, Park Board and Library Board, at their discretion.

The policies in this SAM manual supercede any and all prior City of Minneapolis policies on the functions under the jurisdiction of the Space and Asset Management Office. (See Appendix B2 for more information.) The provisions of this policy should be considered minimum requirements and standards for City departments; nothing precludes a department from implementing a more stringent policy for management purposes.

STRATEGIC ASSET PLANNING

POLICY: The purchase, lease and utilization of City Spaces and other physical assets shall be planned and implemented using fair, consistent and clear procedures. The acquisition and allocation of City Spaces and physical assets shall be based upon sound financial practices, the demonstrated needs of both employees and the employer, and the goal of using the City's resources in a highly efficient manner.

Approved by the Mayor/City Council – April 2001

Purpose: The purpose of strategic asset planning is to provide a reliable, systematic process for developing a space and funding strategy that allows the City to meet its current and anticipated space needs, through the use of needs forecasting and capital planning. It provides a basis for informed decision-making relative to space and facilities.

Definition.

Capital Improvements: Improvements to real estate which:

- 1) constitute an enlargement of a structure,
- 2) provide additional or enlarged facilities, or
- 3) constitute a major renovation or other substantial improvement which materially increases the usefulness, productivity, or value of the property or substantially extends its useful life.

Policies.

1. City space shall be acquired, modified, and if necessary, disposed of in accordance with the intent of approved strategic plans and in compliance with any applicable Council actions and State statutes.
2. Departmental strategic plans shall be implemented in alignment with the approved enterprise strategic master plan.
3. City strategic plans shall be developed in collaboration with City departments and based upon current and forecasted needs as determined by the business plans of these departments.
4. Capital planning, to accommodate space and facility requirements, and fund facility capital improvements, shall be based upon the City's strategic plan.
5. Major staff relocations shall be accomplished in accordance with and in the furtherance of established strategic plans.

Space and Furniture Management

POLICY: City of Minneapolis space and furniture selections and allocations shall be guided by the use of standards. These standards shall:

1. Support City departmental functions and business.
2. Promote equity and economical use of City financial resources across the enterprise.
3. Promote clear and consistent direction for City staff in providing and furnishing City facilities.
4. Contribute to providing a safe and aesthetically pleasing work environment for all City employees.

Approved by the Mayor/City Council – April 2001

SPACE ALLOCATION STANDARDS

Purpose: The purpose of implementing and maintaining space allocation standards for the City of Minneapolis is to facilitate the equitable, consistent, and cost-efficient allocation of space in facilities owned or leased by the City of Minneapolis; and to create aesthetically pleasing work environments that meet the diverse work requirements of City departments in a way that fosters employee productivity and flexibility.

Definitions.

Space Allocation: The amount of space assigned for a specific type of use in the workplace.

Standards: Guidelines for determining the square footage and components that will be allocated to a specific use or to a specific person. Variations from these standards may sometimes be necessary and the existence of a standard does not guarantee a minimum amount of workstation area or equipment.

Typical: A model layout showing sample components of a workstation, office, or building.

Workstation: The term for the combination of the office desk, chair and local storage for an employee.

Policies.

1. The space allocation standards shall be applied in the design and construction of new facilities and in existing facilities undergoing major modifications. In cases where site or architectural conditions prevent full implementation, spaces will be designed as close to the standards as possible. The standards shall also be implemented in existing facilities to the extent practical and economically prudent.
2. Space standards are determined by job grades and work functions. (See Appendix D1 and D2: for Office and Field Space Charts). Department Heads are responsible for ensuring that employees adhere to the adopted standards and policies.
3. Space allocation standards shall be applied to the extent prudent and feasible when new staff is hired into departments in existing facilities.
4. For planning purposes, space allocation for City Fire Stations shall be calculated based upon an FSAM Committee-approved Fire Station typical model and on the number of Fire Station occupants. This model shall be developed through collaboration with and concurrence of the Fire Department leadership.
5. For planning purposes, space allocation for City Police Precincts shall be calculated using a combination of the field standard for office functions and a square footage per person allocation in the specialty, support, and public areas of the police precinct.
6. All requests for space exceeding the allocation standards shall require written justification for the exception. The exception must receive the written approval of the relevant Department Head and the Facilities, Space and Asset Management (FSAM) Committee.

SPACE DESIGN AND USE

Purpose: Space Use policies provide guidance in the implementation of design concepts, and assist City management and staff in understanding how spaces of various types shall be used, acquired, converted to other uses, and, when necessary, disposed of.

Definitions.

Americans with Disabilities Act (ADA): Legislation passed in 1990 that extends civil rights protection to persons with disabilities and that prohibits discrimination on the basis of having a disability.

Quiet Room: A small private space, equipped with telephone and data connections, that may be scheduled on a short term basis by city employees who office in workstations. Employees may occupy this space when they are working on projects or assignments that require a high degree of concentration.

Support Spaces: Non-office space that contributes to the effective performance of work functions in the workplace, such as conference rooms, equipment areas, quiet rooms, etc.

Support Spaces: Non-office space that contributes to the effective performance of work functions in the workplace, such as conference rooms, etc.

Workstation: The term for the combination of the office desk, chair and local storage for an employee.

Policies.

1. City facilities, and the space contained therein, are City assets and are not owned by any one department or workgroup, regardless of occupancy. SAM staff shall work with departments to understand their needs and allocate space accordingly. As City departments vacate space, this space shall become part of the available space inventory, to be reallocated for other City purposes.
2. City spaces shall be used appropriately for their originally intended purpose. As departmental needs change, increase, or decrease, departments shall contact SAM staff for assistance. Or, as City departments need to change the use of assigned spaces, department staff shall contact SAM staff for assistance. Space will be allocated according to identified and forecasted need.

3. Wherever feasible and practical, City spaces shall be designed using “open plan” concepts to promote collaboration and productivity among City staff, as well as improved space utilization.
4. City spaces shall be designed to meet the City business and employee work needs as it relates to work flow, adjacency needs, and support space accommodations. (See Appendix D3 for Support Space Planning Standards.)
5. It is City policy to provide a safe and barrier-free environment that will benefit all people. City spaces shall be designed and constructed to comply with prevailing building codes and ADA regulations.
6. It is City policy to employ ergonomic considerations as workspaces and offices are designed.
7. Conference rooms that are available for use by all City departments shall be maintained and managed by designated host City departments who will take responsibility for providing meeting scheduling, maintenance through appropriate resources, and meeting supplies (such as easel paper, white board markers, etc.).

HOTEL WORKSTATIONS

Policy. At the City's option, hotel workstations may be made available to City employees or business partners of City Departments on a short-term and temporary basis. However, this arrangement can be terminated by the City Departments at any time and for any reason, without recourse.

Definition.

Hotel Workstation: A hotel workstation is a unassigned workstation that is set aside for use by City employees or business partners of City departments who do not have an assigned workstation in that department but need to avail themselves to a workspace at points during the course of the day while they are working with said City department.

Business Partner: A business partner is a non-City organization, consultant or business that works collaboratively with members of City departments to accomplish the business goals of that City department.

Procedures

1. A hotel workstation administrator shall be assigned by the host City Department to schedule and otherwise manage the hotel workstations.
2. If the hotel workstation is intended for business partners' use, City Departments may, but are not obligated to, provide amenities such as a telephone or computer.
 - It is recommended that telephone service be limited to local area service only.
 - It is recommended that computer service be limited to local applications, and not connected to the City Network.
3. If the hotel workstation is intended for City permanent employees' use, Departments shall provide the same workstation amenities as would be provided in a standard workstation.

FURNITURE STANDARDS

Purpose: The purpose of implementing furniture standards is to provide City staff with functional high quality office furnishings in the most cost effective and expedient manner possible. Selection criteria for furniture standards includes durability, compatibility with existing systems, environmental considerations, guarantees and warranties, life cycle cost, ergonomics, quality, local dealer support and installation expertise.

Definitions.

Standard Furniture: City furniture that is purchased in accordance with City-approved product, performance and finish guidelines.

Ergonomics: An applied science, the goal of which is to improve the fit between characteristics of the user and the tools, equipment and environment.

Policy.

1. City furniture and seating requirements shall be met using City-established standard products, features, and finishes, whenever possible and practical. If a City Department has a demonstrated need for furniture that falls outside of the standard product lines, the requesting Department shall work with City buyers and SAM staff to identify the appropriate products.
2. City furniture and seating shall be reallocated for other City purposes, as appropriate, when it is identified as excess.
3. Established ergonomic guidelines shall be adhered to in the selection of standard seating and furniture.

Furniture Acquisition Procedures:

1. City staff shall contact Public Works, Property Services Division staff for assistance in acquiring new standard furniture.
2. Public Works, Property Services staff will first identify if there is furniture available to meet the identified requirements.
3. If there is no available furniture, Public Works, Property Services staff will order what is needed, at the expense of the recipient department, and assist as appropriate, with furniture delivery.

In general, the purchasing of City furniture (including seating) requires Departments to order City-selected standard furniture from vendors awarded contracts through the competitive bidding process. (See the Uniform Municipal Contracting Laws (Minnesota Statutes 471.345 - 471.37 for more information.)

The current step-by-step procedures for purchasing goods, such as furniture, can be found on the City's "Insite" Intranet under the "City Policies" section. Click on the link "[Bid Items Policies and Procedures](#)" for information on:

- Which purchasing process is required.
- How to create the related FISCOL documents.
- Which City buyer is responsible for certain types of goods.

Furniture Repair Procedures.

1. City Department staff shall determine whether the furniture repair is under warranty by locating the purchase documents. If the item is non-standard, departments must internally maintain the dealer and warranty records.
2. City Department staff shall contact the responsible furniture dealer, describe the needed repair and get confirmation from the dealer that the service falls within the warranty. If the repair is not covered, the Department staff should obtain a repair estimate, from dealer or other City approved repair resource, and compare it to the furniture's replacement cost. If associated repair costs are greater than 60% of replacement cost, City departments shall purchase a replacement.
3. City Department staff is responsible for scheduling repairs through the dealer and for direct payment of all associated costs. Any issues regarding unsatisfactory performance by vendors should be referred to the appropriate City Buyer in the Procurement Division.

APPENDIX A. General Definitions

Facilities Management: The practice of coordinating the physical workplace with the people and work of the organization, integrating the principles of business administration, architecture and the behavioral and engineering sciences.

FSAM: Abbreviation for Facilities, Space and Asset Management.

Guideline: A statement or other indication of policy or procedure by which to determine a course of action.

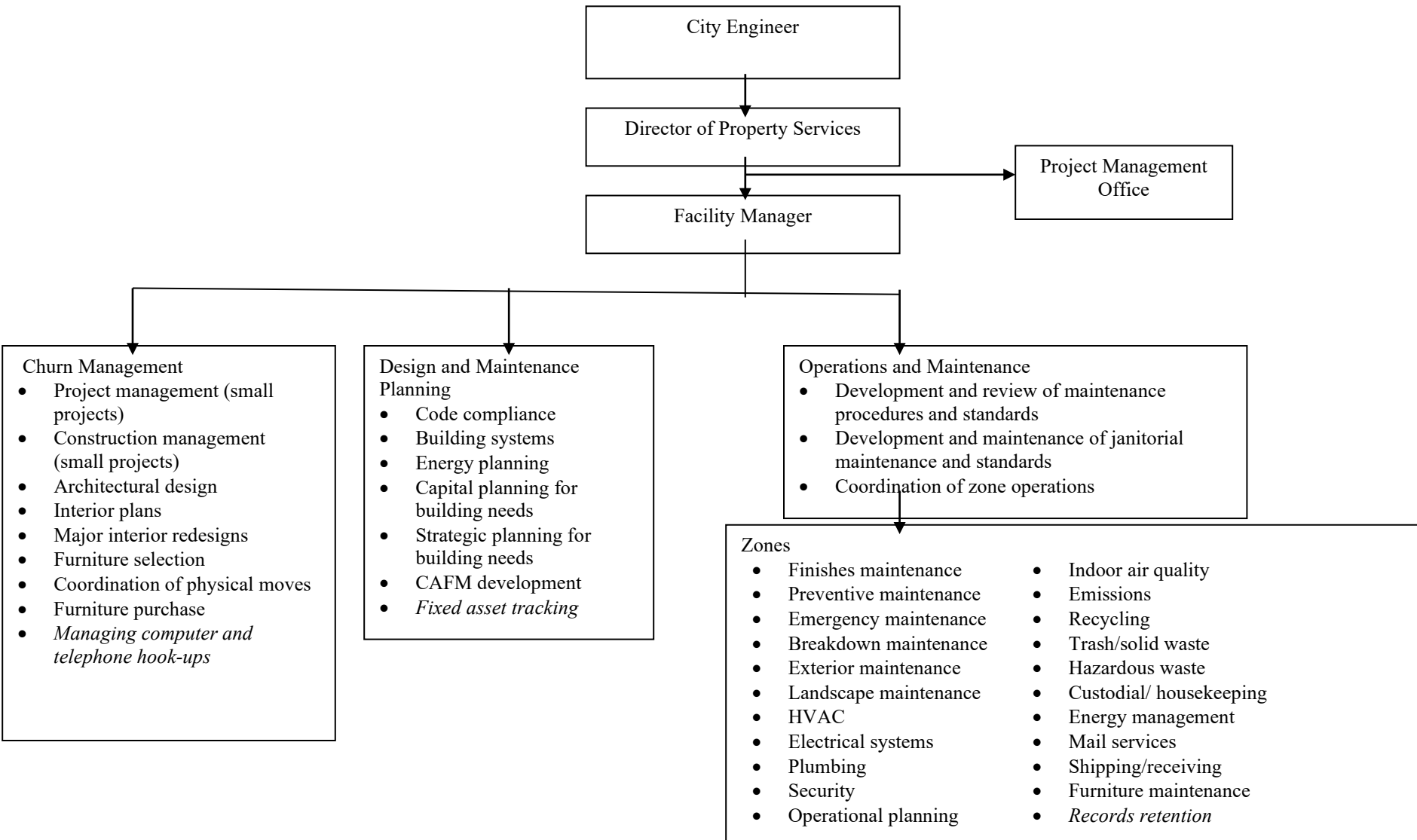
Policy: A plan or guiding principle intended to influence and determine decisions and actions. City-wide policies must be formally adopted by the City Council and Mayor.

Procedure: A series of steps taken to accomplish an end, such as implementing or complying with a policy. Procedures are typically set by City management and do not require the formal approval of elected officials.

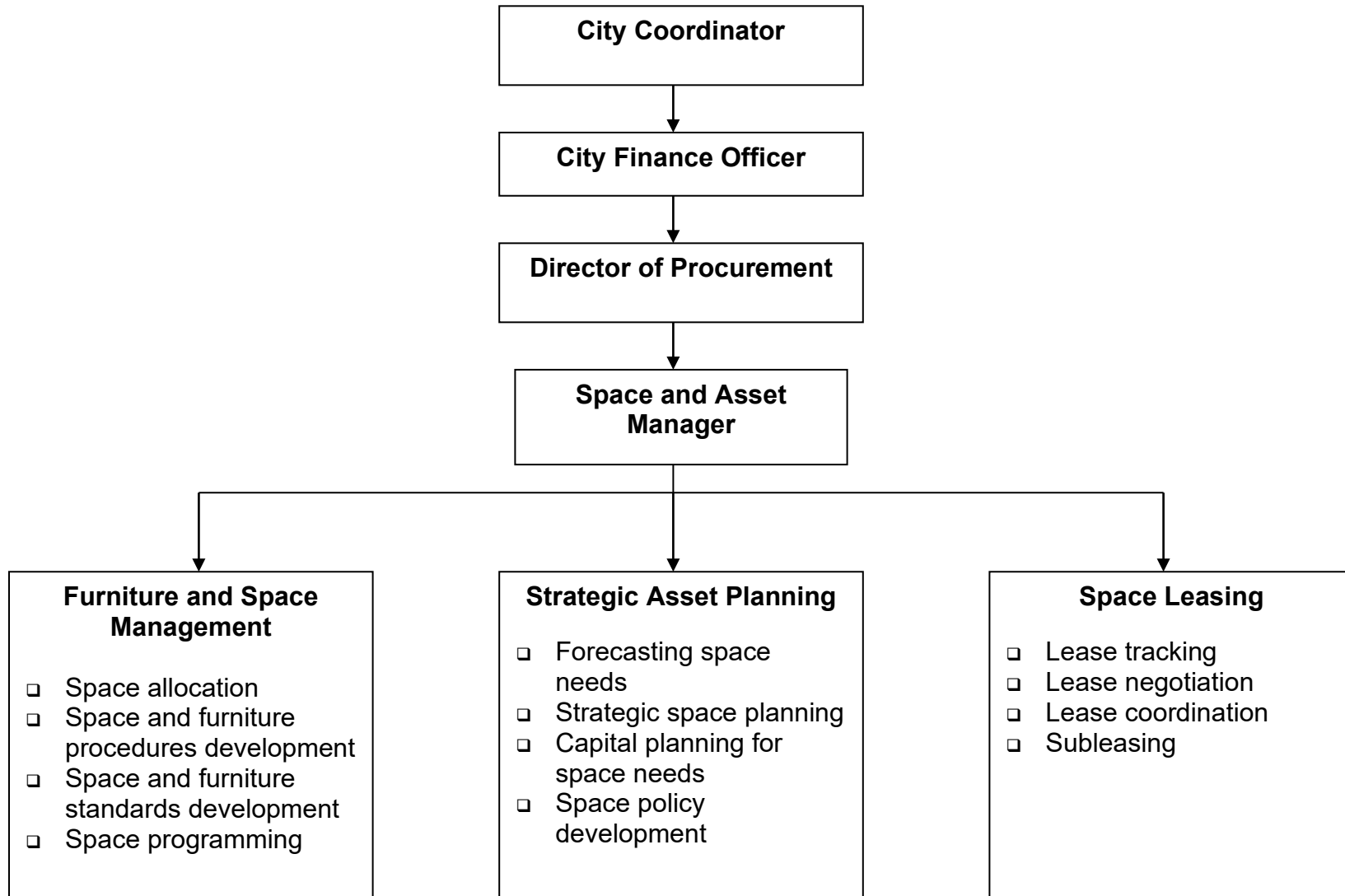
Space and Asset Management: The practice of comprehensive space management and asset planning, performing planning, developing, coordinating, implementing and evaluating such city-wide.

Standard: An acknowledged measure of comparison for quantitative or qualitative value; a criterion.

APPENDIX B1: Facilities Management - Functional Chart



APPENDIX B2. Space and Asset Management - Functional Chart



APPENDIX C1

Facilities, Space, and Asset Management Mission Statement and Charter

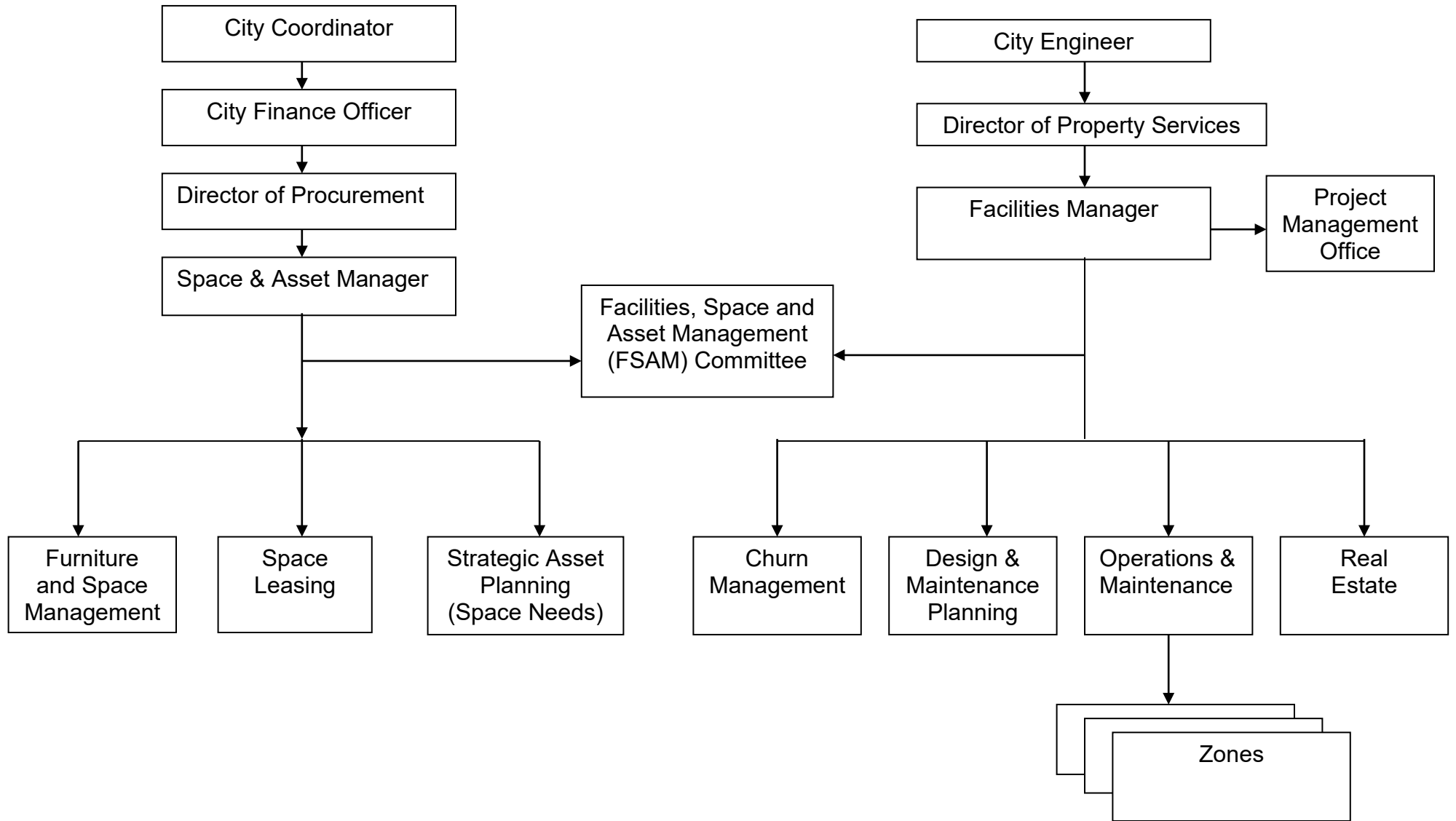
Facilities, Space, and Asset Management Mission Statement

To provide, operate and maintain facilities in an efficient, effective, economical, and safe manner, thereby supporting the effective delivery of the City's public and internal services consistent with City goals and priorities, and preserving our physical facilities as critical institutional assets.

Facilities, Space and Asset Management Charter

- Undertake service delivery that is timely, responsive, efficient, effective, and customer oriented
- Maintain customer commitment through partnership, communication, consultation, and standardization with flexibility, while being responsive to City employee needs
- Operate according to formal processes and procedures that are fair, consistent, orderly, and predictable
- Plan and make decisions informed by strategic and enterprise-wide considerations, based upon priority and need, and consistent with formal procedures
- Manage resources to maximize cost effectiveness through partnership, best practice and benchmarking

APPENDIX C2. Facilities, Space and Asset Management: Functional Chart



APPENDIX D1. Office Space Standards

<u>SPACE STANDARD CODE</u>	<u>TITLE/FUNCTION</u>	<u>GRADE</u>	<u>SIZE</u>	<u>WORKSTATION SIZE</u>	<u>COMMENTS</u>
OS1	Exec Staff/Charter Dept Heads	13 - 19	~300sq/ft	Hard-wall office	
OS2	Director level	10 - 16	~180sq/ft	Hard-wall office	
OS3	Auxiliary Professional Staff	See Comments	~120sq/ft	Hard-wall office	Attorneys, HR Generalists, Government Relations Rep
OS4	Manager	10 - 12	~120sq/ft	Hard-wall office	Managing 4 or more employees
OS5	Manager	10 - 12	~120sq/ft	Systems Furniture - 65" H	Managers of 1-3 employees
OS6	Supervisor/Non-employee Mgr.	7 - 11	~96sq/ft	Systems Furniture - 65" H	Supervising 4 or more employees
OS7	Gen. Tech/Eng./Clerical/Paralegal	1 - 9	~64sq/ft	Systems Furniture - 65" H	Clerical ws contains (1 - 4) 41" H wall
OS8	Technicians	Various	~48sq/ft	Systems Furniture - 65" H	Primary workplace is elsewhere: Lab, Clinic, etc
OS9	Interns		~48sq/ft	Systems Furniture - 65" H	

* Flexibility in space allocation is based upon a clearly demonstrated business need or adjustments dictated by constraints imposed by building architecture

APPENDIX D2. Field Space Standards

<u>SPACE STANDARD CODE</u>	<u>TITLE/FUNCTION</u>	<u>GRADE</u>	<u>SIZE</u>	<u>WORKSTATION SIZE</u>	<u>COMMENTS</u>
FS1	Inspector	14 - 15	~180sq/ft	Hard-wall Office	
FS2	Lieutenant/Superintendent/ Captain	13 - 16	~120sq/ft	Hard-wall Office	Investigative Lieutenants , Lieutenants managing 4 or more officers,
FS3	Lieutenant/Field Supervisor	8 - 12	~120sq/ft	Systems Furniture - 65" H	Special Assignment Lieutenants managing fewer than 4 officers
FS4	Sergeant/Field Foreman	11	~96sq/ft	Systems Furniture - 65" H	Supervising 4 or more employees
FS5	Support & Admin Staff/Building Trades Foreman	1 - 9	~64sq/ft	Systems Furniture - 65" H	Clerical ws contains (1 - 4) 41" H wall
FS6	Police Officer/Day Labor Foreman		~48sq/ft	Systems Furniture - 65" H	Primary workplace is elsewhere: Lab, Clinic, squad car, etc.

* Flexibility in space allocation is based upon a clearly demonstrated business need or adjustments dictated by constraints imposed by building architecture

APPENDIX D3. Support Space Planning Standards

Type of Support Space	Planning Standards / Guidelines	Comments
Break Area/Kitchenette	Roughly 40 square feet plus 5 square feet per person	
Equipment /Work Area	Approximately 6% of workstation/office space or 120 square feet	
Quiet Rooms	(2) 60 square foot enclosed spaces with data and telephone connections	Individual departments may opt to provide telephone service and computers.
Conference Rooms	Small (6-8 people) 120 sq. ft. Medium (8-12 people) 180 sq. ft. Large (12 – 18 people) 300 sq. ft.	
Storage Spaces	Established on a case by case basis	
Common File Areas	Approximately 5% - 10% of workstation/office space	Wherever feasible, the use of common file areas will be promoted.
Reception Areas	Small (2 people) ~49 sq. ft. Medium (4 People) ~80 sq. ft. Large (5 people) ~160 sq. ft.	Actual allocation will be established on a case by case basis using these guidelines as a reference.