Agenda

FROM THE RESEARCH
- Our Process
- Benchmarks
- Interview Themes
- Survey Results
- Activity Analysis
- Findings
- Adjacencies
- Day in the Life
- Jigsaw Spaces

GOALS FOR THE PROJECT
- Cost savings
- Minimizing space management issues
- Supporting the work at UCOP
- Environmental Responsibility
- Workplace that makes you proud

NEXT STEPS
- Workplace scenarios
- Real Estate scenarios
Our Research Process

- **Workplace Practices Survey**
  - Sent to all UCOP employees in Oakland
  - Response rate: 45%
  - Total number of responses: 670

- **Stakeholder Interviews**
  - Met 7 POG leaders
  - Interviewed 58 leaders within the organization

- **Employee Focus Groups**
  - 10 focus groups, approximately 10-12 participants
  - About 10% of UCOP population participated from various departments

- **Activity Analysis**
  - All downtown Oakland bldgs observed
  - Total spaces observed: 511
  - Total departments observed: 49

- **Steering Committee Meetings**
  - Met with 27 leaders within the organization

- **Employee Focus Groups**
  - 10 focus groups, approximately 10-12 participants
  - About 10% of UCOP population participated from various departments
Benchmarks

- The current UCSF metric is 143.5 usf/person, now adopted as a standard.
- The current UCOP metric is 209 usf/person.
Interview Themes

All work is NOT the same

Current space standards are archaic

It’s about more than space

Consider the mission & values
Survey Results

There is a lack of awareness and connection.

Overall satisfaction scores are mostly neutral.

Support spaces are insufficient.

What aspects need the most improvement in your current workspace?

There is a lack of awareness and connection.
Activity Analysis Results

There are diverse and mobile work styles.

Meeting rooms are being reserved but not used.

A majority of meetings are small.

Informal spaces are not effectively utilized.
Day in the Life

[Diagram showing different activities and their distribution throughout the day, including individual work, formal meetings, ad-hoc meetings, and work travel.]
Current spaces at UCOP

- Offices
- Workstations
- Conference room
- Video conference room
- Break Area
- Food vendor

New spaces desired for UCOP

- Offices
- Workstations
- Conference room
- Auditorium
- Video conference room
- Break Area
- Wellness/Mother’s room
- Touchdown spaces
- Focus rooms
- Huddle rooms
- Project rooms
- Open collaboration
- Cafeteria space
Achieve cost savings

Why this is important:
- Reduce operating costs
- Staff have a sense of responsibility to the public
- A lot of space is currently being wasted
- Inflexible space has created awkward adjacencies

Implications for UCOP:
- Consolidate into owned facilities
- Use space efficiently for meaningful cost savings
- Reduce moves/adds/change costs
- Create a flexible workspace which can adapt to future changes
- Have a ‘kit of parts’ furniture

Why this is important:
- Reduce operating costs
- Staff have a sense of responsibility to the public
- A lot of space is currently being wasted
- Inflexible space has created awkward adjacencies
Minimize space management issues

Why this is important:
- Staff is unsatisfied with the current space
- Current space standards has led to awkward adjacencies
- Groups are territorializing spaces, leading to tensions
- Long-term strategic needs rather than short term fixes

Implications for UCOP:
- Rethink the space standards
- Allocate space by work style
- Establish clear space strategy and policy
- Communicate facilities decisions clearly
Have space that better supports the work

**Why this is important:**
- Current space lacks adequate support spaces
- Staff have varied work styles, which requires different spaces
- Unavailability of meeting rooms is a multi-faceted problem at UCOP
  - Different types of meetings occur, yet the type of space available is relatively the same
  - Conference rooms are being territorialized

**Implications for UCOP:**
- Improved adjacencies
- Provide flexible support spaces
- Provide different types of spaces for all types of work
- Right-size meeting room sizes and numbers

**Why this is important:**
- Current space lacks adequate support spaces
- Staff have varied work styles, which requires different spaces
- Unavailability of meeting rooms is a multi-faceted problem at UCOP
  - Different types of meetings occur, yet the type of space available is relatively the same
  - Conference rooms are being territorialized
Being environmentally responsible

**Why this is important:**
- Building footprint and leased space currently spans four locations
- WorkFit program and Ergo lab are popular programs amongst staff

**Implications for UCOP:**
- Lower operating costs by consolidating and decreasing the building footprint
- Encourage wellness in the building
- Increase day lighting in the space
A workplace that makes you proud

Why this is important:

- Staff is the greatest asset
- Current space does not reflect UC culture
- Little community space in the current space

Implications for UCOP:

- Highlight UC mission and values
- Create and embrace community
This is a major opportunity...

• To achieve significant cost savings
• To minimize future space management issues
• To provide space that better supports the work
• To be environmentally responsible
• To create a workplace that makes you proud
Next Steps

• Determine scenarios based on work styles at UCOP
• Develop alternative real estate scenarios
• Recommend planning principles
• Publish final report
# Glossary of Terms

## Space Planning Terminology

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Assigned</td>
<td>An assigned space refers to a workstation that is assigned to one or more employees.</td>
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<tr>
<td>Desk-sharing</td>
<td>The practice of leveraging individual workspaces by reducing the total number of seats per assigned headcount. There are many different desk-sharing strategies, such as free-address and shared seating (two or more people sharing the same workspace).</td>
</tr>
<tr>
<td>Free-address</td>
<td>The practice of providing unassigned seating to employees on a first-come, first-served basis. Also see unassigned.</td>
</tr>
<tr>
<td>Headcount</td>
<td>The total number of employees, including full-time, part-time, interns, and contractors that work at a designated office location.</td>
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<tr>
<td>Kit-of-parts</td>
<td>A series of interchangeable components (often times space types) that can be organized into a variety of configurations for a flexible workspace setting.</td>
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<tr>
<td>Mobility</td>
<td>The ability of individuals to work freely within and outside the office through technology and organizational policies.</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>A typical area where a workgroup or organizational teams sit. This can vary in size but typically describes the work area including offices, workstations and support spaces immediately adjacent to the space.</td>
</tr>
<tr>
<td>Rentable Square Footage (RSF)</td>
<td>The measurement on which a tenant’s space is usually based. Rentable square feet typically combines “usable square feet” plus a portion of the common building area.</td>
</tr>
<tr>
<td>Seat Count</td>
<td>The total number of individual workspaces available in an office, comprised of some combination of offices, cubicles and workstations (often referred to as “seats” or “desks”).</td>
</tr>
<tr>
<td>Space Allocation</td>
<td>The method in which individual spaces are assigned.</td>
</tr>
<tr>
<td>Space Utilization</td>
<td>A metric for quantifying how efficiently the workspace is being used, often measured as a percentage of time a space is occupied.</td>
</tr>
<tr>
<td>Support Ratio</td>
<td>The method in which support spaces are allocated, typically on the basis of headcount or seat count.</td>
</tr>
<tr>
<td>Telecommute / Telework</td>
<td>A work arrangement in which an individual works from home and does not travel to the primary office location.</td>
</tr>
</tbody>
</table>

## Touchdown

A touchdown is an unassigned workstation designed to accommodate individuals for a short period of time on a first-come, first-served basis.

## Unassigned

An unassigned space is not assigned to any particular individual and can be used by various people. For the definition of unassigned, please also see free-address and touchdowns.

## Usable Square Footage (USF)

The area of a floor or building that is occupied and used by a tenant, excluding floor and building common features (suit stairwells, elevator shafts, restrooms, mechanical closets, etc.). USF is a metric that is commonly used metric to assess the workplace.

## Way-finding

A system of navigation to help visitors and occupants orient themselves in a space, find individuals and in general, move from place to place, occurring are recorded.
## Glossary of Terms

### Space Types

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<th>Term</th>
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<tbody>
<tr>
<td>Activity Zones</td>
<td>Designated work areas that are designed to support specific types of work activity, such as focused work or group interaction.</td>
</tr>
<tr>
<td>Cubicle</td>
<td>A type of work station setting in which workspaces are partitioned through a modular panel system, typically 44” x or above 42”.</td>
</tr>
<tr>
<td>Focus Room</td>
<td>An ad-hoc, enclosed space to support private in-person or phone conversations and support focused work for 1 to 2 people. Focus Rooms are not on a reservation system.</td>
</tr>
<tr>
<td>Huddle Room</td>
<td>An ad-hoc, enclosed space to support impromptu meetings of up to 4 people. Huddle Rooms are not on a reservation system.</td>
</tr>
<tr>
<td>Meeting Room</td>
<td>Any space designed for discussion or collaboration between two or more people. Also commonly referred to as a confere.</td>
</tr>
<tr>
<td>Office</td>
<td>Typically an enclosed space for focused work. Office types can vary depending on the organization, and do not always have to be enclosed.</td>
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<tr>
<td>Open Meeting Area</td>
<td>An unenclosed space to support both impromptu and planned meetings. Spaces can be equipped with a variety of furniture and technology options, such as table- or stand-alone workstations, whiteboards, pin-up space, computers, laptop docking capabilities, digital display or telephones.</td>
</tr>
<tr>
<td>Project Room</td>
<td>A semi- or fully enclosed space equipped with tables, whiteboards and wall surface to track and display project work. Project Rooms can be assigned to project teams or for designated periods of time or used on an ad-hoc basis.</td>
</tr>
<tr>
<td>Shared Office</td>
<td>An office shared between 2 or more individuals.</td>
</tr>
<tr>
<td>Wellness Room</td>
<td>A private, enclosed room to support meeting, relaxation, and staff feeling ill. Wellness rooms are typically equipped with lounge type seating such as a sofa or recliner, as well as a small sink and under-counter refrigerators.</td>
</tr>
<tr>
<td>Work Lounge</td>
<td>A flexible, multi-purpose space for individuals and groups to work, collaborate and socialize. The Work Lounge offers an alternative café-like setting with a variety of seating options for people to conduct individual and group work.</td>
</tr>
<tr>
<td>Workstation</td>
<td>A dedicated workspace for an individual. Typical workstations come in different styles such as a benching system, 90°-shaped workstations or 120° workstations. Workstations are found in clusters and can be set up in different arrangements such as clusters, benches, and bullrings.</td>
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</tbody>
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