

Government of the District of Columbia
Office of the Deputy Mayor for Planning and Economic Development

Analysis of Recommended Workspace Improvements

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Background

The main offices of the District of Columbia Deputy Mayor for Planning and Economic Development (DMPED) are currently located on the Second and Third Floors of the John A. Wilson Building at 1350 Pennsylvania Avenue, NW. The DMPED Offices are home to the Deputy Mayor's Office, Front Office, Operations, Business Development and Real Estate Development departments. The office spaces accommodate approximately 57 employees and consist of a mix of private offices and larger open workspaces with systems furniture cubicles. Most of the current office spaces and systems furniture date to the last major renovation of the Wilson Building completed in 2001.

The Wilson Building, where the DMPED offices are located, was completely renovated during the period of 1996-2001. As part of the renovation, new mechanical, electrical and plumbing systems were installed in the existing building. The exterior of the building was restored and new windows installed. A new five story infill structure with office space, elevator core and central atrium was built in the original light court. The DMPED offices are mainly located in the renovated Third Floor of the original building with additional space in the newer Second Floor office space.

The DMPED offices in the Wilson Building are located on the Third Floor in Suites 313, 317, 319 and 321 and on the Second Floor in Suite 226. The Deputy Mayor's office is located in Suite 319, the Front Office senior staff offices are located in suite 321, the Real Estate business unit is located in the "bullpen" in suite 313, the Operations and Front Office staff are located in the "break room annex" in suite 323 and the Business Development business unit is located on the second floor in suite 226. The footprint of the occupied suites is not changeable at this point in time. The main Conference Rooms for the DMPED are located in Rooms 327 and the north end of Suite 313. Some conference spaces belonging to other agencies such as Conference Room 227 and the Mayor's Cermonial Meeting Room are available on a limited basis when needed if they are available. Additional larger conference room and hoteling space controlled by DMPED is available at another District owned building in SW.

Workspace improvement study

DMPED contacted Bowie Gridley Architects to request that a study be done to analyze the current use of the office space, a survey be conducted of the staff to determine how the space is utilized and a report issued to make recommendations for ways to improve the function and layout of the office. Although there are several positive aspects of the existing workspaces, there are many areas where the senior staff and employees feel that improvements can be made.

The study for workspace improvements began with a kickoff meeting on Sept. 10 between key stakeholders from DMPED and representatives from Bowie Gridley Architects. The main goals of the study were reviewed as well as general observations about the positive and negative aspects of the spaces and the parameters of what possible changes could be made. Following the kickoff meeting, the Architects toured the DMPED offices and photographed and noted the current arrangement of offices and workspaces.

After the initial kickoff meeting, Bowie Gridley Architects prepared questionnaires for the Senior Staff and Employees of DMPED with questions about their methods of working and the ability of their

current workspaces to support their work. In addition, the Employees were asked for ideas and suggestions for how they would like to see their workplace improved. The survey was administered by the department and the results were tabulated and forwarded to BGA.

Following the survey, focus group meetings were held with key staff members representing the Senior Staff and Employees to further explore issues and ideas about the current workspace environment and thoughts about how it could be improved.

As a follow up to the focus group meetings and surveys of the current office space, Engineers from Aspire Engineering toured the space to observe the Mechanical and Electrical systems and lighting with the goal of making recommendations for improvements to the environmental controls.

Several documents were provided by DMPED for use in support of the workplace improvement study. In addition to the survey results, the following documents were used in the production of this report:

- Programming and Space requirements description attachment to the original RFQ.
- The DMPED organizational chart.
- Seating Charts for the Second Floor and Third Floor offices.
- Photographs of alternative furniture in comparable settings from the Chief of Staff.

In addition to the documents provided for BGA's use, floor plans for the Second and Third Floors drawn by Faithful and Gould and Shalom Baranes Architects were available from a previous project. Although the current demountable wall and system furniture wall sizes and locations were not shown on the plans, the overall room, door and window locations are shown and were used to determine the general layout of the spaces.

General Results of the Survey

Several common issues about the current DMPED workplace, both positive and negative, were brought to light as a result of the surveys and focus group meetings with the Senior Staff and Employees. In general, suites 226 and 313 received the most positive feedback. The combination of natural lighting, openness and ease of communication promote a sense of camaraderie and cooperation amongst the staff in those areas. The same qualities however also provide challenges to the work environment in the form of noise and privacy issues. Employees stationed in the "Break Room Annex" in suite 323 generally found the space to be a less than ideal working environment. Issues of isolation from the rest of the department and challenges from the many different functions occurring within the space make it a difficult environment to work in.

Positive aspects of the current work space

Most of the survey respondents expressed an appreciation for the openness and natural light available in both of the larger open office spaces in Suites 226 and 313. The large windows of the original Wilson Building and large expanses of glass in the infill addition provide abundant light and views to the exterior. The availability of natural light in both offices makes visibility while working at tasks much easier and the quality of natural sunlight has positive psychological effects for the employees.

Another commonly noted positive aspect of both large open office suites is the ability for employees to easily communicate with each other. The relative openness of the current office layout fosters collaboration between project team members, mentorship between more experienced team members and junior members and camaraderie in general between all employees. In addition, the openness of the current office layouts benefits the Senior Staff and Managers by giving easy access to the members of their team. People in suites 226 and 313 also generally felt that the sizes of their workstations were adequate and provided enough room to support their work activities.

In addition to physical workplace conditions, there are also technological developments in place within the department that have greatly improved efficiency in the processing of work documents and the use of space in the workplace. DMPED has implemented an electronic document management system called Kwiktag that has given them the ability to handle and store the large volume of information that is processed by the department without the need to store paper copies on site. This has provided an opportunity to use the office space currently available to the department in a more efficient way and to free up space once used for document storage for other amenities that would benefit the entire group. Although the Kwiktag system has not been fully implemented yet, it is in place and available for use. The goal of DMPED is to move toward taking full advantage of the system by all employees in the near future.

Availability of Conference Space

A widely mentioned issue in the functioning of the office was the availability of conference room space or lack thereof. One of the most important functions of the DMPED is collaborating with the Public and with fellow employees. These collaborations often happen in groups of anywhere from 2 to 50 or more people. There is currently a variety of conference room space available for use by small to medium sized groups which is in great demand on a daily basis. The general consensus seems to be that the space available for formal conferences is sufficient but requires planning and coordination. If a system of reserving conference rooms is not currently in place, one should be formally introduced. One survey respondent suggested putting the system on Outlook to make it more easily accessible for all employees. Depending on the size of the group meeting, the conference room spaces are generally considered adequate for small to medium sized groups but larger gatherings require the borrowing of conference rooms from other agencies within the Wilson Building or at a remote site in the DMPED's offices in the SW facility. Although the need to hold large meetings in remote locations is not ideal, there is currently no alternative space available within the limits of the Wilson Building.

Problems with the current work space

While there were several commonly recognized positive aspects to the current DMPED workplace, there were also many perceived shortcomings that were expressed in the surveys and focus groups with the Senior Staff and Employees.

One of the main concerns with the Suite 313 "bullpen" area and to a similar extent in Suite 226 is a lack of privacy for work or personal communications. Because of the low, and in many cases missing, cubicle walls, private telephone or person to person conversations are not always possible at the individual workspace. As a result, employees often resort to leaving their workspace to have private conversations in the conference rooms, hallways and stairways. If the conversations require reference materials, the employee must also bring any needed paperwork or laptop computers with them to transact

business. This is less than ideal from a productivity standpoint because it involves a disruption to work brought on by the need to relocate these materials. In addition, in some cases, the perceived privacy of a hallway may not necessarily be either private or secure.

Another related issue to the lack of privacy in suites 226 and 313 is the disruption caused by excessive noise. Because multiple different conversations, telephone calls, speakerphone calls etc. regularly occur simultaneously, the ability of others who are not involved in the activity is often compromised by the amount of noise and commotion generated within the overall space. The disruption is not only limited to other people quietly working but can also be an issue for people in adjacent spaces who are carrying on their own telephone calls or conversations simultaneously.

At the present time, some of the Senior Staff members are housed in cubicles despite the frequent need for private and secure telephone communications and interactions with other staff members. In particular, the Interim Director of Business Development, the Interim Director of New Communities and the Operations Assistant in charge of Human Resources would be more appropriately located in a private office.

A frequently cited issue common to all of the various workspaces is the lack of control over the temperature. Most comments from the surveys regarding climate control say that the spaces are frequently too cold both in winter and summer. The DMPED offices are supplied with heating and cooling by a ducted air system. The cooled and heated air come from a central unit in the Mechanical Room located off the main hallway and are supplied to the offices by a system of ducts and supply and return air registers in the ceilings. The temperature and volume of the air delivered to the spaces is controlled by thermostats located in several locations throughout the office suites. In some cases, the original heating and cooling zones have been disrupted by the relocation of office walls. In other cases, the over cooling of the spaces is a symptom of the need to rebalance the system. In general, the lighting in the office spaces has been commented on as being adequate. In many locations however, fluorescent down lighting has been disabled by disconnecting the fluorescent light bulbs. This is most likely an indication that the downlighting may be too harsh in places for the individual user in that location. The mechanical and lighting issues will be specifically addressed in a separate section of this study.

There are several overlapping issues that make the work environment in Suite 323, the “Break Room Annex”, a less than ideal work environment for the staff who are stationed there. The suite is remotely located from the main offices of the Real Estate and Business Development business units as well as the Senior Staff resulting in a sense of isolation from the rest of the department. The location of the suite on the interior of the building also results in a lack of natural light within the space. Although there are glazed openings where the original exterior windows were located, they are filled with frosted glass and mainly bring in artificial light from the space next door. The location of the department’s Kitchenette/Break Room space within the overall suite results in frequent interruptions from well meaning staff on break. Cooking odors and noise from food preparation also create a major disturbance throughout the day as well as unpredictable changes to the air quality within the room. The location of the Electrical and Telephone closets within the space are also a source of interruptions from contractors passing through the space to access the equipment. Due to the frequent presence of people passing through the office suite, privacy and security are also of particular concern, especially for the Operations Assistant for Human Resources whose workspace is located within the suite.

The systems furniture in most of the DMPED office suites most likely dates to the last major renovation campaign completed in 2001 making it approximately 15 years old. For the most part, the partitions, desks, bookcases etc. appear to be in good condition but somewhat dated in style and color

palette. In several cases where partitions have been salvaged and relocated from other locations, parts and pieces are missing and are no longer available to complete the installation. Related to this issue were comments made during the Focus Group meetings that the décor in both the Second Floor and Third Floor offices is somewhat dated and lacking in visual excitement. One participant pointed out that the DMPED is the sales face of the District and should project a more exciting image to the public.

The location of the main entrance to the DMPED reception area does not work well for the overall configuration of the various third floor office suites. The current location of the glass wall and doors provides a reception area to the Deputy Mayor's office and Senior Staff suite of offices but has no direct connection to either the main "Bullpen" area or the "Break Room Annex". In most cases when visitors arrive to meet with staff in either of those spaces, they must first enter the reception area, then be escorted back out of the reception area and through locked doors into the two adjacent suites. In neither case is there a direct link between the reception area and the main work spaces of the department.

Similarly, the entrance into the Conference Room at the north end of the suite 313 "Bullpen" is either accessed by walking completely through the main workspace or through a side door that leads through two work cubicles. In either case the ability to bring outside attendees into a private conference discretely is compromised.

In addition to the major common issues, there were several other issues specific to suite 226 that were brought up in the surveys and focus group meetings. The staff in suite 226 currently don't have a dedicated coffee break area and have been forced to improvise by setting one up in a vacant workstation. They also don't have easy access to water within the suite and need to leave the office to get a glass of water for either themselves or invited guests. In addition, the Conference Room in suite 226 is rather claustrophobic due to a lack of access to natural light and the fact that the room is doubling as a storage area with a large bank of filing cabinets taking up a portion of the available space.

Mechanical Systems

The DMPED office areas on the second floor and third floor are each conditioned from a large chilled water variable air volume air handling unit located in the core area mechanical room of each floor. The supply air ductwork distribution from the respective unit is routed above the ceiling of the occupied spaces. The ductwork supplies air to multiple variable air volume terminal devices with electric heating coils above the ceiling that provide temperature control zones for the space. Each terminal device has a space mounted thermostat that senses space condition in the area of the thermostat. The thermostat signals to the system and the terminal device to provide cooling or heating to the space. Typically, building perimeter exposure areas are served from different terminal devices than those terminal devices serving interior areas without perimeter exposure.

In the second floor DMPED office area it appears the thermostat locations along the perimeter do not match with the areas served from the terminal devices. This is based upon perimeter office configuration, placement of existing walls over portions of perimeter diffusers, and the locations of the existing thermostats. The thermostats do not match up with expected zone control. Locations of the thermostats on the third floor seem to correspond with existing zoning.

For the proposed reconfiguration, existing terminal devices shall be reused to serve the spaces as much as possible. If cooling/heating loads for the reconfiguration require additional capacity, then it is expected that additional terminal devices can be added above the ceiling. Any new terminal

device, if necessary, shall be equal to the existing devices and shall contain electric heating coils. The existing air handling system seems to have capacity for additional devices.

In areas of space reconfiguration, the existing zoning shall be reconfigured such that thermostats are located in the areas served from the respective terminal device. Thermostatic control zones shall be such that perimeter offices sharing similar use and the same exposure shall be on the same thermostat. Where possible, conference rooms shall have their own temperature control zone or share with other common area spaces.

The existing supply air diffusers on both floors consist of perimeter slot diffusers along the windows, and 24" x 24" square ceiling diffusers on the interior spaces. Perimeter area diffusers shall be shifted as required to work with new perimeter walls and they shall not be located partially over walls. Each area shall have the necessary supply air and return air diffusers/grilles per the cooling loads.

The building contains an energy management system which helps to regulate the heating and cooling systems. Based on discussions with building personnel, this system does have some difficulty maintaining proper temperature control during swing seasons of spring and fall when the space may need both heating and cooling the same day or in different areas at the same time. In addition to improving the temperature control zoning mentioned above, this may be improved by addressing the three following areas:

1. It was also discussed that the existing atrium space is not cooled, resulting in temperature stratification from the lower floors to the top floor. For the DMPED area on the second floor that opens to the atrium space, this may affect the performance of the cooling system for the space. The reconfiguration shall look at the overall air balance of the second floor space so that it is more positively pressured than negative pressurized to help force air out of the space rather than pull atrium air into the space when the doors open.
2. Another issue discussed with building personnel is that some DMPED areas may operate long hours which are outside the normal operation hours of the building system. This results in uncomfortable conditions for the occupants as the system cooling or heating temperatures are set at energy saving conditions at these times. The system can address this and continue to operate under normal operation during these times if the building system operators are aware of these hours and can adjust system operation.
3. The system may not be properly air balanced with proper supply air settings to match the loads of the space served. The entire air system serving the DMPED areas shall be re-balanced following completion of the work to ensure proper air flow for the areas in the scope and areas outside of the area of work that is affected by this reconfiguration.

Electrical Systems

Each half of each floor contains two electrical closets. There are multiple 120/208 volt panels for space electrical power in each closet. There are plenty of existing spaces for new circuits and existing spare breakers for additional circuits as needed for the reconfiguration.

The existing DMPED spaces contain multiple receptacles for the existing power and power whips for systems furniture. Reconfigured rooms shall require new receptacles powered from the existing circuits resulting from the renovations. Special purpose receptacles shall be provided as required by the equipment characteristics. Exact layout for office shall be coordinated with space needs.

Some of the existing open areas contain systems furniture with base feed power connections. These circuits shall be reused with new configuration and placement of furniture. Where the open areas are being eliminated for the creation of offices or spaces of other use, the base feed shall be removed. Circuits shall be reused for the power needs of the new offices and relocated spaces.

Existing lighting consists of recessed 48"x24" parabolic fixtures in the office areas, and pendant up-down lighting fixtures in the open areas. The existing lighting is inconsistent in lighting level and interior office areas seem at lighting levels below recommended levels. Multiple light fixtures have had lamps disabled or removed reducing light levels. The reason is not clear for this. Without lamps in select fixtures the appearance of lighting across larger open areas is inconsistent.

Existing lighting shall be reconfigured, replaced, or supplemented with space reconfiguration. It is suggested parabolic fixtures be replaced with new basket type indirect fixtures for improved lighting levels and distribution. Open areas may use suspended direct/indirect linear fixtures similar to existing. Pendant fixtures shall be used in ceiling height areas of over 9'-0" and shall be hung 18' below the ceiling for optimum performance. A direct/indirect system will usually be more efficient at providing task illumination

New lighting system in the offices shall be designed for 50 foot-candle maintained for general illumination. Fixtures will be selected for the application intended with electronic ballast and energy-saving lamps. New lighting system in the offices and multi-purpose areas shall be designed to meet IESNA recommended lighting criteria.

Occupancy sensors shall be used in addition to switches as a means of control. Rooms with new lighting shall receive occupancy sensors, either wall mounted or ceiling mounted, to control the lighting during unoccupied modes.

The emergency lighting for the floor is powered from emergency circuits from the building emergency power system. Existing fixtures within the tenant space are circuited to the emergency system. Egress paths shall be maintained with emergency lighting following the renovation. Existing exit signs along egress paths shall remain or shall be relocated as required to maintain proper egress signage for the occupants. Additional exit signs are not likely to be required.

There is an existing core area telecommunication closet on each floor near the DMPED space. System outlets and cabling to the outlets from the telecommunications closet and server room shall be modified in the areas of work and space reconfiguration. New offices created in the former open areas shall have a single permanent combination tele-data outlet installed within the office. Each outlet shall receive ring/string to above accessible ceiling.

The existing tenant space has a card readers and security system in place at the doors from the lobby to the working space. Any existing security devices within the occupied work space shall be relocated, but with the new proposed layout.

Plumbing Systems

The core area contains the common restrooms and water fountains. There is a pantry area within the third floor DMPED space on the third floor consisting of a sink. It is assumed the location of the sink is not moving. There will be no planned plumbing work occurring within the tenant space.

Fire Sprinkler System

The building is a fully sprinkled building with a wet automatic sprinkler system. The existing sprinkler heads in the DMPED spaces are flush mounted recessed type. The existing sprinkler heads shall be redistributed as required by code to properly serve the redesigned spaces, and additional heads provided as required to support the renovations. Heads shall match the existing type. Any branch piping modified shall be configured with black steel piping.

Fire Alarm System

The building contains a fully addressable fire alarm system consisting of pull stations, smoke detection, visual devices, and audio devices. There are audio devices and visual devices within the DMPED areas currently and they seem to be in compliant locations. These devices shall remain as much as possible, and shall be supplemented or relocated as necessary for new configuration of the space. Devices are required along egress paths, within common areas, and within multi-occupant rooms.

Recommendations for workspace improvements

1. Increased use of electronic resources

The first step toward improving the DMPED workspace would be to take advantage of digital technology to create greater efficiency in document storage and handling. This step would involve fully implementing a document management system that the department already has in place. DMPED currently has the Kwiktag document management system in place but it is not being fully utilized at this time. If this system were fully implemented, it would greatly reduce the need to store paper files on site in central filing cabinets and in individual workspaces. It would also help to make the ability to access files and documents easier and more efficient for all members of the department who need to use them. And lastly, electronic management provides an automated system of tracking where, when and to whom documents are distributed. From a practical standpoint, electronic document management allows more office space to be refocused from paper storage to use for other amenities that will benefit all of the staff.

In addition to electronic document management, the use of an electronic conference room reservation system would assist with coordination in the scheduling of the heavily used conference spaces. One of the major activities of DMPED is meeting with the public and fellow staff members in varying sized groups. This places a heavy demand on the conference rooms that are currently available to the department. The general consensus during the focus group meetings was that the number of spaces available is generally adequate but that they require management in scheduling. The use of a department wide schedule on Outlook to reserve conference rooms would make the process easier and more accessible and encourage staff to keep the schedules up to date.

Recommendations: Set a deadline for the full implementation of the office wide document management and conference room scheduling systems.

- a. Fully implement the Kwiktag document management system.
- b. Create and implement an automated system of scheduling Conference Room spaces through Outlook or other department wide scheduling system.

2. More efficient use of space to create room for additional amenities

The full implementation of an electronic document management system will allow for the most efficient use of available space within the office. A large amount of space is currently being taken up by filing cabinets and bookshelves in the individual workspaces and large banks of filing cabinets in the common spaces. A majority of office work is now done on the computer and with the telephone. The amount of space required within the individual workspace is much smaller than in previous times because of the movement away from traditional paper based communication to the use of paperless electronic communication and file storage. The result of these shifts in space usage is that they present an opportunity to reorganize the workspace to make them more efficient and to utilize the additional space made available for other amenities that will improve the common atmosphere of the workplace. In addition to providing additional amenities, the space that will be made available can also be used to solve many of the perceived problems with the overall space including noise and privacy issues.

Recommendations: Reorganize the current size and layout of workspaces within the main office spaces.

- a. Make more efficient use of individual workspaces to create room for additional amenities that will benefit the staff.
- b. Create spaces where smaller group collaboration and impromptu discussions can occur including small tables for groups of 2-4 people.
- c. Create spaces for relaxation such as relaxation pods and quiet work areas.
- d. Incorporate “telephone booths” to create spaces where private and secure telephone conversations can take place.
- a. Provide spaces and opportunities for people to easily communicate with each other and collaborate informally.
- b. Look into a possible workout/yoga space with shower and locker facilities for people who ride bikes to work and work out during the day.
- c. Incorporate white boards or other collaborative tools in conference rooms and gathering spaces.

3. Improvements to Privacy and Noise Reduction

A majority of comments from the staff during the Focus Group meetings concerned issues of noise and privacy within the large workspaces in suites 226 and 313. As a result of the height and the open nature of the systems furniture in both suites, telephone calls, private conversations and impromptu discussions tend to travel throughout the space. While this can be a positive characteristic in that it promotes greater collaboration between staff members, it also has drawbacks in that it compromises privacy and can create a great deal of background noise and disruption for the rest of the office. Another positive aspect of the systems furniture currently in use is that it allows natural light from the large windows in suite 313 and south facing glazing in 226 to permeate the space. There is no single solution to the problem of noise and privacy within the office but there are several things that can be done to greatly improve the situation. One key to solving the noise and privacy problems while allowing the free flow of communication and the diffusion of natural light throughout the space will be to strike a balance in the configuration of the systems furniture. It should be high enough and made of materials that will aide in the absorption of sound and noise, yet open enough to allow light and visual connections to still take place. There are several lines of system furniture available that provide a solid wall topped by glazed panels that would provide a balance of privacy and openness. In addition to simply blocking noise, separate places can be located within the suite that would provide an enclosed, private space for telephone calls, meetings and quiet workspaces. This would help to contain the overall noise being produced within the suite, give people a greater level of privacy and also provide an alternative place to work quietly when the energy in the room is too high.

Recommendations: Replace the existing systems furniture with new furniture that will provide more privacy while keeping the same feeling of openness and natural light. Provide spaces for private meetings, telephone calls and offices where appropriate.

- d. Install higher cubicle walls with glass upper sections that will provide privacy yet preserve a sense of openness and allow natural light to filter throughout the space.
- e. Provide “telephone booths” for private work and telephone communications.
- f. Possibly introduce white noise and provide the staff with headsets to alleviate noise from speaker phone calls.
- g. Provide the Interim Director of New Communities with a private office.

4. Break Room Annex Improvements

There are several issues that make the “Break Room Annex” a less than ideal work environment for staff members who are located there. The main problem with the space is that it serves several different conflicting functions simultaneously. One of the primary functions of the space is as a Kitchenette and Break Room for the department. As a result, there is a steady stream of people entering and leaving the area which creates a disruption for the staff members who are stationed there. In addition to the frequent interruptions from well meaning co-workers, cooking odors from the microwave and coffee maker often make the air quality within the room unpleasant. The space also provides access to two main electrical and telephone closets for the floor which results in frequent interruptions from outside contractor’s coming into the space to access the electrical and telephone equipment. With the current layout of the workspaces oriented toward the perimeter of the room, the presence of outside people and contractors poses a particular problem with privacy and security of information on the staff’s computer screens. This is particularly serious with the workspace of the Human Resources Assistant to the Director of Operations. Because she consistently deals with sensitive personnel information, she is often required to close down her screen and stop working while people from outside the office are present. She is also required to leave the suite on a regular basis to make sensitive telephone calls involving background checks and personnel information. In addition to the privacy and access issues, the lack of natural light and separation from the rest of the department creates a feeling of isolation within the space.

Recommendations: Relocate as many people from the “Break Room Annex” as possible. Reconfigure the space to provide separation of functions within the space.

- a. Relocate staff out of the “Break Room annex” if possible to other locations that would be more integrated with the rest of the staff and less susceptible to disruptions.
- b. Separate the third floor Kitchenette space from the rest of the “break room annex” with a door to help contain cooking noise and odors and reduce disruptions to the employees adjacent to the Kitchenette. Provide a small seating area if possible.
- c. Investigate reopening the doorway between the “break room annex” and the senior staff area to provide more natural light and a better connection between the two areas.
- d. Provide the H.R. Assistant with a private workspace for secure communications.

5. Suite 226 Improvements

The staff located in Suite 226 responded favorably in general to their workspace conditions but did point out several shortcomings specific to that space that they felt could be improved. The majority of the staff in the space work for the Business Development unit. The layout of the office with an enclosed private office for a different department in the south east corner of the suite, however, divides the space into two separate zones. In addition to the division of the office space, it also blocks natural light and views from the workspaces located in the north end of the suite. If the corner office could be relocated within the suite, it would reunite the space and provide greater access to natural light and views for the majority of the staff. The space also suffers from a lack of access to a coffee station and water for the staff and outside visitors. As a result, a temporary coffee station has been set up in one of the vacant workspaces but this is not a practical long term solution. The lack of access to water for guests to the suite is also a particular problem. In addition, the systems and office furniture in the space has been largely salvaged from other locations and in many cases is incomplete and missing parts.

Recommendations: Reconfigure the office layout in suite 226 to maximize natural light and access to views. Replace systems furniture with newer, complete units. Provide other amenities such as water and coffee that is available to the employees on the third floor.

- a. Study relocating the corner Attorney’s office in suite 226 to a location that will not divide the seating areas and block natural light and views for the other staff.
- b. Relocate or reconfigure the Conference Room in suite 226 to be less claustrophobic. Remove the storage and file cabinets from the room and incorporate glass in the door or upper wall area to admit natural light.
- c. Replace the systems furniture with newer, complete units that will provide the same privacy as the third floor offices while still allowing openness and natural light.
- d. Create space for a coffee/break room or station within the office suite. Provide access to water through a “water club”, microwave and refrigerator. If possible, the break area should be away from the front desk and separate from work areas.
- e. Provide the Interim Director of Business Development with a private office.

6. Circulation Improvements

Circulation within the various spaces that make up the DMPED offices is somewhat disjointed due to constraints imposed by the original building configuration. The Reception area for DMPED serves the Deputy Mayor’s office and Senior Staff offices. To access suites 226, 313 and 323 however, visitors must leave the reception area, go back into the hallway and enter those areas through another locked door. The Business Development unit in suite 226 has its own Staff Assistant who functions in the role of a separate receptionist. Entrance for the public into suites 313 and 323 however require someone to escort the visitor into those spaces. Moving the location of the glass Reception entrance doors north to incorporate the entrance doors into suites 313 and 323 would provide direct access from the Reception area into both suites. As a result, this would allow the main Receptionist to control access to all areas of the third floor DMPED offices. This would also provide a better functional connection between all of the various departments located on that floor.

Related to the circulation issue at the Reception area is the entrance to the conference room in suite 313. Currently the only way to access this room is to enter either by walking completely through the Real Estate Development “bullpen” or through a side door that is located within two adjacent work stations. This sometimes presents a problem in bringing in members of the public where discretion is desired. Ideally, the conference room should be relocated or reconfigured to provide an option of direct access from the main Hallway.

Recommendations: Relocate the glass entrance doors to the Reception area. Provide direct access to the Conference Room.

- a. Move the front door to the Reception area north to include the doors to the Suite 313 “Bullpen” and the Suite 323 “Break Room Annex”.
- b. Provide direct access for the public to Conference Rooms that does not pass through work spaces.

7. Improvements to Overall Image

The systems furniture throughout the DMPED office space dates back to the last major renovation to the Wilson Building completed in 2001. As a result, the condition and color schemes of the furniture present a somewhat dated and worn out appearance to the public and employees. Several of the cubicles are incomplete and missing pieces which are no longer available. In some cases, the office suites have been outfitted with salvaged furniture pieces which also create a mixed bag of appearances. As one participant of the focus groups commented, the DMPED is the public sales face of the District and should present a “funkier and more visually exciting” image to the public. A change of furniture and finishes could also create a refreshed environment that would have a positive effect on the mood and motivation of the staff. Utilizing the DGS Workplace Design Guidelines, the furniture, systems furniture and finishes should be updated to provide a more visually pleasing and unified image to the public.

Recommendations: Provide new updated and complete systems furniture and office furniture. Update colors and finishes throughout the spaces.

- a. Provide new systems furniture, office furniture and storage units in more current styles and color palettes
- b. Update the colors and finishes throughout the office suites to make them more aesthetically pleasing and visually exciting.
- c. Develop a look that will unify the various offices of the DMPED offices by utilizing the DGS Workplace Design Guidelines.
- d. Get new size appropriate chairs and table for Conference Room 325 to provide more seating space at the table.

8. HVAC System Improvements

Recommendations:

- a. Provide positive air pressure to the Second Floor space to help force air out of the space rather than pulling atrium air in.
- b. Provide the ability for the building HVAC Energy Management Control System to provide improved heating and cooling control for people working after hours.
- c. Ensure that the HVAC system is properly designed for the space use and balanced after the spaces have been reconfigured.
- d. Modify diffuser locations and set-points to match space loads once spaces have been reconfigured.
- e. Modify thermostat locations to better match to the air devices serving the space with the thermostat.

9. Electrical/Lighting Improvements

Recommendations:

- a. Reuse the existing electrical circuits to provide power to the reconfigured offices and systems furniture workspaces.
- b. Reconfigure, replace and supplement the existing lighting for more even lighting levels.
- c. Replace parabolic lighting fixtures with new basket type indirect fixtures for improved lighting levels and distribution.

- d. Provide updated direct/indirect pendant lighting fixtures with reduced glare in ceiling height areas of over 9'-0"
- e. Use occupancy sensors in addition to switches as a means of energy savings control.

Summary of Recommendations

Summary of Recommendations

- 1. Increased use of electronic resources:** Set a deadline for the full implementation of the office wide document management and conference room scheduling systems.
 - a. Fully implement the Kwiktag document management system.
 - b. Create and implement an automated system of scheduling Conference Room spaces through Outlook or other department wide scheduling system.

- 2. More efficient use of space to create room for additional amenities:** Reorganize the current size and layout of workspaces within the main office spaces.
 - a. Make more efficient use of individual workspaces to create room for additional amenities that will benefit the staff.
 - b. Create spaces where smaller group collaboration and impromptu discussions can occur including small tables for groups of 2-4 people.
 - c. Create spaces for relaxation such as relaxation pods and quiet work areas.
 - d. Incorporate “telephone booths” to create spaces where private and secure telephone conversations can take place.
 - e. Provide spaces and opportunities for people to easily communicate with each other and collaborate informally.
 - f. Look into a possible workout/yoga space with shower and locker facilities for people who ride bikes to work and work out during the day.
 - g. Incorporate white boards or other collaborative tools in conference rooms and gathering spaces.

- 3. Improvements to Privacy and Noise Reduction:** Replace the existing systems furniture with new furniture that will provide more privacy while keeping the same feeling of openness and natural light. Provide spaces for private meetings, telephone calls and offices where appropriate.
 - a. Install higher cubicle walls with glass upper sections that will provide privacy yet preserve a sense of openness and allow natural light to filter throughout the space.
 - b. Provide “telephone booths” for private work and telephone communications.
 - c. Possibly introduce white noise and provide the staff with headsets to alleviate noise from speaker phone calls.

- 4. Break Room Annex Improvements:** Relocate as many people from the “Break Room Annex” as possible. Reconfigure the space to provide separation of functions within the space.
 - a. Relocate staff out of the “Break Room annex” if possible to other locations that would be more integrated with the rest of the staff and less susceptible to disruptions.
 - b. Separate the third floor Kitchenette space from the rest of the “break room annex” with a door to help contain cooking noise and odors and reduce disruptions to the employees adjacent to the Kitchenette. Provide a small seating area if possible.

- c. Investigate reopening the doorway between the “break room annex” and the senior staff area to provide more natural light and a better connection between the two areas.
 - d. Provide the H.R. Assistant with a private workspace for secure communications.

- 5. Suite 226 Improvements:** Reconfigure the office layout in suite 226 to maximize natural light and access to views. Replace systems furniture with newer, complete units. Provide other amenities such as water and coffee that is available to the employees on the third floor.
 - a. Study relocating the corner Attorney’s office in suite 226 to a location that will not divide the seating areas and block natural light and views for the other staff.
 - b. Relocate or reconfigure the Conference Room in suite 226 to be less claustrophobic. Remove the storage and file cabinets from the room and incorporate glass in the door or upper wall area to admit natural light.
 - c. Replace the systems furniture with newer, complete units that will provide the same privacy as the third floor offices while still allowing openness and natural light.
 - d. Create space for a coffee/break room or station within the office suite. Provide access to water through a “water club”, microwave and refrigerator. If possible, the break area should be away from the front desk and separate from work areas.
 - e. Provide the Interim Director of Business Development with a private office.

- 6. Circulation Improvements:** Relocate the glass entrance doors to the Reception area. Provide direct access to the Conference Room.
 - a. Move the front door to the Reception area north to include the doors to the Suite 313 “Bullpen” and the Suite 323 “Break Room Annex”.
 - b. Provide direct access for the public to Conference Rooms that does not pass through work spaces.

- 7. Improvements to Overall Image:** Provide new updated and complete systems furniture and office furniture. Update colors and finishes throughout the spaces.
 - a. Provide new systems furniture, office furniture and storage units in more current styles and color palettes
 - b. Update the colors and finishes throughout the office suites to make them more aesthetically pleasing and visually exciting.
 - c. Develop a look that will unify the various offices of the DMPED offices by utilizing the DGS Workplace Design Guidelines.
 - d. Get new size appropriate chairs and table for Conference Room 325 to provide more seating space at the table.

- 8. HVAC System Improvements:**
 - a. Provide positive air pressure to the Second Floor space to help force air out of the space rather than pulling atrium air in.

- b. Provide the ability for the building HVAC Energy Management Control System to provide improved heating and cooling control for people working after hours.
- c. Ensure that the HVAC system is properly designed for the space use and balanced after the spaces have been reconfigured.
- d. Modify diffuser locations and set-points to match space loads once spaces have been reconfigured.
- e. Modify thermostat locations to better match to the air devices serving the space with the thermostat.

10. Electrical/Lighting Improvements

- a. Reuse the existing electrical circuits to provide power to the reconfigured offices and systems furniture workspaces.
- b. Reconfigure, replace and supplement the existing lighting for more even lighting levels.
- c. Replace parabolic lighting fixtures with new basket type indirect fixtures for improved lighting levels and distribution.
- d. Provide updated direct/indirect pendant lighting fixtures with reduced glare in ceiling height areas of over 9'-0"
- e. Use occupancy sensors in addition to switches as a means of energy savings control.

Survey Results

Employee Questionnaire Results

No.	Questions	Yes	No	Comments
1	Do your job responsibilities require you to be located at the Wilson Building?	96.30%	3.70%	
2	How many hours do you spend in the office per week?	-	-	20-30 hrs (7.41%), 30-40 hrs (48.15%), 40+ hrs (44.44%)
3	How often do you work from home or a remote location?	-	-	1-2 days (22.22%), 3-4 days (0.00%), None (77.78%)
4	Is your current workspace sufficient to support your work activities?	66.67%	33.33%	
5	How much storage space do you currently have for files, large documents, books etc.? Is it sufficient to support your storage needs?	59.26%	40.74%	
6	Do you need to store physical files at your workspace or can they be stored remotely or electronically?	-	-	Storage in workspace (77.78%), Remotely (0.00%), Electronically (22.22%)
7	How often do you meet with co-workers, supervisors, the public?	-	-	25-50 percent (53.85%), 50-75 percent (34.62%), 100+ percent(11.54%)
8	How many people are generally involved in your meetings?	-	-	1-5 (37.5%), 1-10(41.66%), 1-15 (16.66%), 1-50 (4.16%)
9	Do you generally meet with people at your workspace, a conference area or both?	-	-	Workspace (7.69%), Conference Area (53.85%), Both (38.46%)
10	Do you have adequate access to conference areas?	40%	60%	
11	Is your workspace furniture comfortable?	65.38%	34.62%	
12	Is the climate control (heating, cooling, ventilation, lighting) within your workspace comfortable year round?	42.31%	26.92%	Sometimes (30.77%)
13	What are the shortcomings of the climate control within your workplace?	-	-	We have no natural light. My cubicle is in a stick room with a Kitchen. My desk and coworkers desks are not ergonomically correct. 25% of the time after 3 pm it is either too hot or too cold.

13	What are the shortcomings of the climate control within your workplace?				In winter it's too hot and in summer it's too cold
					Sometimes the space seems hot so I use a personal desk fan.
					Seasonal extremes, too cold in summer.
					Can get very cold.
					It's generally too cold.
					It is often too cold.
					Often too cold!
					N/A
					Too hot.
					Some winters it's too cool and some summer days it's too cool.
14	Is noise an issue in your workspace?	46.15%	15.38%		Sometimes (38.46%)
15	Do you require privacy for telephone communications or meetings in your workspace?	65.38%	34.62%		
16	Is there adequate lighting in your current workspace?	92.31%	7.69%		
17	Do you have adequate access to amenities such as break rooms, lunch rooms, coffee/water stations?	73.08%	26.92%		
18	Do you foresee any future changes to your space requirements due to organizational changes or technological developments?	10.52%	52.63%		Maybe (36.84%)
19	Do you have any other specific recommendations for DMPED to consider in assessing the efficiency of its work areas?	-	-		Have it OSHA approved.
					Please do not reduce the cube space since they are just about optimal currently.
					Not enough space to write it all.

19	Do you have any other specific recommendations for DMPED to consider in assessing the efficiency of its work areas?	-	-	<p>Need more formal meeting spaces and access to water for external parties.</p> <p>I use an area in the back to store work clothes. Perhaps a more appropriate area for storing wardrobe for those who bike in and change when get to work. Right now I am one of the only staff that does this, so it works fine, but if others wanted to take advantage of changing once they got to the office (especially in the hotter summer months) it may be nice to have a separate storage area. Also, several employees bring gym bags to work, and could be nice to have a "locker room" type area to store these items.</p> <p>We could use one additional meeting space that can fit 10 people comfortably.</p> <p>Partitions between cubes would be nice.</p> <p>Workstations should have dividers on adjoining desk space to provide a level of privacy.</p> <p>Noise/privacy screens for cubicles.</p> <p>Telecommuting should be considered.</p> <p>Maybe check out some other offices that have come online more recently and may have more updated designs.</p> <p>Should be able to book conference rooms directly through Outlook.</p> <p>No.</p> <p>Changing rooms and showers for commuting or exercise.</p> <p>Better use of technology.</p>
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19	Do you have any other specific recommendations for DMPED to consider in assessing the efficiency of its work areas?	-	-	Additional meeting space.
				It is difficult to have phone conversations in the bullpen when we (multiple PM's) are on the phone at a time. Sometimes we have to go to 313 or the hall if that room is taken.
				More private work areas.
				More private space, noise control, improved flooring/furniture, ambiance (yes ambiance)
				Color scheme, liven it up.
				No.

Senior Staff Questionnaire Results

No.	Questions	Yes	No	Comments
1	Do your job responsibilities require you to be located at the Wilson Building?	100%	0%	
2	How many hours do you spend in the office per week?	-	-	20-30 hrs (16.67%), 30-40 hrs (0.00%), 40+ hrs (83.33%)
3	How often do you work from home or a remote location?	-	-	1-2 days(33.33%), 3-4 days (0.00%), None (66.67%)
4	How many employees do you oversee?	-	-	5-10 (50%), 10-25 (33.33%), 20+ (16.67%)
5	Does your office need to be in direct proximity to your employees	33.33%	66.67%	
6	Do you currently have an open workspace or private office?	-	-	Open workspace (16.67%), Private Office (83.33%)
7	Do you require private office space for meetings or telephone communications?	100%	0.00%	
8	Is your current workspace sufficient to support your work activities?	83.33%	16.67%	
9	How much storage space do you currently have for files, large documents, books etc.? Is it sufficient to support your storage needs?	83.33%	16.67%	
10	Does your department store files on site or at a remote location?	-	-	On site (16.67%), Remote location (0.00%), Both (83.33%)
11	Do you need to store files on site or can they be stored remotely or electronically?	-	-	Storage in workspace (50%), Remotely (0.00%), Electronically (50%)
12	How often do you meet with co-workers, employees, the public?	-	-	25-50 percent (0.00%), 50-75 percent (66.67%), 100+ percent (33.33%)
13	How many people are generally involved in your meetings?	-	-	1-5 (33.33%), 1-10(33.33%), 1-15 (0.00%), 1-20+ (33.33%)
14	Do you generally meet with people at your office/workspace or in a conference area or both?	-	-	Workspace (0.00%), Conference Area (16.67%), Both (83.33%)
15	Do you have adequate access to conference areas?	66.67%	33.33%	

16	Is your workspace furniture comfortable?	83.33%	16.67%	
17	Is the climate control (heating, cooling, ventilation, lighting) within your workspace comfortable year round?	50%	33.33%	Sometimes (16.67%)
18	What are the shortcomings of the climate control within your workspace?	-	-	Sometimes too hot or cold. Would be nice to have separately controlled.
				Sometimes too cold but can adjust thermo usually in some rooms.
				It is too cold in my office and in the suite in general.
19	Is noise an issue in your workspace?	33%	33%	Sometimes (33%)
20	Do you require privacy for telephone communications or meetings in your workspace?	100%	0.00%	
21	Is there adequate lighting in your current workspace?	83%	16.67%	
22	Do you have adequate access to amenities such as break rooms, lunch rooms, coffee/water stations?	100%	0.00%	
23	Do you foresee any future changes to your space requirements due to organizational changes or technological developments?	40%	60%	
24	Do you have any other specific recommendations for DMPED to consider in assessing the efficiency of its work areas?	-	-	It would be ideal to maximize the distribution of sunlight in office and conference room space.
				No.
				Half or lower cubicle walls, in addition to management, it provides opportunities for camaraderie, open discussions, asking questions, learning through osmosis, etc. A half wall where the top panel is glass is a nice balance. It would also create a more open bright workplace.

24	Do you have any other specific recommendations for DMPED to consider in assessing the efficiency of its work areas?	-	-	<p>In open spaces, especially on the 2nd floor, there needs to be more privacy and management of noise levels. I recommend that the workstations are reconfigured. In addition, there needs to be a location where private calls can be made.</p> <p>Interior offices do not have access to natural light; more electrical plugs are needed at work areas.</p>
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Focus Group Meeting Minutes

Employee Focus Group Meeting

Location: Wilson Building Conference Room 227

Date: September 16, 2015

Attendees: David Howard-DMPED, Sheila Cuthrell-DMPED, Pia Brown-DMPED, Angie Rogers-DMPED, Crystal Davis-DMPED, William Bourque-BGA, Tom Barnum-BGA

1. Conference spaces
 - A. A larger space is needed for Angie's team
 - B. SE offsite space will have (5) larger nice conference spaces that can be used especially for large groups 20 plus people. (6) hoteling stations will be available to use while waiting for meetings at SE
 - C. Conference Room 325 could get smaller chairs in order to increase the capacity. Could possibly swap table with Conference Room 227.
 - D. White boards in the conference spaces would be useful.
2. Amenities
 - A. If smaller individual use computer stations are incorporated as the typical work station, more space could be provided for important amenities.
 - B. Phone booths are required for private conversations.
 - C. Meeting rooms accommodating 2 or 3 people are needed.
 - D. A nice Break Room Kitchenette and seating area.
 - E. Relaxation room with space to lie down.
 - F. Workout/Yoga space
 - G. Shower / locker space
 - H. Open tables and seats for impromptu discussion
 - I. Quiet stations and noise stations
3. Second Floor Office Space
 - A. The Business Development Office involves frequent conferences with the Public as well as collaborating with Sector Managers.
 - B. The Interim Director's office currently does not provide enough privacy.
 - C. Karima should have a private office.
 - D. There is a good sense of camaraderie within the office because of the ease of communication between staff members.
 - E. The amount of openness and natural light is good in the open office area.
 - F. The corner office creates a barrier between the two open office areas and blocks the views and natural light coming into the space.
 - G. There is no water in the office space. A drinking fountain is located in the corridor close by. Water supply can be added by means of a "water club".
 - H. The coffee is currently in a vacant office space. There should be a more permanent space for it. A microwave and refrigerator would be welcome additions to the break area.
 - I. The conference room is claustrophobic. Needs natural light and better chairs. File cabinets should be removed from the room if possible.
 - J. Angie has a couple reports on this floor that could be moved up to the third floor with her if there is space.
 - K. Relocating Susan's corner office would help to unify the space and allow more natural light into the space.

- L. The two Attorneys in the second floor space work primarily on Real Estate projects and could possibly be relocated to the Third Floor space.

4. Third Floor

- A. Conference Room space is in demand and the existing Conference Rooms are often too small to accommodate the number of people invited.
- B. Conference Rooms are often used for phone calls because they are the only private spaces in the office. Phone booths would help to solve that problem.
- C. The Break Room space is “awful”. There is no privacy for telephone calls and the orientation of the desks leaves the computer screens exposed. Outside contractors often need to go through the space to access the telephone closet. Sound, cooking smells from the Kitchenette, lack of natural light and frequent interruptions are also major problems.
- D. Crystal regularly handles highly sensitive personnel information and would best be located in a secure private office space. Crystal’s position needs privacy for her computer screen and phone calls. She should be in proximity to Sheila ideally.
- E. Keiko and Marie report to Andrew and could be located closer to him.
- F. A goal is to go paperless but it will have to be done in stages. The Quick Tag system is currently in place for electronic storage but is underutilized.
- G. White noise might be another possible solution to consider for sound issues in the main third floor office space.
- H. Another possible solution to noise from speaker phone calls would be the use of headsets.
- I. Slightly smaller work stations could be incorporated if the much smaller stations/amenities is not incorporated.
- J. Move as many people as possible out of the break room and into the “Bull Pen”
- K. Copy and coffee areas are good for developing some team interaction but try to locate where the noise doesn’t disturb other work.
- L. Smaller gathering spaces for impromptu collaboration would be useful.
- M. Try to make “bull pen” spaces less noisy but keep light. Perhaps use transparent glazed panels.
- N. Perhaps relocate offices into Bull Pen area and make the offices into open office space. Use the existing doors into the corridors to enter publicly used office spaces and conference rooms.
- O. Use AV systems for more functional streamlined spaces.
- P. It would be preferable to have a Conference Room that can be accessed without going through the main office space.
- Q. Investigate moving the front door to the Reception area to the north to include the doors to the bullpen and break room annex. This could be easily achieved from a construction standpoint but may be politically difficult with the building management.
- R. Investigate reopening the doorway between the break room and the senior staff office area

Senior Staff Focus Group Meeting

Location: Wilson Building Conference Room 227

Date: September 16, 2015

Attendees: David Howard-DMPED, Sheila Cuthrell-DMPED, Andrew Trueblood-DMPED, Karima Woods-DMPED, Timothy White-DMPED, William Bourque-BGA, Tom Barnum-BGA

1. General Issues

- A. Openness and lighting in Third Floor “bullpen” space is good.
- B. There is a good sense of team camaraderie from the open office arrangement.
- C. Mentorship is promoted by the ease of access and communication in the current open office arrangement.
- D. People are generally in the locations where they need to be with some exceptions. Three people in Main Third Floor Space and two Attorneys in Second Floor Space could possibly be relocated.
- E. The Business Development group is currently located on the Second Floor; the Real Estate group is currently located in the large Third Floor office space.
- F. Preference would be to keep the Core Staff located on the same floor.
- G. Privacy is a general problem for phone calls and meetings.
- H. Electronic filing is currently available through Quick Tag but is not fully taken advantage of by the staff.
- I. Conference space availability is generally adequate but people need to be more organized about reserving the spaces. Conference Room 227 doesn’t belong to DMPED but is usually available for use when needed.
- J. Large Conference space is available offsite at the SW site. Some large meetings can be accommodated on site by borrowing the Mayor’s Ceremonial meeting room.
- K. Additional spaces for small impromptu meetings would be an improvement.

2. Major Issues

- A. No place for private conversations.
- B. Not enough storage. (Moving to electronic storage and better archive protocol will alleviate some of this problem in the future.)
- C. Not enough conference space. (Space is available throughout the building and in offsite locations so better scheduling of space may resolve this)
- D. Temperature and Climate control is a problem.

3. Second Floor Office Space

- A. The visitor area near the entry door is not used much.
- B. The 2 attorneys who are in the offices could move to another location.
- C. The small rear offices along the west wall seat temporary people. They have light and like the space but the space may be small for the permanent employees.
- D. Karima should have an office. She deals with sensitive issues.
- E. Like the idea of a break area with coffee for impromptu discussion and team building however it must not disturb the conference and work areas.
- F. The size of the work stations near the door is about right and the overhead storage shelf units on the wall over the work area are located well.
- G. These front area cubicles need higher partitions for sound control but transparent to let in light.
- H. The relocation of the office across from the front door on the outside wall would let light into the open office area and would be well received.

- I. The conference room is not a pleasing space. It should have natural light, not double as a store room and in general be more aesthetically pleasing. Update furniture and add color. File cabinets should be removed if possible.
 - J. Look at possibly turning the Conference Room into office or break room space and moving the Conference Room to the front.
 - K. Jen would like a glass door to her office.
 - L. The office space as a whole could be more aesthetically pleasing. As the sales face of the city, the public comes into the space and it would be nice for it to be welcoming and colorful and more visually exciting.
 - M. There should be glazing in the windows and walls of the office spaces to let in natural light.
 - N. The exit door needs to function properly.
4. Third Floor Office Space
- A. Keiko and Marie report to Andrew and could be located closer to him.
 - B. Crystal needs a private space for Human Resource calls and computer screen view. She deals with sensitive information on a regular basis and needs a more secure work area.
 - C. Private phone call space is important
 - D. The break /supply /office room is a problem. It is noisy, has odors, and is distracting for the people with office space there. Also, it doesn't have natural light and is not aesthetically pleasing. The office spaces are made from system furniture remnants.
 - E. A door should be installed to separate the Kitchenette from the break room office area to prevent the spread of cooking odors.
 - F. Move the copiers to eliminate noise and distractions from desk spaces. Perhaps move to NE windowless space; however it may be too out of the way because people use the printer frequently.
 - G. The corridor through the main Third Floor office space is wider than it needs to be.
 - H. The cubicles on the west side of the main Third Floor office space are larger than they need to be. They are currently configured to host small meetings which don't happen very often.
 - I. Generally in the Bull pen higher cubicles with glass may keep the noise down and let light in.
 - J. The Senior Staff office configuration in the SW corner is awkward and should be studied for reconfiguration or relocation.
 - K. Consider relocating offices from the SW corner and opening up the door to the break room area. Some natural light could be brought into the break room then and the space could be more connected to the team.
 - L. Space for the employees is most important, next is phone booths and conference space is last.
 - M. Everyone who has a private office now needs an office.
 - N. If possible create an entry that ties together the 3 distinct separate spaces. There is a lowered ceiling in the corridor that already naturally suggests a different space from the corridor. Will need to determine if moving the entrance doors to the north will be possible.

Examples of Possible Workplace Improvements

The following floor plans are provided to illustrate some possible layout ideas that could be pursued if the recommendations in the report are utilized. The intent of these plans is not to present a definitive solution but to show some potential spaces and amenities that could be added if the existing workspaces are reorganized in a more efficient way. There are many possible layouts that could be achieved in the same manner. The solution that would work best should ultimately be determined by working with an Architect to tailor the reconfigured spaces to the programmatic needs of the DMPED .

1. Second Floor – Existing Floor Plan
2. Second Floor – Illustration A
3. Second Floor – Illustration B
4. Third Floor – Existing Floor Plan
5. Third Floor – Illustration A
6. Third Floor – Illustration B
7. Third Floor – Illustration C
8. Third Floor – Illustration D