



ORANGE COUNTY SPACE STUDY

Findings and Recommendations

April 9, 2015

Acknowledgements

Thanks to all members of the Orange County Space Study Workgroup for your careful consideration of County space needs and opportunities:

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Lucinda Munger, Library

Renee Price, BOCC

Jim Northrup, Information Technologies

Sheriff Charles Blackwood

Peter Sandbeck, Environment, Ag, Parks & Recreation

Judge Joe Buckner

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Judy Butler, Health

James Stanford, Clerk of Courts

Nancy Coston, Social Services

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EXECUTIVE SUMMARY

This report provides several findings and recommendations to the County Manager and the Board of County Commissioners as part of an iterative, ongoing process with regard to: 1) the utilization of space within existing County facilities; 2) the need for new and renovated space to include, but not be limited to, the master planned Southern Campus; 3) ongoing records retention and general storage policies and operations; and 4) structural or procedural mechanisms that support these goals¹. This work group and its reporting mechanisms will continue to inform on these topics, including their operational and budgetary implications.

The work group's efforts to date have focused on facility inventory and assessment, demand analysis, and determining projected need. Information contained in this report will become the foundation for future, iterative Space Study Work Group efforts.

This full report can be located at [http://www.co.orange.nc.us/AssetMgmt/documents/Space Study Work Group Final Report – April 9, 2015.pdf](http://www.co.orange.nc.us/AssetMgmt/documents/Space%20Study%20Work%20Group%20Final%20Report%20-%20April%209,%202015.pdf).

The major findings outside of current appropriated Capital Investment Planning and Manager proposed discussion² are as follows:

1. ***Facility space capacity and physical conditions are satisfactory, with the large majority of intense use facilities either recently constructed or renovated.***³ The current facility portfolio can sustain incremental internal growth needs, either within the department, building, or surrounding campus. Longer term programming growth within the Department on Aging may be constrained and is being addressed within the Southern Campus vision study facilitated by Clarion Associates as part of their study and facilitation on the Southern Campus vision for future needs.
2. ***Most spaces are efficiently utilized and in accordance with relevant industry standards.*** The space study identifies many opportunities, some of which are recommended for re-purposing or additional study.
3. ***The County controls approximately 51,000 usable square feet of storage space.*** Although the total storage space is substantial, some storage needs still exist and others are under-utilized. Certain spaces are not functioning at their highest and best use by being used as areas for storage. For instance, office and administrative space which is market valued at \$14-\$20/square foot being used as \$4-\$6/square foot conditioned storage space is not efficient.

Following the June, 2014 Board charge to the Space Study Work Group, the County is in the process of developing a comprehensive, collaborative and coordinated records and equipment storage policy administered through AMS. Currently, Departments are storing all types of records, equipment, and miscellaneous materials in decentralized departmental spaces. Departments are recognized as the

¹ See "Space Study Work Group Charge, BOCC Adopted on June 17, 2014", located as attachment A

² See "FY15-20 proposed Capital Investment Plan County projects", located as attachment C

³ According to International Facility Management Association ("IFMA") and Building Owners Management Association ("BOMA") standards and guidelines.

experts in the federal, state, and local storage requirements that apply to them and will continue to work with AMS to create and refine this policy.

4. ***The County does not have a Board-adopted 3rd party Tenancy policy guiding leasing to organizations not fully funded and housed by Orange County.*** The County has several individual leases with tenants of some of its available spaces such as Builders First Source, Terradotta, Morinaga American Foods, and Piedmont Food and Agricultural Processing Center. County staff is responding to a variety of requests from non-traditional schools, agricultural interests and other non-governmental organizations for available spaces. Many “opportunity” spaces could be marketed to County partners in a mutually beneficial arrangement under an effective and equitable policy.
5. ***Location and breadth of job and skills training resources.*** The Space Study Work Group is discussing the reconfiguration of County job and skills training resources to maximize their service delivery to County residents. The conversation currently centers on centralizing the services within the Hillsborough Commons location of DSS and partially or completely re-purposing the Skills Development Center in Chapel Hill due to parking constraints. DSS has recently entered into a short term lease for the former Dollar Tree space adjacent to the current leased property in order to test the effectiveness of this strategy. Should this strategy prove worthy, the additional space may either be leased long term or purchased along with the existing Hillsborough Commons facility. Additionally, there has been a conversation between Orange County and Chapel Hill with regard to possibly working together on a mutually beneficial solution for the “stressed” properties of 501/503 Franklin and the IFC Men’s Shelter.
6. ***Community Center vision.*** With the opening of the Cedar Grove Community Center, the County will have community centers in the northern, central and southern parts of the county. This appears to be sufficient for the present, but each of the centers is built to a different standard and scale. Further analysis is needed to define the nature of a community center in Orange County’s context, and identify an appropriate level of service standard. The Parks and Recreation Council is currently looking at this. The services that may be provided at community centers span a variety of different needs, departments, and agencies.
7. ***Lack of a “hardened” Emergency Services Center.*** The 510 Meadowlands facility is not a “hardened” facility and is susceptible to inclement weather and wind damage during extreme conditions. A permanent alternative discussed within the work group is reconfiguring the lower level of the West Campus Office Building in Hillsborough to house these functions (this location is currently being configured and equipped for an alternate 911 communications center site through 911 funds). The centrally located building is already designed as a backup Emergency Center, and features a below grade facility with the walk out covered structured parking deck, twin backup, natural gas power generators, and equivalent operating space as the current facility. Should this reconfiguration take place, the current public meeting rooms and Child Support Enforcement would need to be appropriately relocated.

The major recommendations of the group outside of current appropriated and Manager's recommended Capital Investment Plan⁴ are as follows:

Short Term:

1. Match the short term space needs identified within the study to available opportunity spaces:

- a. Central recreation administrative spaces housing 4 DEAPR staff that can be moved to a portion of the Whitted "A" building room 210 in order to free up recreation programming space;
- b. Health department administrative space needs can be met by the under-utilized spaces within the Whitted "B" building 3rd floor;
- c. Provide Tax Administration efficient space to be developed within available space;
- d. The Emergency Services Center at 510 Meadowlands has an opportunity to create more efficient space by relocating its central locker room to the warehouse area, thereby allowing the remaining space to be reconfigured for a needed break area for ES personnel;
- e. Reconfiguring the Economic Development offices for more efficiency, better customer service, security, and coordination with the Orange County planning department

2. Use existing "opportunity" space to support decentralized department office locations where appropriate. This involves housing constrained office and administrative operations that do not need to be near customer service operations in detached areas or via tele-work arrangements.

3. Support the duties of the Records Retention Officer and project team within the Asset Management Services Department ("AMS") This officer and team will work together as a subgroup of the Space Study Work Group to manage the compliance with Federal, State and local records/non-records storage policies; and) recommend and coordinate effective storage plans.

Medium Term:

- 4. Consider a comprehensive backup generator power capital investment plan** for selected priority facilities as outlined in the FY2015-20 Capital Investment Plan.
- 5. Continue to support the Manager in optimizing uses for under-utilized spaces** within the Government Services Annex, the Link Government Services Center Lower Level, and the Register of Deeds area within the Gateway Office Building.

⁴ See "FY15-20 proposed Capital Investment Plan County projects", located as attachment C

6. **Support the Manager's recommendation to establish a 3rd Party Tenancy policy** for the Board's consideration and approval as part of the Space Study Work Group's ongoing work.
7. **Discuss and provide feedback as part of the Space Study Work Group's ongoing work regarding:**
 - a. *the concept of a hardened Emergency Services Center within the West Campus Office Building;*
 - b. *the location and breadth of job and skills training resources that may largely consolidate in the Hillsborough Commons Campus;*
 - c. *Community Center vision.*
 - d. *Southern Campus vision.*

Long Term:

8. **Continue to explore and potentially pilot flexible "open office" design principles, flex scheduling, telecommuting options and other technology based workplace solutions** as part of the Space Study Work Group's ongoing work where appropriate.

BACKGROUND

At its June 17, 2014 meeting, the Board of County Commissioners (“the Board”) established a Space Study Work Group and adopted a charge for the group (Attachment A). This Space Study Work Group continues an iterative process of evaluating existing space for its ability to meet County needs, and planning for improved, more efficient use where possible, as well as planning for new or renovated space at appropriate times. These studies and plans inform the County’s Capital Investment Plan (“CIP”) process.

The Space Study Work Group consists of:

Earl McKee, BOCC Vice-chair	Joe Buckner, Chief District Court Judge
Renee Price, BOCC	James Stanford, Clerk of Courts
Sheriff Charles Blackwood	James Groves, Emergency Services
Nancy Coston, Department of Social Svcs	Judy Butler, Health Department
David Hunt, Commissioners Office	Janice Tyler, Department on Aging
Peter Sandbeck, Department of Environment, Ag., Parks & Recreation	Dave Stancil, Department of Environment, Agriculture, Parks & Recreation
Jim Northrup, Information Technologies	Jeff Thompson, Asset Management Services
Lucinda Munger, Library Services	Alan Dorman, Asset Management Services
Brennan Bouma, Asset Management Services	

The Space Study Work Group has met 6 times, since the Board’s Charge in June, 2014. These meetings were supported by staff preparation and “sub group” input work to the main group on a variety of space areas. The most recent main group meeting was held on March 17, 2015.

Departments without direct representation on the Work Group have been included in related Space Study Sub-groups and report progress to the main group. Sub-groups related to existing capital improvement projects will continue to meet.

SPACE STUDY FRAMEWORK

To complement the Charge, the Board adopted a study framework, entitled “Board adopted framework for iterative, continuous space study” in June, 2013 (Attachment B). The framework is based on the original Board-established 2001 framework and guiding principles, as well as the major space study framework update in 2005, and was further updated and adopted by the Board at its June 18, 2013 meeting. The five guiding principles are as follows:

- 1. Collocate***
- 2. Consolidate***
- 3. Own instead of Lease***
- 4. Manage Sustainably and Efficiently***
- 5. Monitor and dispose of “Stressed” Assets***

The key focus for the Group’s initial work was the examination of how well existing buildings meet Board adopted space study criteria, as well as related criteria identified by the Work Group. Continued work

involved surveying and assessing the spaces, discussing specific space utilization within County facilities, and making recommendations for Board discussion.

This report is a coordinated presentation of information, findings and recommendations that elaborates on the Orange County Facility Report updated in November, 2014. Together, these documents represent an inventory existing buildings, building condition, space utilization, space demand (“needs” and “wants”), work group consensus, and short, medium, and long term recommendations for discussion and potential action.

SPACE STUDY WORK GROUP PROCESS

The work group’s iterative process experience since June, 2014 is illustrated in Figure 1. This process is intended to move forward in time to continually review and update the County’s use of existing space, provide a foundation for discussion, and identify and delineating “needs” and “wants” for new or renovated space, which can and does change over time.

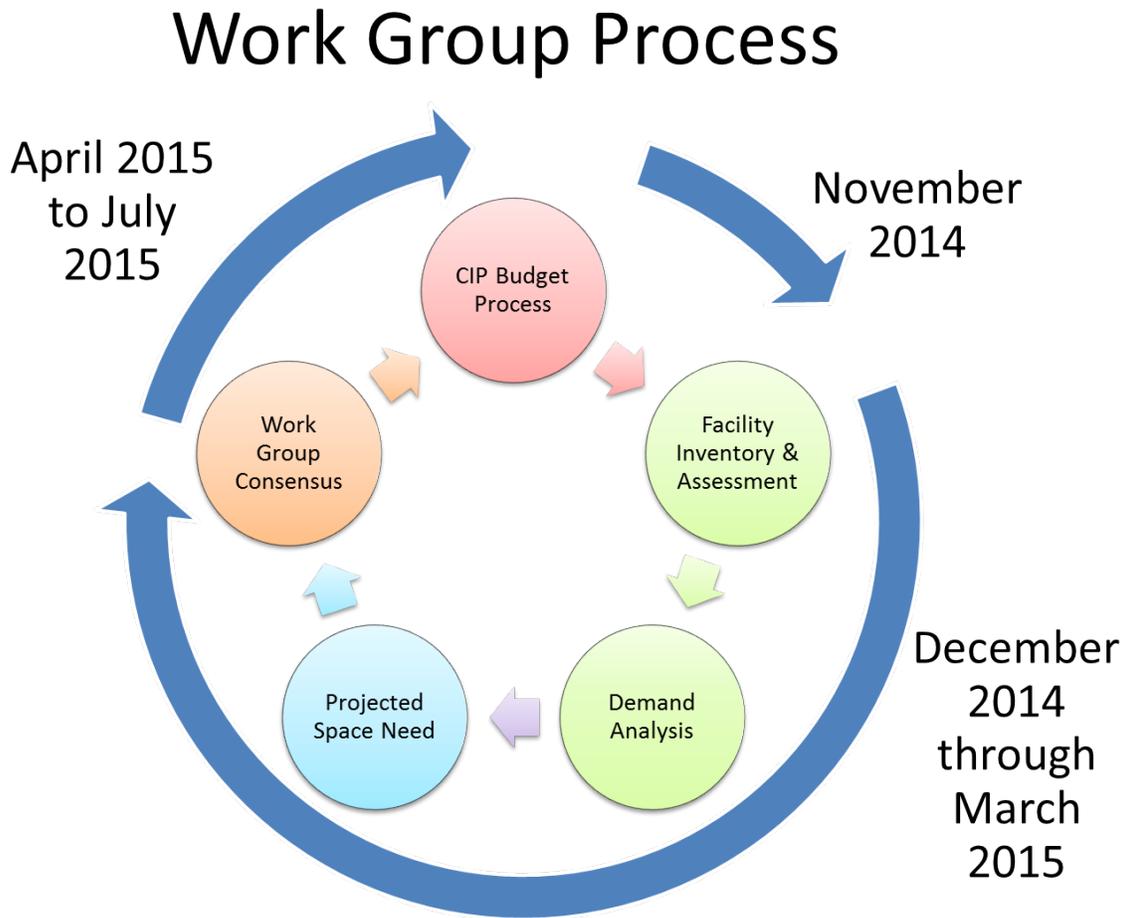


Figure 1

PROCESS CHRONOLOGY TO DATE

June - November, 2014: Acting on the formal charge it received from the Board of Commissioners on June 17, 2014, the Space Study Work Group (“SSWG”) defined its objectives and focus areas, and provided an interim report to the Board.⁵

⁵ This interim report is located at <http://www.co.orange.nc.us/AssetMgmt/documents/Space Study Work Group Interim Report-November 2014.pdf>.

This interim report provides information on facility conditions and detailed information regarding County facilities and use with regard to the Board adopted framework for iterative, continuous space study (Attachment B).

A summary of key building information is located within the most recently Facilities Report updated in November, 2014⁶ These findings and recommendations build upon the interim report and will, as a complete body of work, become the foundation for future SSWG work.

December through March, 2015: Facility space utilization and assessment phase ("Bedcheck") was completed by the SSWG, department representatives, and Asset Management Services Staff. The categorization and demand for space was determined in consultation with department heads and officials of the Administrative Office of the Courts ("AOC"). Over the course of several meetings and discussions, the SSWG discussed and came to consensus on the findings and recommendations with regard to the County's current space needs and opportunities.

April to July, 2015: With this report, the SSWG is presenting its findings and recommendations for this annual cycle, and will be available to assist the Board of County Commissioners in their Capital Investment Plan process.

⁶ The Facilities Report can be found at [http://www.co.orange.nc.us/AssetMgmt/documents/Orange County Facility Report Update – November 2014.pdf](http://www.co.orange.nc.us/AssetMgmt/documents/Orange%20County%20Facility%20Report%20Update%20November%202014.pdf).

WORK GROUP PROCESS GOING FORWARD

The work group's ongoing and future work is illustrated in Figure 2. This process is intended to move forward in time to continually review and update the County's use of existing space, provide a foundation for discussion, and identify and delineating "needs" and "wants" for new or renovated space--which can and does change over time.

Ongoing Workgroup Process

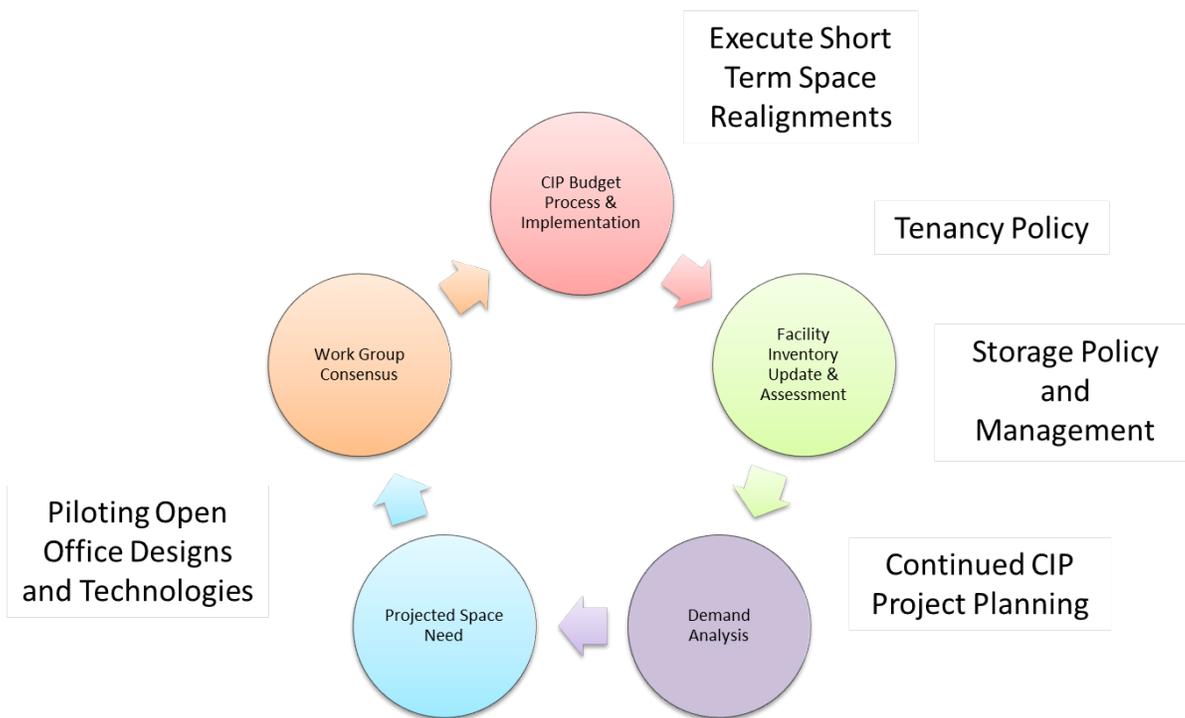


Figure 2

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FACILITY SPACE UTILIZATION AND ASSESSMENT METHODOLOGY

As part of its initial mission and objectives, the SSWG defined terms related to space measurement and standards to benchmark County facilities. This analysis is represented by Attachment D, “Space Measurement Definitions”.

The group then employed departmental surveys, facility space plans and database information, interviews, discussion, and detailed space utilization inventory—affectionately known by the group as “Bedchecks”—to validate the actual space use related to its original intent and design. The Bedcheck purpose is as follows:

- 1. To review every space in the County portfolio where practical;**
- 2. Compare that space usage to original design;**
- 3. Use uniform categories to describe the space usage; and**
- 4. Determine if the space was adequate given the current usage.**

All County facilities were reviewed. Each space was physically inspected and observations were recorded against floor plans. Each space was described using broad categories: Circulation, Conference, Employee Services, Office (assigned), Office (unassigned), Specialized, Storage, Transactional, and Work Room. Each space’s utilization was assessed using three categories: Constrained, Optimized, or Opportunity. Initial findings were reviewed with Department representatives and changes were made to achieve consensus in most areas.

The space categorization method is based upon a comparison of each space to the typical space usage pattern throughout the County. Final categorization of space is typically reached by consensus with Department.

Constrained space is not adequate to meet current needs—an example would be 5 employees sharing a 150 square foot office;

Optimized space is sufficient to meet current needs—an example is a 150 square foot office or work space for one employee;

Opportunity space could be better utilized given current needs—an example would be a 500 square foot office with 1 staff person assigned.

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AGGREGATE PHYSICAL SPACE CATEGORIZATION

The following illustration depicts the aggregate space utilization across County facilities. County Department, Partners (Farm Service, etc.) and Administrative Office of the Courts (“AOC”) divisions are information are located in Attachment E.

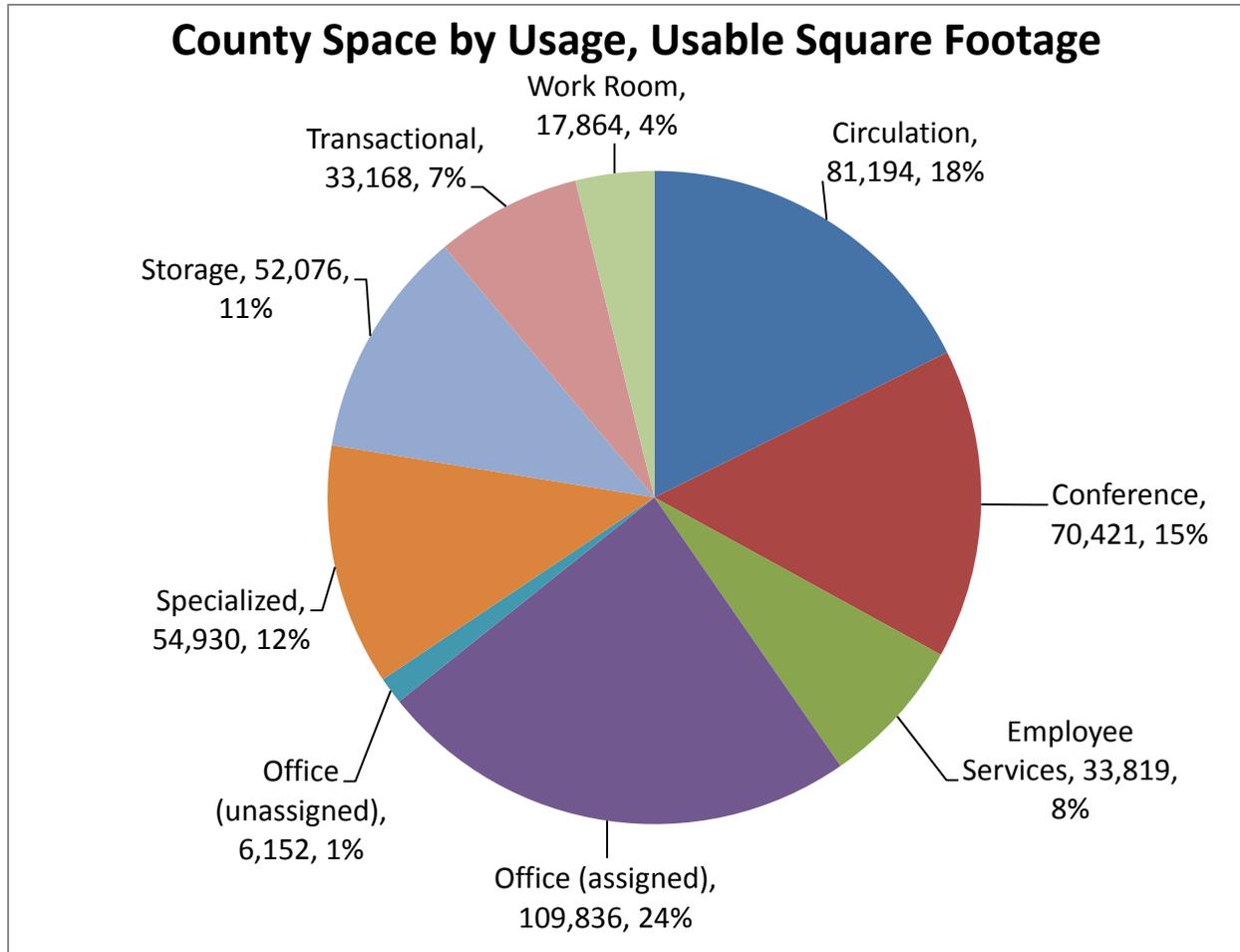


Figure 3

Selected space definitions:

“Circulation” – hallways, stair landings, vestibules

“Transactional” – Customer service areas (tax administration, permitting, planning, DSS, etc.)

“Specialized” – single purpose spaces (jail, animal services hold areas, medical, dental, etc.)

“Employee Services” – break rooms, custodial operations, restrooms

Highlights of this illustration:

1. Storage and meeting spaces together account for 26% of the usable square footage of the County’s spaces. Reflecting their importance to County operations, these areas are identified by the work group as needing more intensive organization and management a more efficient meeting room reservation program to optimize their usage by staff and County residents.
2. Assigned office spaces are generally designed and used in accordance with accepted industry standards. Spaces that are either too small or too large for their designed use are highlighted as either “constrained” or “opportunity”.

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OPTIMIZED, CONSTRAINED AND OPPORTUNITY SPACES

The following illustration depicts the aggregate space utilization of County facilities.

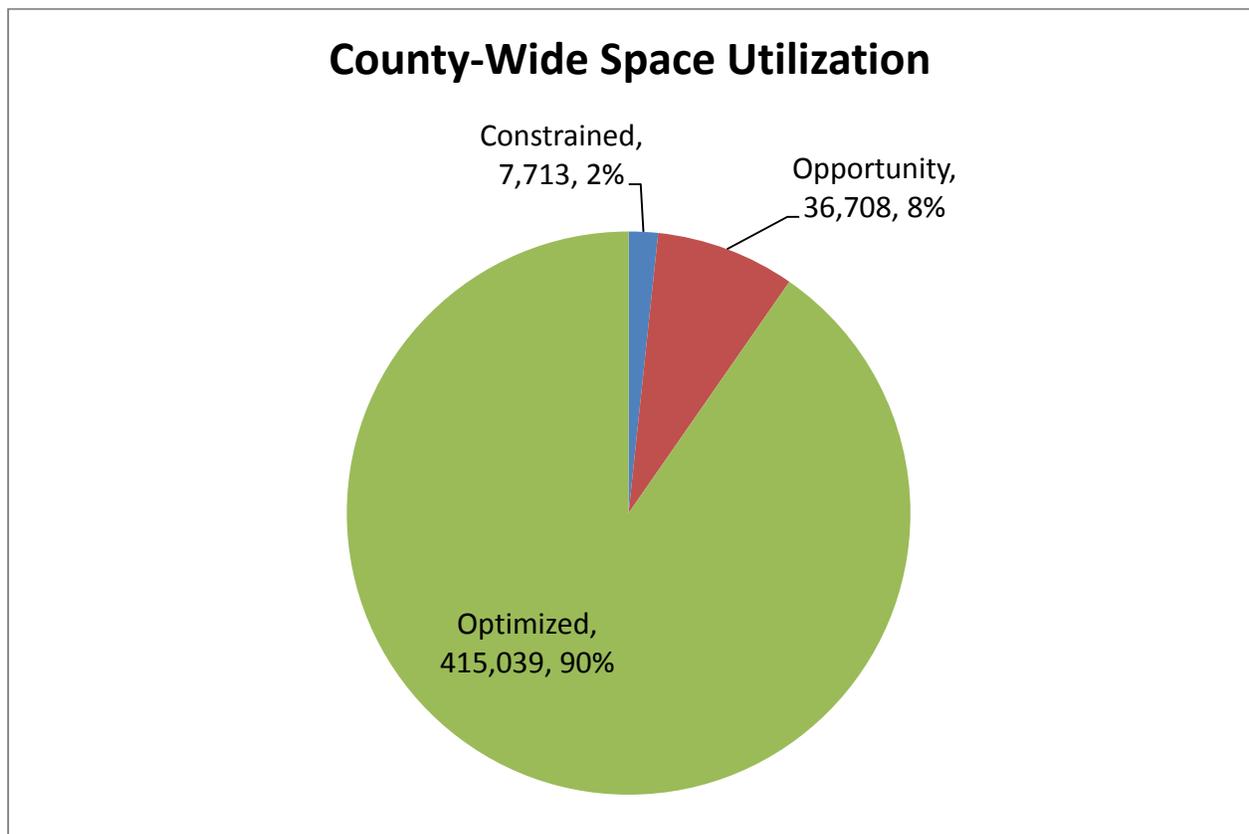


Figure 4

Highlights of this illustration:

1. The overwhelming majority of spaces were in an optimal condition. This is largely the result of careful management by County staff and a major building plan investment by the Board that achieved efficiencies in the facility design process.
2. Existing facilities have adequate short term growth potential within defined "opportunity" spaces throughout the County. There are instances of "constrained" spaces (for example: Department on Aging, Library, Health, Department of Social Services) that can be served by re-purposing "opportunity" spaces within buildings, campuses, or even across the County.

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AGGREGATE COUNTY SPACE UTILIZATION

The following graphic represents the areas where opportunity spaces are concentrated across the County.

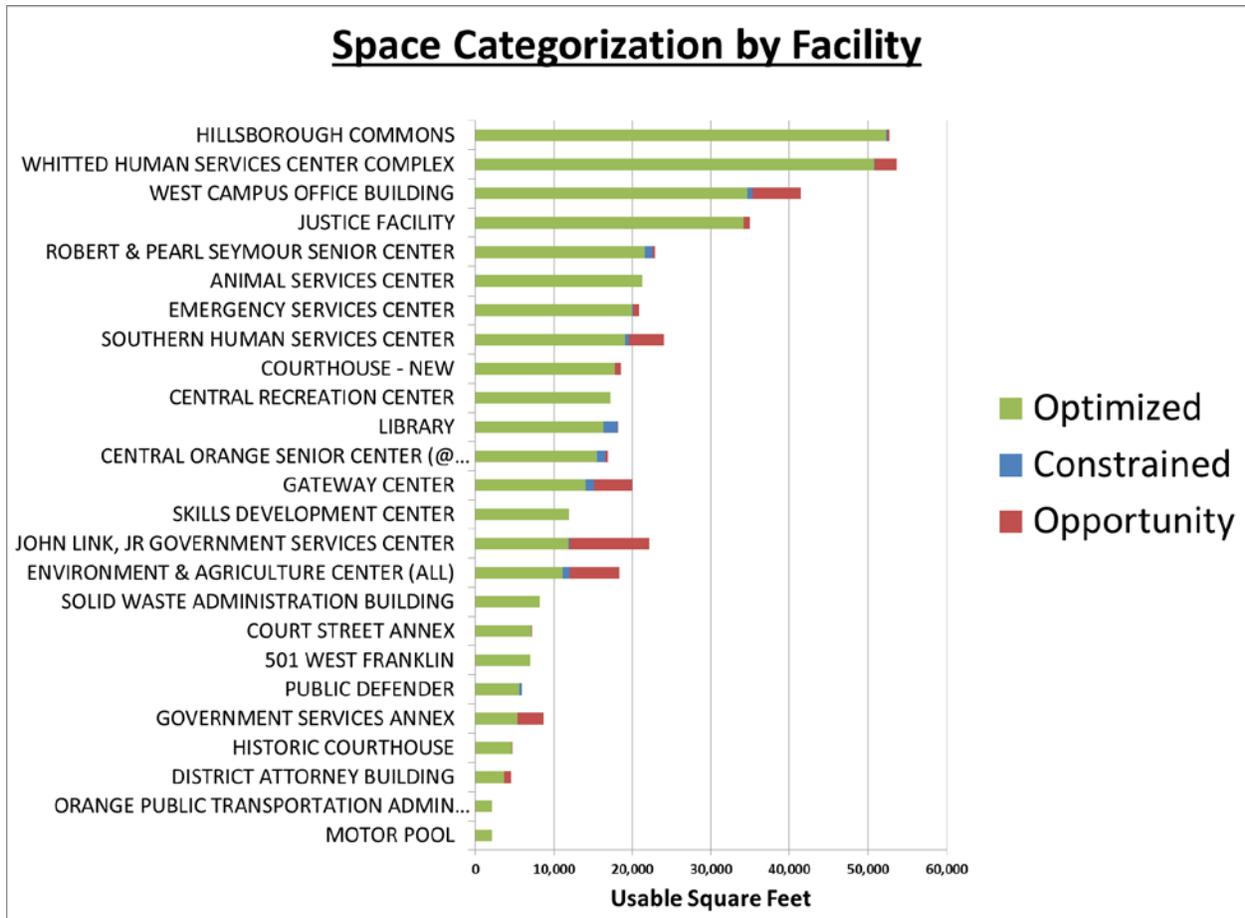


Figure 5

Highlights of this Illustration:

1. Opportunity spaces are available to be re-aligned to assist in relieving current and future constrained spaces. The Whitted Complex, West Campus Office Building, the Gateway Center, the Government Services Center, and the Environment and Agricultural Center are all candidates for this re-alignment.
2. Constrained spaces may be relieved by providing spaces remotely located from the main departments where appropriate. In other words, facilities that have defined segments of opportunity space may be appropriate to relieve another department's space constraints (example: Aging) in the short term.

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RELEVANT TRENDS FOR FUTURE SPACE NEEDS: TECHNOLOGY, POPULATION, AND FLEXIBLE DESIGN

Decisions about long-term office needs in the future can be informed by the efficiencies made possible by technology, the projected growth in population in Orange County, and the current trends in flexible office space design.

Technology

Technology offers the potential for greater space efficiency in the future. Work environments have changed and continue to change significantly due to the use of laptops, tablets, smartphones and wide-spread availability of Wi-Fi service, offering opportunities for more collaborative, less structured work environments that do not require being “tethered” to individual offices. This also provides the opportunity to increase the use of private offices that may currently be in use for only part of the day, by allowing shared use. Meeting spaces can also be used more efficiently by allowing collaborative work to be performed on a routine basis in the spaces.

The County already has several information technologies that enable some County employees to work remotely or “telework.” The diffusion of cell phones and particularly smart phones allows quick access to email, scheduling and other productivity applications from a remote location. Another key technology is the ability to securely log into County email and shared network drives through a Virtual Private Network (VPN). As these technologies become more commonplace, telework rates are increasing in local governments across the US (Figure 6: GlobalWorkplaceAnalytics.com).

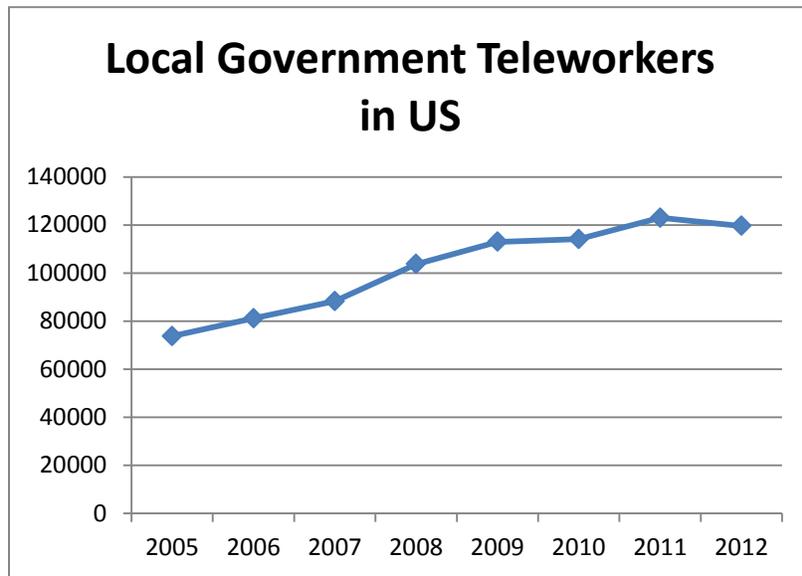


Figure 6: GlobalWorkplaceAnalytics.com

Technology also offers the potential for far greater use of electronic record and document storage and retrieval. The Information Technology department has worked with several departments already, and continues to work with others to digitize and make searchable records, allowing some physical space to be repurposed from records storage to more valuable office, meeting, or other space uses.

Population

Population is growing and development is increasing in Orange County and this growth is expected to continue in the future (Figure 7 below).

As county population grows this may drive the need for additional services and staff. As County staff grows, more space will be needed under the traditional in-person and private office model that is common in County facilities. New space needs might be reduced with higher-density office space designs and new information technologies to enable County staff to work remotely.

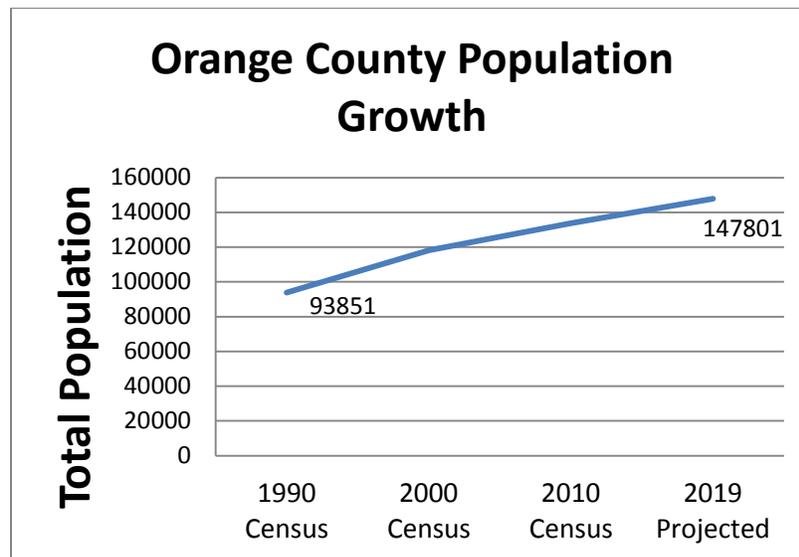


Figure 7: NC Department of Commerce

Flexible “Open Office” Designs

Even though the International Facility Management Association states that about 70 percent of U.S. offices have no or low partitions, there is a lively debate going on now about which is better: open offices or traditional/closed offices. Open offices are popular in part due to their flexibility, their lower cost per employee, and the ways that they’ve been shown to ease collaboration in certain job types.

Moving to an open floorplan can also have negative consequences for productivity and worker satisfaction if poorly designed. Some jobs that interact with sensitive or protected information must have access to a private space if they do not have their own closed office. Distractions due to noise from coworker phone calls and discussions are another common complaint in open office spaces where sounds can carry farther. Some workers also feel a loss of status in the transition from a private office to a large shared work environment.

These negative consequences can be minimized through careful consultation, design, and technology. There is a spectrum of options in between fully closed individual offices and fully open office floorplans and finding the right balance between public and private spaces is one key to maintaining employee satisfaction when moving to an open office floorplan.

SPACE STUDY WORK GROUP FINDINGS & RECOMMENDATIONS

Based upon the quantitative and subjective information surveyed and assessed, the Space Study Work Group deliberated to a general consensus the following findings and recommendations for Manager and Board review and discussion. This is not a fully exhaustive list of topics discussed.

Detailed Findings

1. Facility space capacity and physical conditions are satisfactory, with the large majority of intense use facilities either recently constructed or renovated. The current facility portfolio can sustain incremental internal growth needs, either within the department, building, or campus confines.
2. The 33.5 acre Southern Campus provides ample space for long-term growth of services in the southern portion of Orange County. Other County land holdings around the County totaling 1,806 acres are sufficient to support reasonable County growth. Longer term programming growth within the Department on Aging may be constrained and is being addressed within the Southern Campus vision study facilitated by Clarion Associates as part of their study and facilitation on the Southern Campus vision for future needs.
3. Most spaces are efficiently utilized and in accordance with relevant industry standards. The space study identifies many opportunities, with most significant as follows:
 - a. The Link Government Services Center lower level (approximately 4,720 usable square feet);
 - b. Significant portions of the Government Services Annex being used as elections equipment storage (approximately 3,200 usable square feet);
 - c. Portions of the Whitted "B" building 3rd floor (spaces vacated by the Department of Social Services) near Housing, Human Rights and Community Development (approximately 2,000 usable square feet);
 - d. Portions of room 210 near the Whitted "A" building freight elevator (approximately 1,250 usable square feet);
 - e. The register of deeds book and search area within the 3rd floor Gateway Building (approximately 3,100 usable square feet).
4. The County controls approximately 51,177 usable square feet of storage space. In addition to assigned, local storage areas within departments, the County possesses storage areas designed and earmarked for storage: 510 Meadowlands Warehouse, Revere Road records storage, the Revere Road "Car Wash" facility, AMS North warehouses, the rear areas of 129 King Street (Public Defender offices), the rear areas of Hillsborough Commons, and the soon-to-be available Cedar Grove Community Center.

Although these spaces exist, the County does not operate with the guidance of a useful storage policy. Certain spaces are not functioning at their highest and best use by being used as areas for storage. For instance, market valued \$14-\$20/square foot office and administrative space being used as \$4-\$6/square foot conditioned storage space is not efficient.

Following the June, 2014 Board charge to the Space Study Work Group, the County is in the process of developing a comprehensive, collaborative and coordinated records and equipment storage policy administered through AMS. Currently, Departments are storing all types of records and equipment, and miscellaneous materials in departmental spaces with a mostly decentralized departmental protocol. Departments are recognized as the experts in federal, state, and local storage requirements and will continue to work with AMS to optimize this policy.

5. The County does not have a Board adopted 3rd party Tenancy policy guiding leasing to organizations not fully funded and housed by Orange County. The County has several individual leases with tenants of some of its available spaces such as Builders First Source, Terradotta, Morinaga American Foods, and Piedmont Food and Agricultural Processing Center (County staff is responding to requests from non-traditional schools, agricultural interests and other non-governmental organizations for available spaces).

Many “opportunity” spaces could be marketed to County partners in a mutually beneficial arrangement under an effective and equitable policy.

6. The County, by design through its building plan over the recent years, has increased its amount of public meeting space and now offers approximately 36,000 usable square feet of meeting space. These spaces are very popular with Orange County residents and partners and are governed by the County Facilities Use Policy.

County staff are collaborating to make the Facilities Use Policy more user friendly and effective in managing the reservations and operations of these meeting facilities and will make recommendations to the Board for these changes as allowed by the Board adopted Facilities Use Policy.

7. Many County facilities are not prepared to deliver critical services in the event of a power outage, such as the Orange County Library, Senior Centers, Department of Social Services, and the Animal Services Center.

8. Significant subgroup findings informing the FY2015-20 Capital Investment Planning process:

a. Human Services

8. A strategic discussion involving the reconfiguration of job and skills training resources has been initiated and will continue within the Space Study Work Group. The conversation currently centers on centralizing the services within the Hillsborough Commons location of DSS and partially or completely re-purposing the somewhat parking “stressed” Skills Development Center in Chapel Hill. DSS has recently entered into a short term lease for the former Dollar Tree space adjacent to the current leased property in order to test the effectiveness of this strategy. Should this strategy prove worthy, the additional space may either be leased long term or purchased along with the existing Hillsborough Commons facility. Additionally, there has been a proposed conversation between Orange County and Chapel Hill with regard to working together on a potentially mutually beneficial solution for the “stressed” properties of 501/503 Franklin and the IFC Men’s Shelter.

b. Recreation and Community Centers

Inventory of Existing Facilities

Community Centers

- Efland Cheeks Community Center (Richmond Road, Efland)
- Rogers Road Community Center* (Purefoy Road, Chapel Hill)
- (opening March 2016) Cedar Grove Community Center (NC 86 North)

Recreation Facilities

- Central Recreation Center (302 West Tryon Street, Hillsborough)
- Orange County Sportsplex⁷ (US 70 Business)

Short-Term Needs – Recreation and Community Centers

- Once Cedar Grove center opens, sufficient facilities exist for the present
- If a Fairview Community Center is desired in future, should it run by the Town (as per master plan discussions)?
- Need to evaluate scheduling and usage on Sundays (County scheduling) at Rogers Road CC.
- Prepare for opening of Cedar Grove in March 2016
- Address hours of operation and service/program offerings at Cedar Grove and Efland-Cheeks (April report to BOCC on Community Center Level of Service options). Appropriate “level of service” expectations/standard should be established. Define, as best can, the “community” to be served.
- Look at a hybrid model that includes County operation and maintenance but substantial community involvement in programs and offerings. Hire community residents (if meet hiring guidelines) as seasonal staff for the centers?
- Need to meet with Sportsplex management about program coordination between the Sportsplex (including future phases), Central Orange Senior Center, and County recreation. Look to continue and build upon complementary programs.

Long-Term Needs – Recreation and Community Centers

- Some human services clinics and campaigns may be well-suited to be offered at community centers (such as “Fit Feet,” immunizations, blood pressure checks, tax preparation assistance, etc.). Centers should be designed to provide for needed facilities for these offerings (water, a visiting office, etc)
- Are Bingham and Eno townships served (no centers in these areas) Looked at in context of the P&R master plan, community centers in each park district except Bingham (which has private community center). Role of private centers. Evaluate needs again in 2020 P&R Master Plan update.
- Schools can play an important role – access to gymnasiums and collaboration on after-school programs, etc could mitigate freestanding community center needs.
- Consider expansion or rebuild of Efland-Cheeks CC to be more like Cedar Grove in terms of scale and offerings?

Findings – Recreation and Community Centers:

1. With the opening of the Cedar Grove Community Center, the County will have community centers in the northern, central and southern parts of the county. This appears to be sufficient for present, but each of the centers is built to a different standard and scale.
2. Further analysis is needed to define the nature of a community center in Orange County’s context, and identify an appropriate level of service standard (recognizing the differences between the centers in size and scale). The Parks and Recreation Council is currently looking at this.
3. The community needs that may be achieved at community centers span a variety of different needs, departments and agencies.

⁷ Managed by contract with private or non-profit firm.

4. Gymnasium space is at a premium, with the Central Recreation Center used to capacity during most of its “prime” time. Rental of school gymnasiums helps address this, but cost and arrangements for usage is a complicating factor.

Spaces supporting the coordination and colocation of delivery of human services (Department of Social Services, Health, and Aging) within County Recreation/Community Centers make sense. These topics will continue to be discussed and studied as part of the ongoing Space Study Work Group and may be introduced into the CIP discussion.

c. Southern Campus

Based upon Board direction, Clarion Associates began working with Orange County to prepare a Master Plan for the Southern Orange County Government Services Campus on Homestead Road in 2012. This Master Plan is a general, long-range site plan that provides guidance for development of government service facilities over a 25 year planning timeline. The purpose of the Plan is to provide a framework within which future government facilities can be planned, designed, and constructed for the site. The Master Plan consists of a map that identifies areas where future development can occur, and a set of design guidelines for site development. In June, 2014, a Special Use Permit was obtained from the Town of Chapel Hill authorizing construction of up to 350,000 square feet of floor area on the site. This Special Use Permit (“SUP”) replaced the three individual SUPs that governed the site for Project HomeStart, the Southern Human Services Facility, and the Seymour Center.

In collaboration with the Space Study Work Group, Clarion is now working on an implementation plan for initial development possibilities on the site. Current work includes review of County facility and space needs, interviewing elected and appointed County officials about short, medium and long range space needs, and preparing concept plans for building additions on the site. Although a time line for delivery has not been established at this point, initial thoughts on first additional spaces to be constructed on the site include:

1. focus on development of a backup/redundant Information Technologies Data Center;
2. a backup/redundant Emergency Services Communications Center;
3. Administrative Court offices;
4. expanded Health and Social Services facilities;
5. expansion of the Seymour Center;
6. shared use multi-purpose/education facilities.

The expanded Health and DSS facilities may be achieved in the short term by the contemplated Southern Human Services Expansion currently within the Manager recommended FY15-20 CIP.

A briefing for the Board of County Commissioners on preliminary recommendations from the ongoing Implementation Plan for initial development possibilities on the Southern Orange County Government Services Campus is scheduled for early April. A full report will follow. The report will combine a focus on long-term facility and space needs with shorter-term recommendations coming from the Space Study Work Group.

The report is envisioned to become a planning guide for subsequent capital programming, resulting in the first set of building additions on the site.

d. Environment and Agriculture

The Environment and Agriculture Center (“EAC”), located on Revere Road in Hillsborough, is appropriately located for consolidated, “one stop” agricultural center service delivery, but needs a significant facility upgrade. The facility CIP project has been recommended to be moved forward to FY2016-17 due to the continuing depreciation of building systems and other maintenance costs. With the Board’s approval, a professional services request for qualifications (“RFQ”) process will begin in early FY15-16 in order to secure a schematic design team for this project should the Board move forward with the project.

The agriculture and local foods advocates have expressed a need for accessible dry storage, cold storage and local foods aggregation spaces to support local foods agricultural development.

e. Emergency Services

Emergency Services (“ES”) is meeting its field sub-station needs identified within Emergency Services Strategic Plan within the current CIP; the first station is proposed to become operational in FY16-17 as a co-build with the Orange Rural Fire Department.

The 510 Meadowlands facility is not a “hardened” facility and is susceptible to inclement weather and wind damage. The Space Study Work Group will continue to explore alternative locations for this important emergency operations, communications, and logistics hub. An alternative discussed within the work group is reconfiguring the lower level of the West Campus Office Building in Hillsborough to house these functions. The centrally located building is designed as a backup Emergency Center, and features a below grade facility with the walk out covered structured parking deck, twin backup, natural gas power generators, and equivalent operating space as the current facility. Should this reconfiguration take place, the current public meeting rooms and Child Support Enforcement would need to be appropriately relocated.

f. Library

The 2013 – 2016 Library Strategic Plan was adopted by the BOCC in November 2013, and outlined library services and spaces for the future which are represented in the FY 15-20 CIP:

1. Outreach and service to rural Orange County was identified as part of the Priority 2: Community Connections. This is addressed in the FY 15-16 CIP by providing a self-service library kiosk that can hold up to 500 items at the Cedar Grove Community Center.
2. Providing inviting and functional library facilities was identified as part of the Priority 3: Services and Community Space. The proposed Southern Branch Library is currently being addressed in the FY 16-17 CIP.

The Main Library facility was identified through the Space Study for a future CIP (Year 6-10) to determine up fit and re-design. This request is being driven by the increase in housing slated for the Town of Hillsborough:

According to latest Town of Hillsborough FY16 Annual Budget and Financial Forecast, there are 1,032 residential units that have been approved and/or under construction with an estimated population increase between FY15-18 of 2,322 or 36.6%. (pg.12) In addition, the most recent award from the Dept of Transportation for a light rail stop in Hillsborough (FY19) has stepped up

conversations regarding an additional 1000+high density housing units (estimated to support over 2,000 new residents) on the Collins property that is within walking distance of downtown. (pg.13). This accelerated population growth will be annually evaluated for its impact on future demand for additional space and services.

g. Justice Facilities

Hillsborough Justice Facilities, excluding the jail, are adequate. They were most recently expanded and put into operation in 2009, following a deliberate, well represented Justice Facility Expansion task force recommendation to the Board. The renovation and expansion project succeeded in meeting space study principles of colocation, consolidation, ownership, and sustainability. The facilities also meet the additional principle of “wellness”, since the facilities are not stressed nor are the interior spaces significantly under-utilized.

In addition to the expanded Justice Facility complex, the overall Justice Facility “campus” includes the Historic Courthouse, the Court Street Annex Facility (housing Juvenile Justice and Parole), the District Attorney’s offices, the Public Defender’s offices, and the Sheriff’s office.

The current County Jail is in need of replacement. The proposed new detention facility is contemplated in the FY15-20 CIP as an initial 144 bed facility with expansion capability. The continuing facility discussion (and subsequent design process) is incorporating the deliberations, findings, and recommendations of the Jail Alternatives Workgroup.

The Sheriff’s Office is in need of two space reconfigurations that are currently in progress:

1. Remodeled and re-purposed space for uniform storage;
2. Creation of administrative spaces within former uniform storage area and secure lobby spaces.

h. Significant Departmental Needs and Opportunities identified for continued discussion:

Solid Waste: roll cart container storage request within the FY2015-20 CIP;

Tax Administration: constrained administrative space within the 2nd floor;

Economic Development: More efficient space for marketing and secure administrative space;

Aging: Programs and administrative areas may be limited by current spaces within the Seymour and Central Orange Senior Center spaces. The Southern Campus Master Plan consultant, Clarion Associates, is tasked with working with the Department on Aging to provide current and future space use ideas and best practices based upon Senior Center standards and trends throughout the Country.

Detailed Recommendations

Short Term:

1. Match the short term space needs identified within the study to available opportunity spaces:
 - a. Central recreation administrative spaces housing 4 DEAPR staff that can be moved to a portion of the Whitted “A” building room 210 in order to free up recreation programming space;
 - b. Health department administrative space needs can be met by the under-utilized spaces within the Whitted “B” building 3rd floor;
 - c. Provide Tax Administration efficient space to be developed within available space;
 - d. The Emergency Services Center at 510 Meadowlands has an opportunity for more efficient space by relocating its central locker room to the warehouse area, thereby allowing the remaining space to be reconfigured for a needed lounge and break area for ES personnel.

2. Use existing “opportunity” space to support decentralized department office locations where appropriate. This involves housing constrained office and administrative operations that do not need to be near customer service operations in detached areas or via tele-work arrangements.

3. Support the duties of the Records Retention Officer within the AMS to:
 - a. manage the compliance of Federal, State and local records/non-records storage policies;
 - b. establish and facilitate a collaborative, inter-departmental work group (a subgroup of the Space Study Work Group) that recommends and coordinates effective storage plans that optimize existing spaces and their capacities for their highest and best uses;
 - c. manage surplus and disposition of property; and work collaboratively with the records digitization subgroup to best coordinate electronic and paper records storage;
 - d. train and enforce a storage classification system for departmental organization and use;
 - e. provide organized and centralized storage areas within both identified Countywide storage areas as well as within department confines for items needing immediate accessibility.
 - f. collaborate and integrate with Information Technologies regarding records digitization.

Medium Term:

4. Support the Manager’s recommendation for the Board’s consideration and approval a comprehensive backup generator power capital investment plan for selected priority facilities as outlined in the FY2015-20 Capital Investment Plan.

5. Continue to support the Manager's recommendation related to uses for under-utilized spaces within the Government Services Annex, the Link Government Services Center Lower Level, and the Register of Deeds area within the Gateway Office Building.
6. Support the Manager's recommendation to establish a 3rd Party Tenancy policy for the Board's consideration and approval as part of the Space Study Work Group's ongoing work.

Long Term:

7. Continue to explore and potentially pilot flexible "open office" design principles, flex scheduling, telecommuting options and other technology based workplace solutions as part of the Space Study Work Group's ongoing work and apply where appropriate.

ATTACHMENT A

Space Study Work Group Charge

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**Space Study Work Group Charge
(BOCC adopted on June 17, 2014)**

1. Work with County staff to provide recommendations to the Board on the utilization of space within existing County facilities as well as the need for new or renovated space, to include but not be limited to, approved master planned County campus sites, and;
2. Consider record retention regulations and recommend longer retention periods for select records, if desired, and;
3. Develop a records retention policy to be managed by Asset Management Services as part of an annual records destruction event, and;
4. Develop a comprehensive policy for storage of non-record items, and
5. Assess and recommend structural or procedural mechanisms in support of these goals.

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ATTACHMENT B

Space Study Framework

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Space Study Framework (BOCC adopted on June 18, 2013)

1. Purpose:

The purpose of this space study framework is to provide staff a Board adopted set of guidelines to systematically inventory, assess, and manage County facility needs on a continuous basis. Specifically, the framework addresses:

- a. Space inventory (facility report updated May 2013)
- b. Projected space requirements through 2020 (*short term; extended from original target of meeting needs up to 2010 in 2005 space study update*)
- c. Projected space needs that may fall beyond 2020 time frame (long term; extended from original target of meeting needs up to 2010 in 2005 space study update)
- d. Identified space issues that may affect quality of service to County customers
- e. The systematic gathering, review and management of departmental space needs that impact services (i.e. service trends, locational needs, technology, growth and/or contraction)
- f. The presentation of options and recommendations to the Board that prioritize, optimize, manage, and ultimately meet County space needs in a reasonable and useful manner

2. Guiding Principles:

- a. Board Adopted in 2001:
 - Co-location of departments with similar functions and/or those that serve the same customer base
 - Consolidation of County operations to as few sites as may be practicable in an attempt to gain operational efficiency and customer access
 - Owning facilities in which County operations are located, as opposed to leasing, except where there exists a compelling business reason to do so
- b. Additional Guiding Principle Board Adopted in 2005:
 - Building and maintaining facilities and spaces according to sustainable practices and high performance building standards (Board adopted Environmental Responsibility Goals)
- c. Suggested Principle for Board Adoption in 2013:
 - Evaluation of the relative cost and benefit of facilities use where those facilities are stressed –“fully and/or practically depreciated”. This principle is necessary in order to manage the facility to its highest and best use while planning and providing for the potentially displaced space need.

3. Basis of Study:

The study will include a review of the use of all County buildings, along with a description of the space needs of each County department and other users of County buildings (e.g. District Attorney).

These assessments will serve as a fundamental work product and will form the basis for the scope of the study:

- a. **Management and Staff Assessment and Input. The Metrics of this Assessment are as follows:**
 - i. Management evaluation and comment
 - ii. Staff evaluation, collected and documented by the user questionnaire established in 2001
- b. **Physical Assessment and Inventory. The Metrics of this Assessment are as follows:**
 - i. Physical report (staff and consultant)
 - ii. Maintenance and utility report (staff)
 - iii. Identification of stressed and under-utilized assets
 - iv. Valuation of stressed and under-utilized assets through a Net Present Value Calculation (staff)
- c. **Departmental Space Needs Programming housed within stressed or under-utilized assets (staff and consultant)**

4. Scope of Study:

The scope of the study will be based upon the before-mentioned Basis of Study data, analysis, and conclusions and will be framed by:

- a. **Space needs required no later than 2020; as well as beyond 2020 – based upon:**
 - i. management and staff assessments,
 - ii. facility assessments,
 - iii. identified stressed or underutilized assets,
 - iv. identified Board, management, and departmental needs;
- b. **Board adopted strategic planning initiatives**

5. Options and Recommendations:

The criteria and decision factors for recommended space study action that are suggested for Board adoption are as follows:

- a. Making decisions based upon the before-mentioned guiding principles:
 - Consolidation
 - Centralization
 - Ownership
 - Sustainable building operation and programming
 - Cost and benefit analysis
- b. Minimizing under-utilized spaces
- c. Formulating reasonable, defensible courses of action for stressed facilities
- d. Providing exceptional facilities for County service delivery
- e. Meeting longstanding, publicly supported needs
- f. Recognizing, anticipating, and planning for growth (and contraction) trends

6. Timeline and Horizon:

Staff will recommend space need prioritization, scheduling and funding sources to the Board for comment and adoption each fall prior to the annual Capital Investment Planning process.

This space study framework is recommended to be fully updated every 5th year, with annual status reports to be presented to the Board each fall before the budget season. These updates may serve as a vehicle to recognize and address the trends and strategic directions and receive Board guidance outside of the budget process.

This space study framework will be used for a systematic study of County facility space needs in 2013.

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ATTACHMENT C

FY 2014-15 CIP Projects

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FY2014-15 Capital Investment Plan projects appropriated by the BOCC include:

- a. Sportsplex Mezzanine;**
- b. Cedar Grove Community Center;**
- c. Roof and HVAC system replacement projects;**
- d. Facility Accessibility projects**

Manager Recommended FY2015-20 Capital Investment Plan contemplating identified needs for:

- a. Environment and Agricultural Center (Revere Road campus);**
- b. Emergency Services field sub-stations;**
- c. Southern Branch Library;**
- d. Library Kiosk at Cedar Grove Community Center;**
- e. Main Library remodel;**
- f. New Detention Facility;**
- g. Southern Human Services Campus Master Plan Vision and Infrastructure Project;**
- h. Southern Human Services Center Renovation (and Dental Clinic construction);**
- i. Efland-Cheeks Community Center Upfit;**
- j. Sportsplex Field House;**
- k. Ongoing roof system, HVAC system, and parking lot replacements;**
- l. Backup Generator Projects**

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ATTACHMENT D

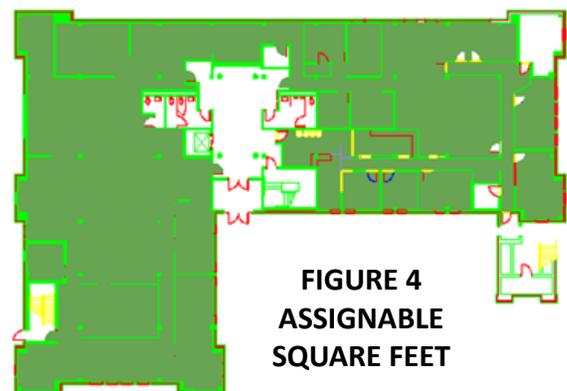
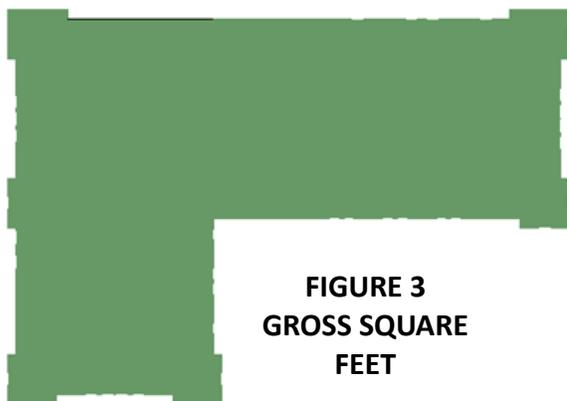
Space Measurement Definitions

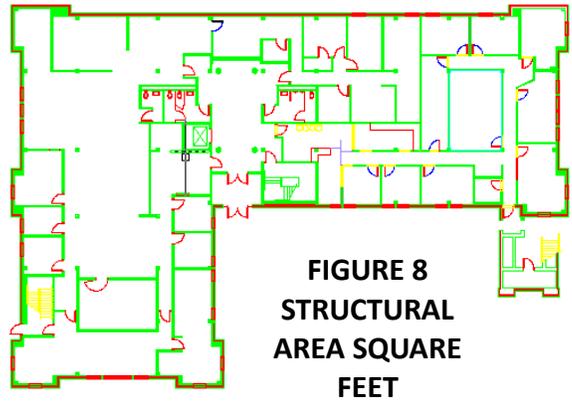
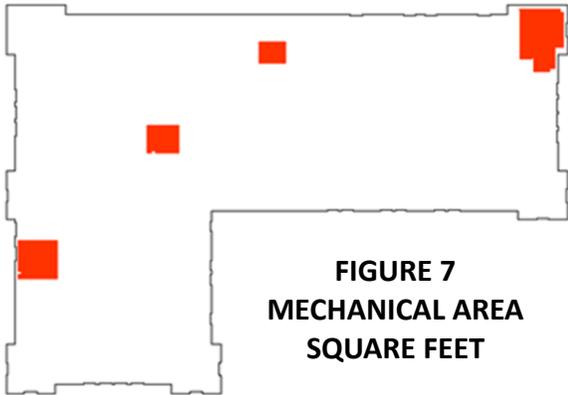
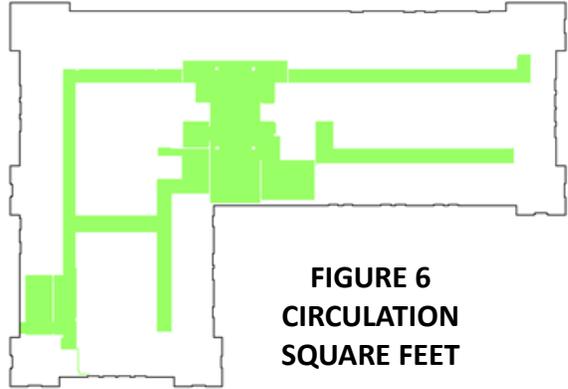
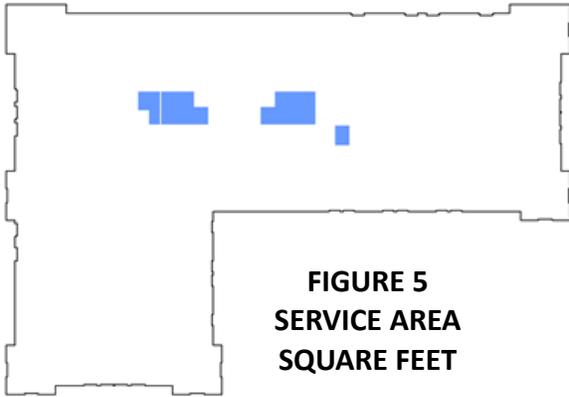
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SPACE MEASUREMENT DEFINITIONS

All commercial and institutional buildings include a number of different space types. Two industry associations for facility management – the Building Owners and Managers Association (BOMA) and the International Facility Management Association (IFMA) – provide industry standard techniques and definitions for the measurement and evaluation of space within buildings. The figures that follow, using the ground floor of the Link Government Services Center as an example, present an overview of some of the key space types and measurements used when comparing and evaluating space within buildings. These include:

- **Gross area**: measured from the outside face of exterior walls, this represents the building “footprint” times the number of floors, excluding an voids, such as two story atriums (Figure 3);
- **Assignable area**: includes all office space, storage space, meeting space, and circulation space that is directly assigned to, and exclusively available to, an individual department, measured inner wall surface to inner wall surface (Figure 4);
- **Service areas**: includes restrooms and custodial storage spaces (Figure 5);
- **Circulation areas**: includes entry vestibules, lobbies, corridors, stairwells and other means of travel within a building, both those areas assigned to departments and those shared areas on individual floors (floor lobby areas) and those shared across all building occupants (building entrances, lobbies) (Figure 6);
- **Mechanical/electrical/plumbing/voice/data**: includes building equipment spaces (Figure 7);
- **Structural space**: The difference between the Gross Area and the Net Useable Area of the building. This is space that cannot be occupied or used because of building structural features ((Figure 8);
- **Net Usable Area**: The aggregate interior area of the building that can be occupied, measured from inner wall to inner wall. This number is the sum of Assignable and Non-Assignable Space.





ATTACHMENT E

Department Space Assessments

ADULT DAY	53	HEALTH	107
ANIMAL SERVICES	55	HOUSING & CD & HUMAN RIGHTS	115
ASSET MGT SERVICES	57	HUMAN RESOURCES	119
ATTORNEY	59	INFORMATION TECH	121
BOCC	61	JUVENILE SERVICES	123
CHILD SUPPORT	65	LIBRARY	125
COOP EXT	67	MOTOR POOL	129
COUNTY MGR	69	ORANGE PUBLIC TRANSPORTATION	131
COURTS	71	PLANNING	133
DEAPR	79	PROBATION & PAROLE	137
DEPT ON AGING	85	PUBLIC DEFENDER	139
DISTRICT ATTORNEY	89	REG OF DEEDS	141
ECONOMIC DEVELOPMENT	93	SHERIFF	143
ELECTIONS	95	SOCIAL SERVICES	145
EMERGENCY SERVICES	97	SOIL & WATER	149
FARM SERVICE	101	SOLID WASTE	151
FINANCIAL SERVICES	103	TAX	153
GUARDIAN AD LITEM	105	VISITOR'S BUREAU	155

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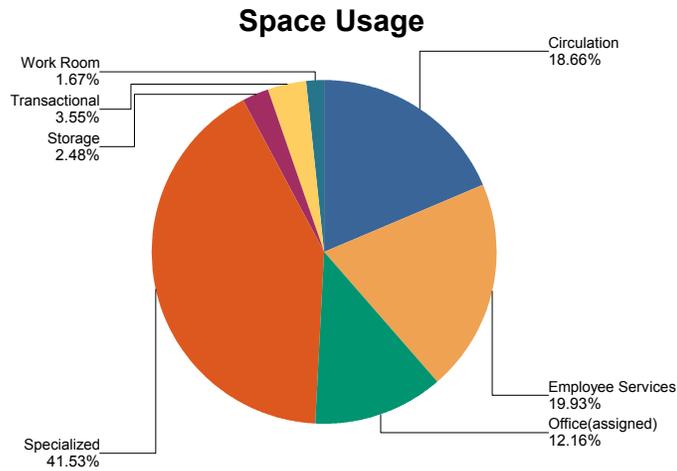
Department Space Assessments

Department: ADULT DAY

Space Usage

Usable Sq. Ft.

Circulation	673
Employee Services	719
Office(assigned)	439
Specialized	1,498
Storage	90
Transactional	128
Work Room	60
Total:	3,606

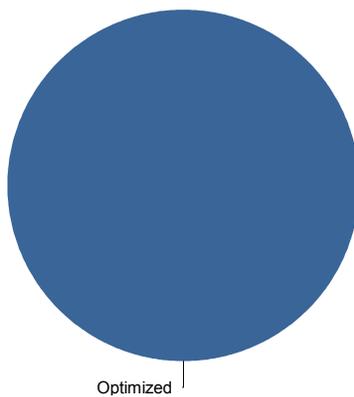


Space Utilization

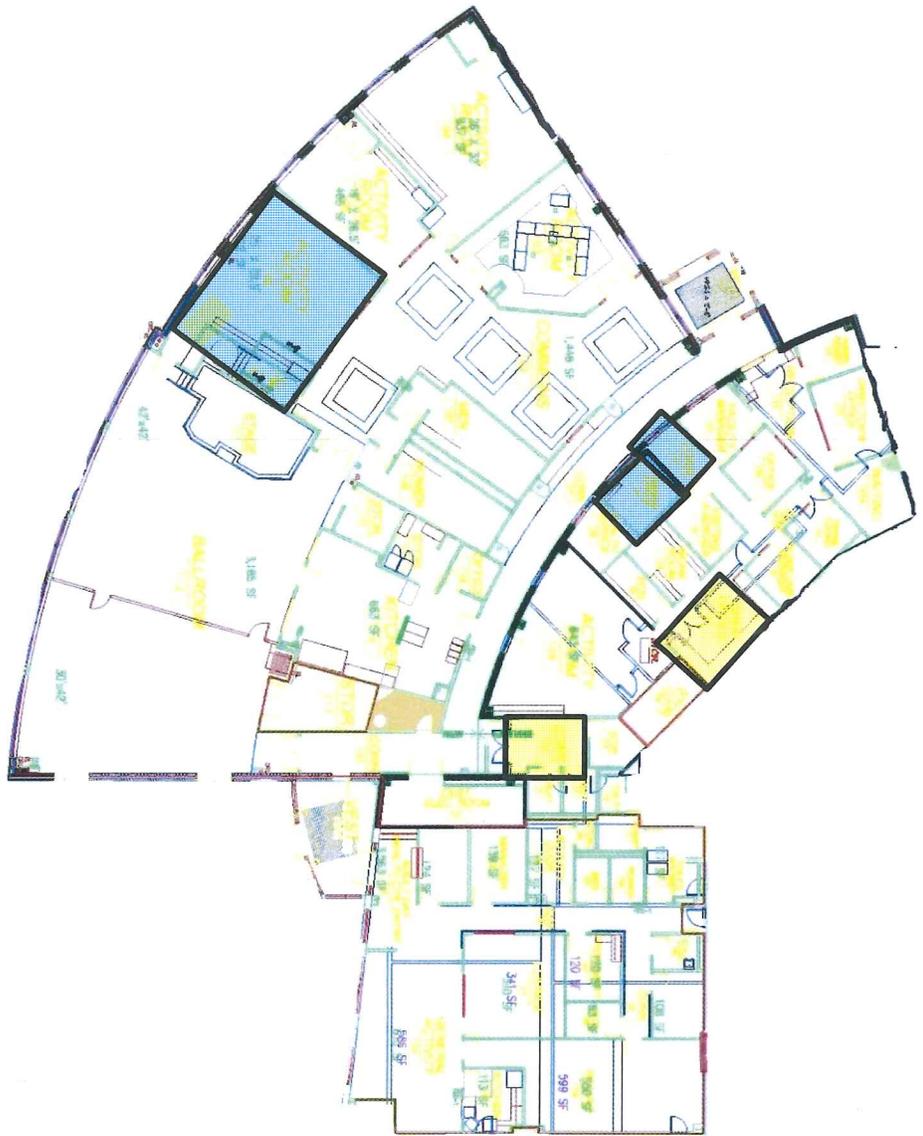
Usable Sq. Ft.

Optimized	3,606
Total:	3,606

Space Utilization



Central Orange Senior Center



-  Opportunity
-  Constrained

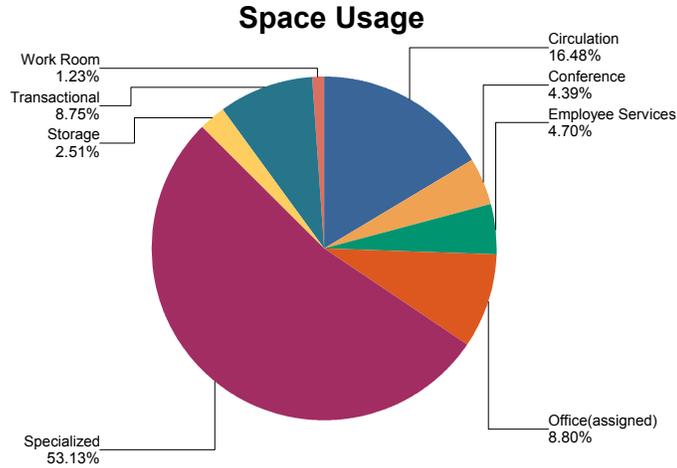
Department Space Assessments

Department: ANIMAL SERVICES

Space Usage

Usable Sq. Ft.

Circulation	3,432
Conference	915
Employee Services	978
Office(assigned)	1,833
Specialized	11,060
Storage	524
Transactional	1,821
Work Room	256
Total:	20,817

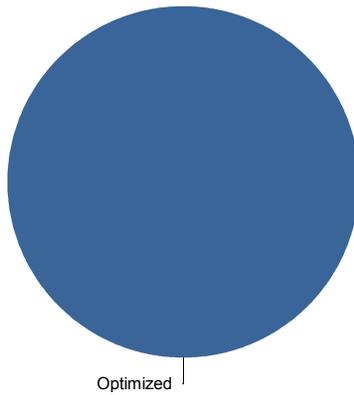


Space Utilization

Usable Sq. Ft.

Optimized	20,817
Total:	20,817

Space Utilization



Orange County Animal Services Center



All Spaces Optimized

-  Opportunity
-  Constraint

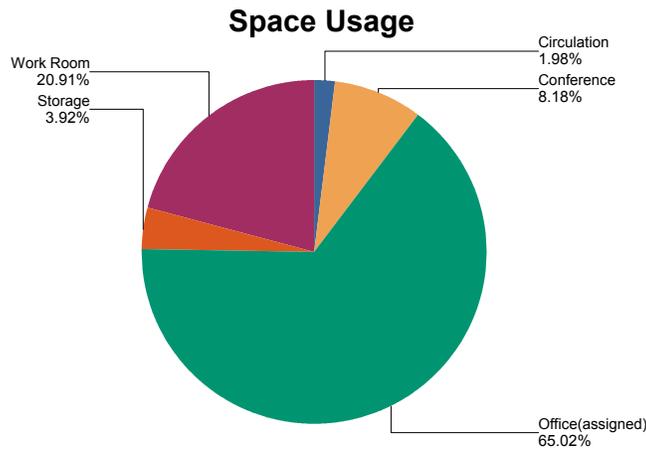
Department Space Assessments

Department: ASSET MGT SERVICES

Space Usage

Usable Sq. Ft.

Circulation	46
Conference	190
Office(assigned)	1,511
Storage	91
Work Room	486
Total:	2,324

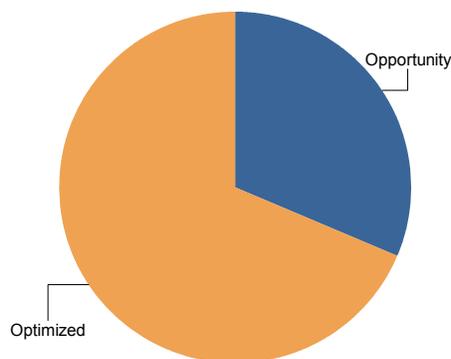


Space Utilization

Usable Sq. Ft.

Opportunity	928
Optimized	2,032
Total:	2,960

Space Utilization



West Campus Office Building 3rd Floor



- Opportunity
- Constrained

Department Space Assessments

Department: ATTORNEY

Space Usage

Usable Sq. Ft.

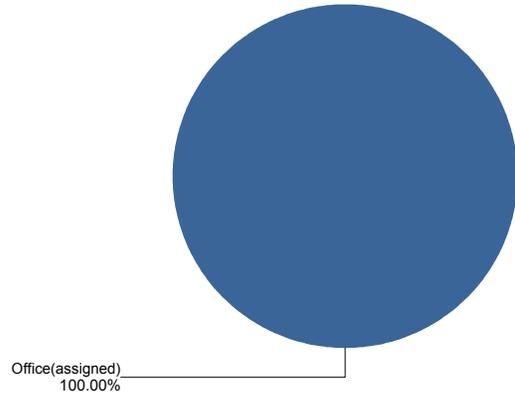
Office(assigned)

641

Total:

641

Space Usage



Space Utilization

Usable Sq. Ft.

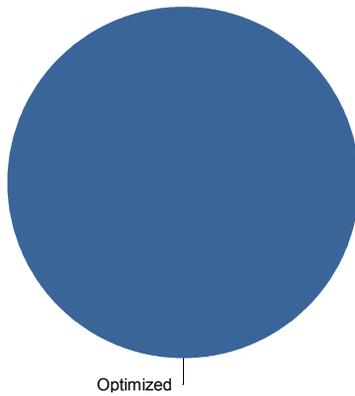
Optimized

641

Total:

641

Space Utilization



Link Center 2nd Floor



- Opportunity
- Constrained

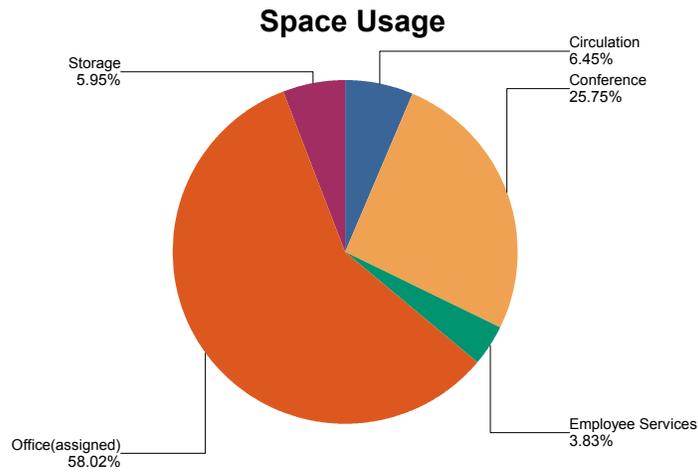
Department Space Assessments

Department: BOCC

Space Usage

Usable Sq. Ft.

Circulation	138
Conference	551
Employee Services	82
Office(assigned)	1,242
Storage	127
Total:	2,141

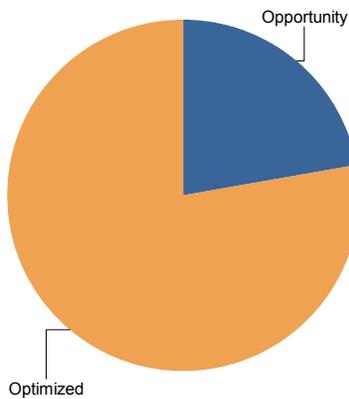


Space Utilization

Usable Sq. Ft.

Opportunity	477
Optimized	1,664
Total:	2,141

Space Utilization

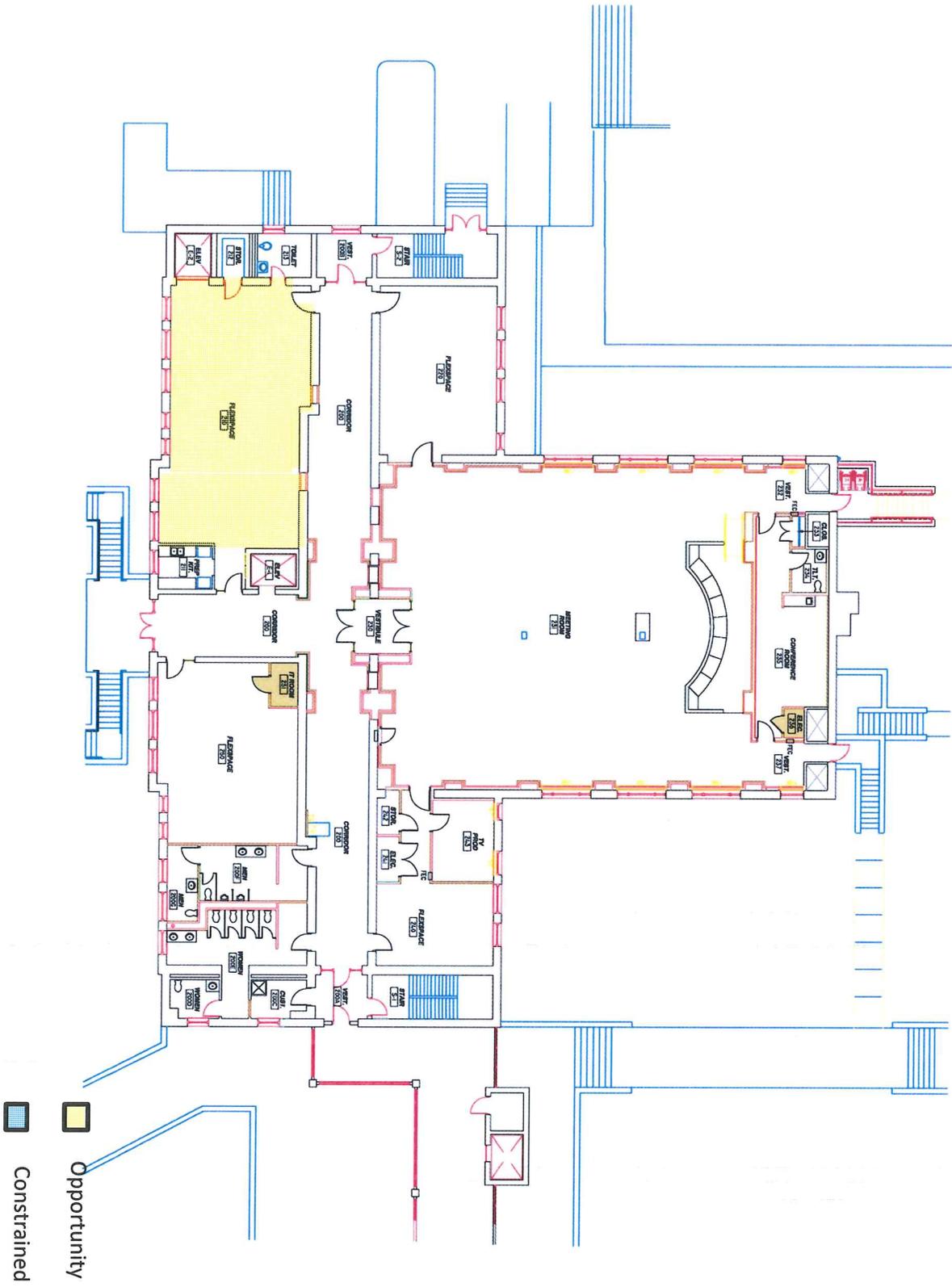


Link Center 2nd Floor

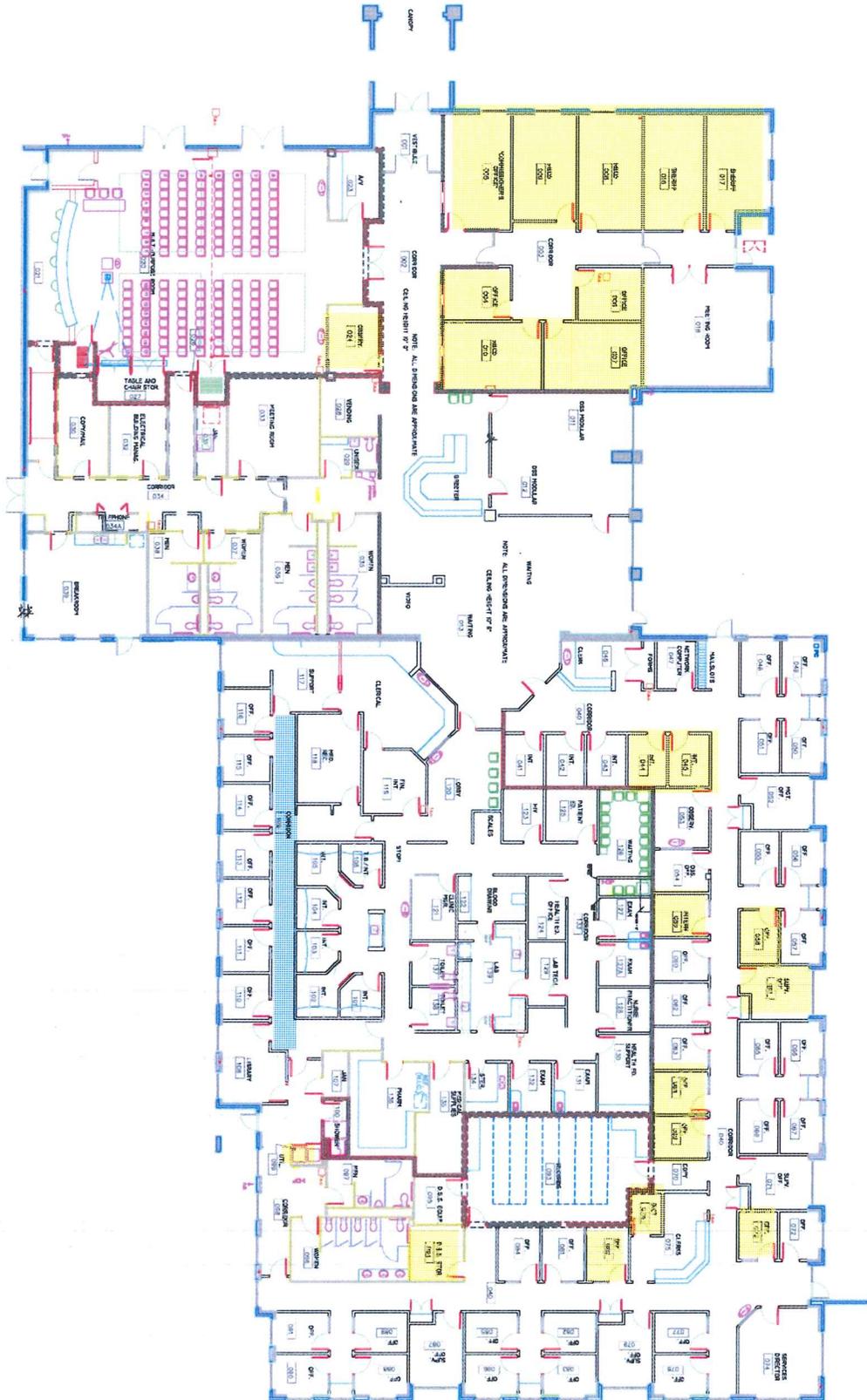


- Opportunity
- Constrained

Whitted A Building 1st Floor



Southern Human Services Center



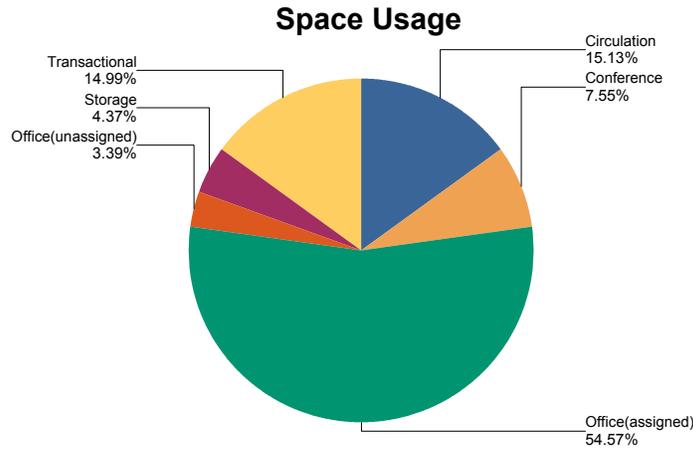
Department Space Assessments

Department: CHILD SUPPORT

Space Usage

Usable Sq. Ft.

Circulation	513
Conference	256
Office(assigned)	1,850
Office(unassigned)	115
Storage	148
Transactional	508
Total:	3,390

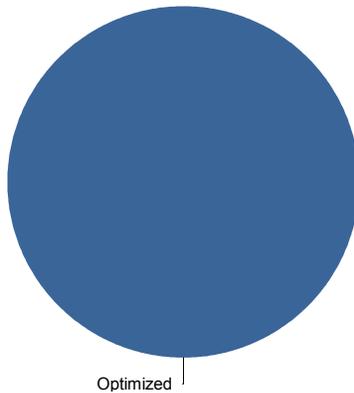


Space Utilization

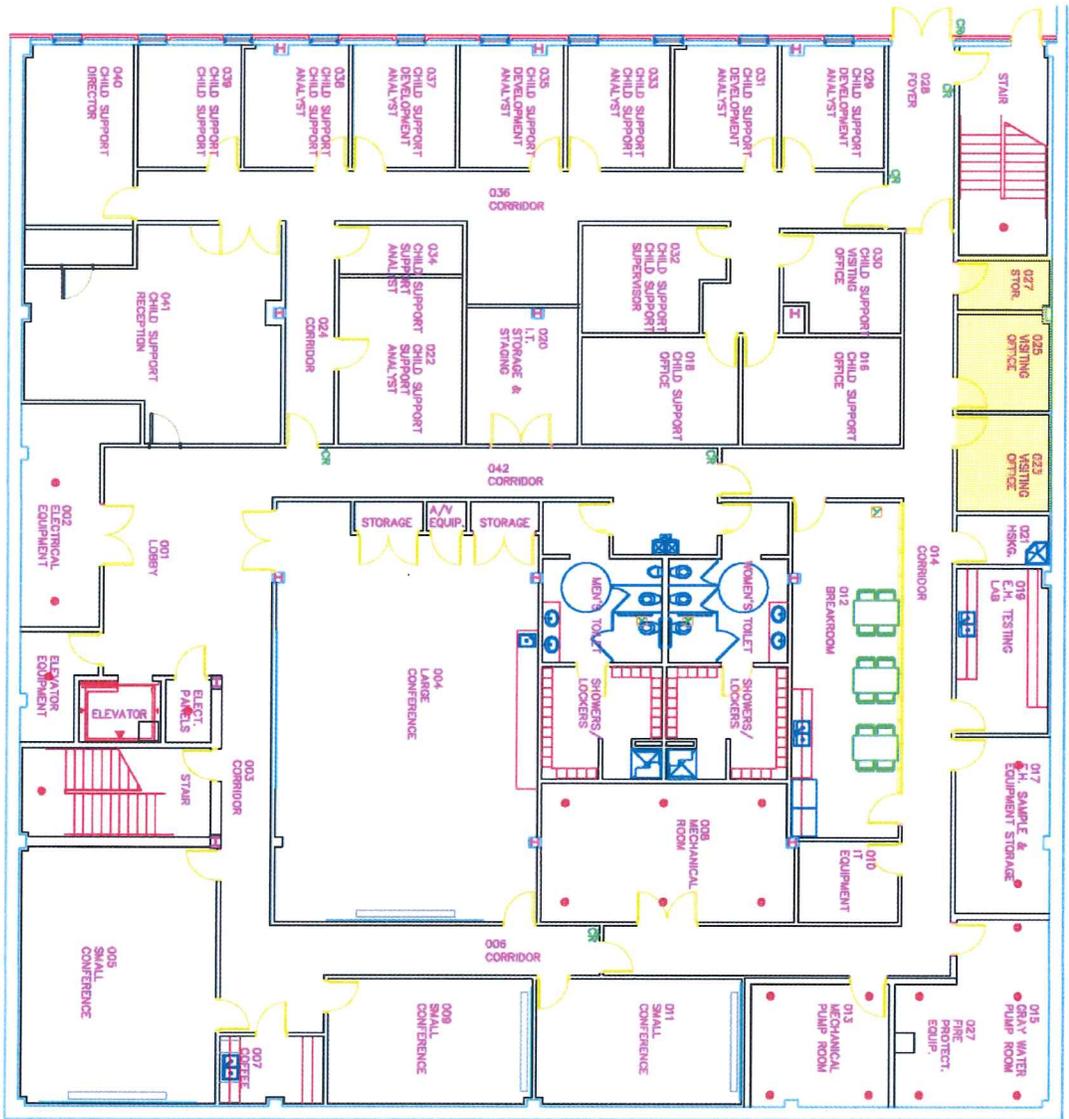
Usable Sq. Ft.

Optimized	3,390
Total:	3,390

Space Utilization



West Campus Office Building Ground Floor



- Opportunity
- Constrained

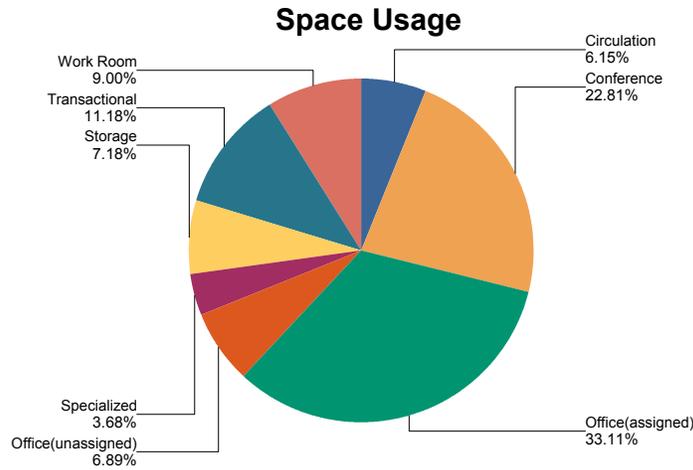
Department Space Assessments

Department: COOP EXT

Space Usage

Usable Sq. Ft.

Circulation	320
Conference	1,186
Office(assigned)	1,721
Office(unassigned)	358
Specialized	191
Storage	373
Transactional	581
Work Room	468
Total:	5,198

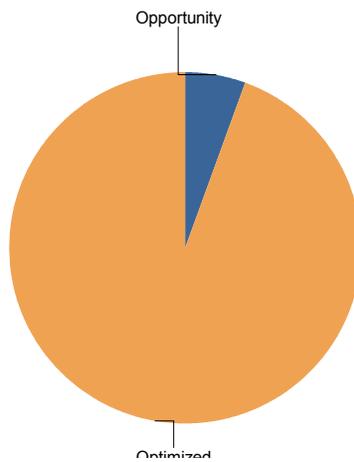


Space Utilization

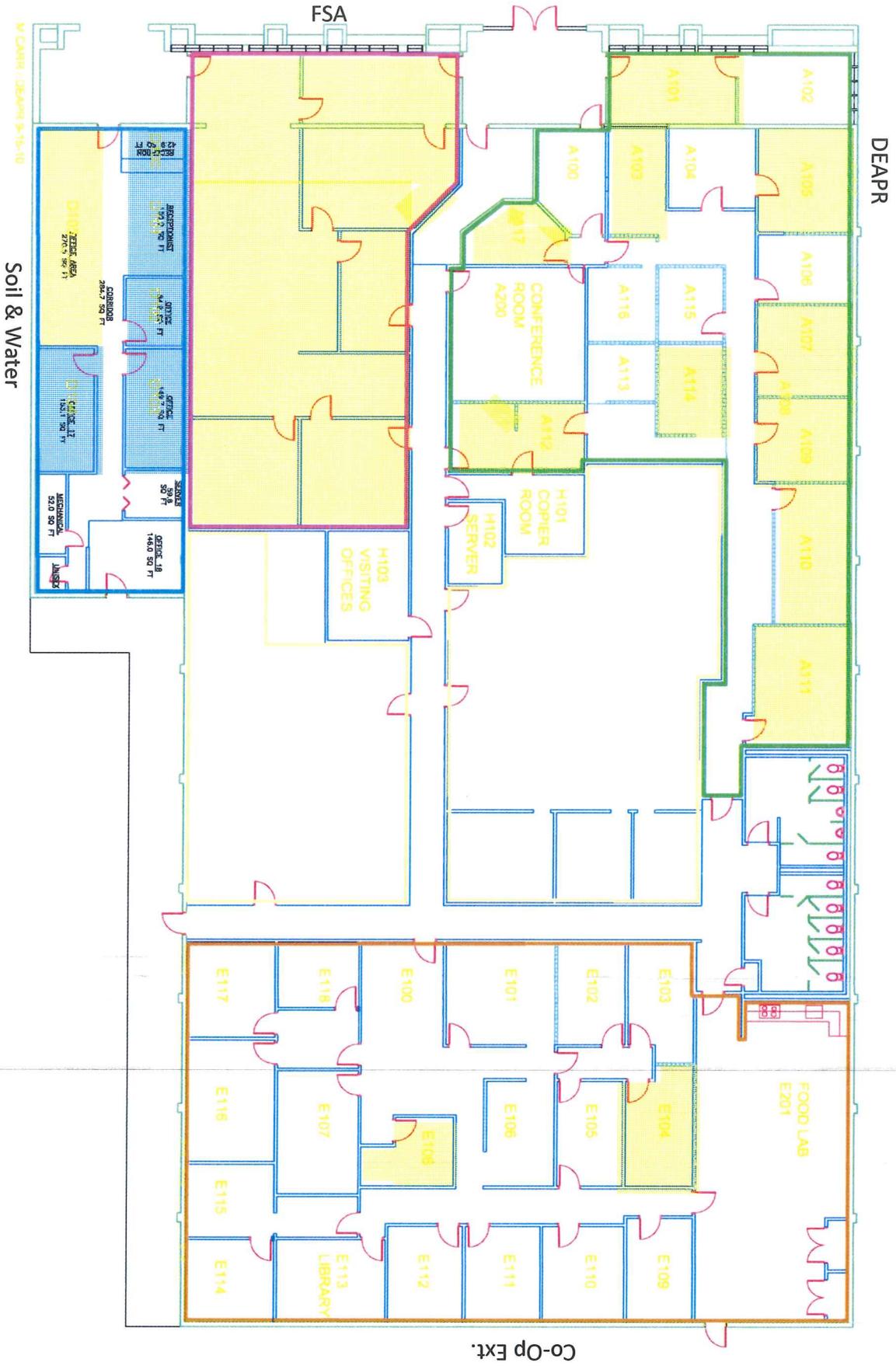
Usable Sq. Ft.

Opportunity	288
Optimized	4,911
Total:	5,198

Space Utilization



Environment and Agriculture Center



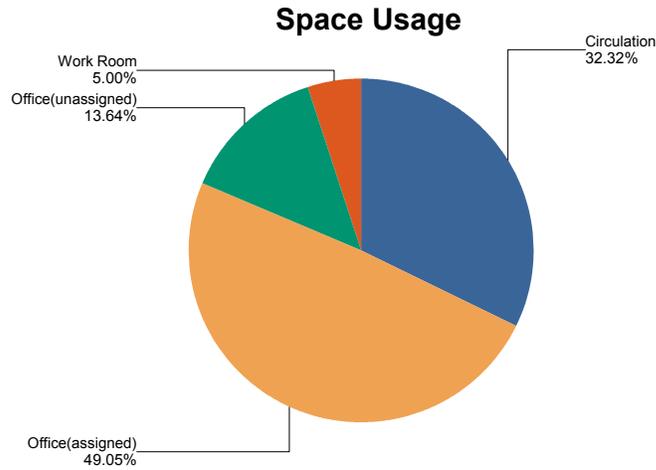
Department Space Assessments

Department: COUNTY MGR

Space Usage

Usable Sq. Ft.

Circulation	711
Office(assigned)	1,079
Office(unassigned)	300
Work Room	110
Total:	2,200

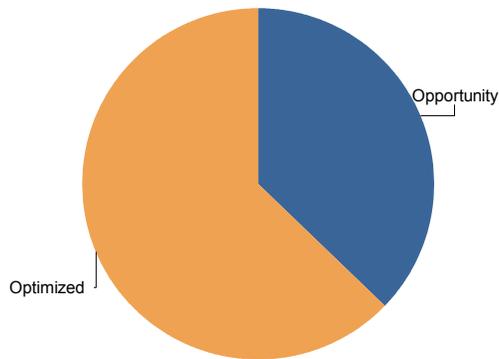


Space Utilization

Usable Sq. Ft.

Opportunity	821
Optimized	1,379
Total:	2,200

Space Utilization



Link Center 2nd Floor



- Opportunity
- Constrained

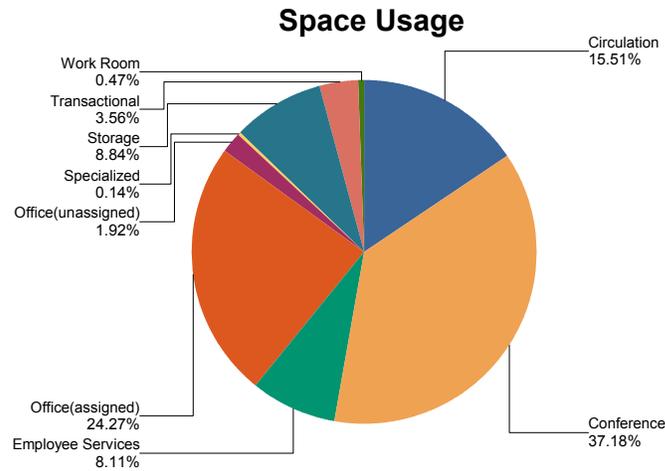
Department Space Assessments

Department: COURTS

Space Usage

Usable Sq. Ft.

Circulation	5,762
Conference	13,815
Employee Services	3,014
Office(assigned)	9,018
Office(unassigned)	713
Specialized	53
Storage	3,283
Transactional	1,324
Work Room	175
Total:	37,158

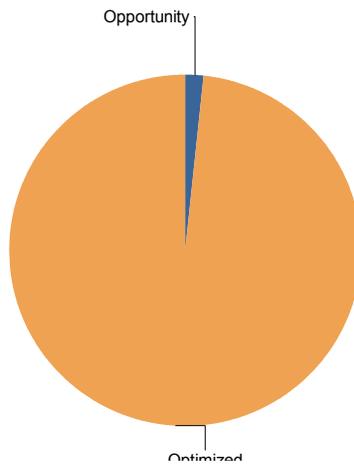


Space Utilization

Usable Sq. Ft.

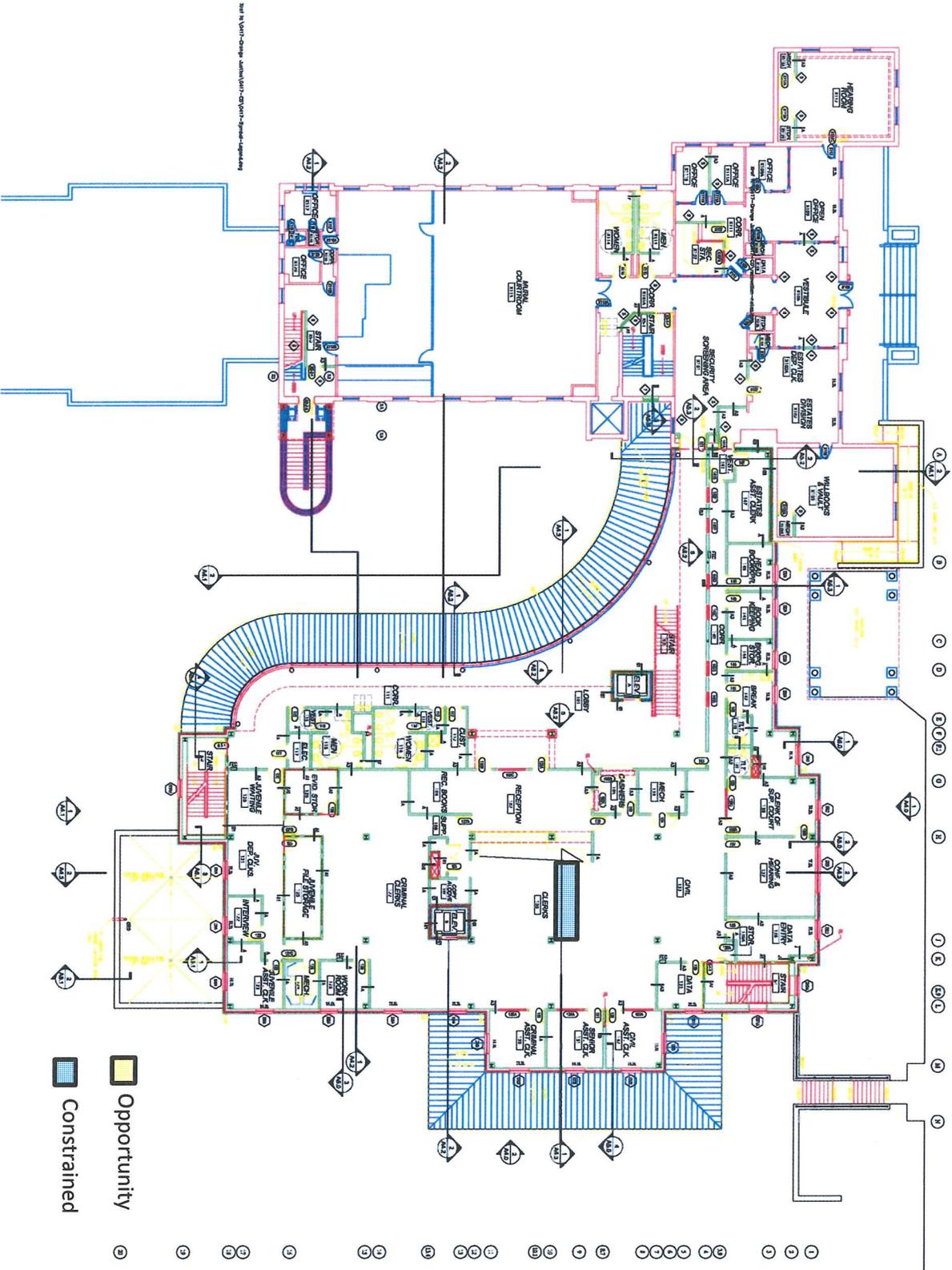
Opportunity	649
Optimized	36,509
Total:	37,158

Space Utilization



Justice Complex 1st Floor

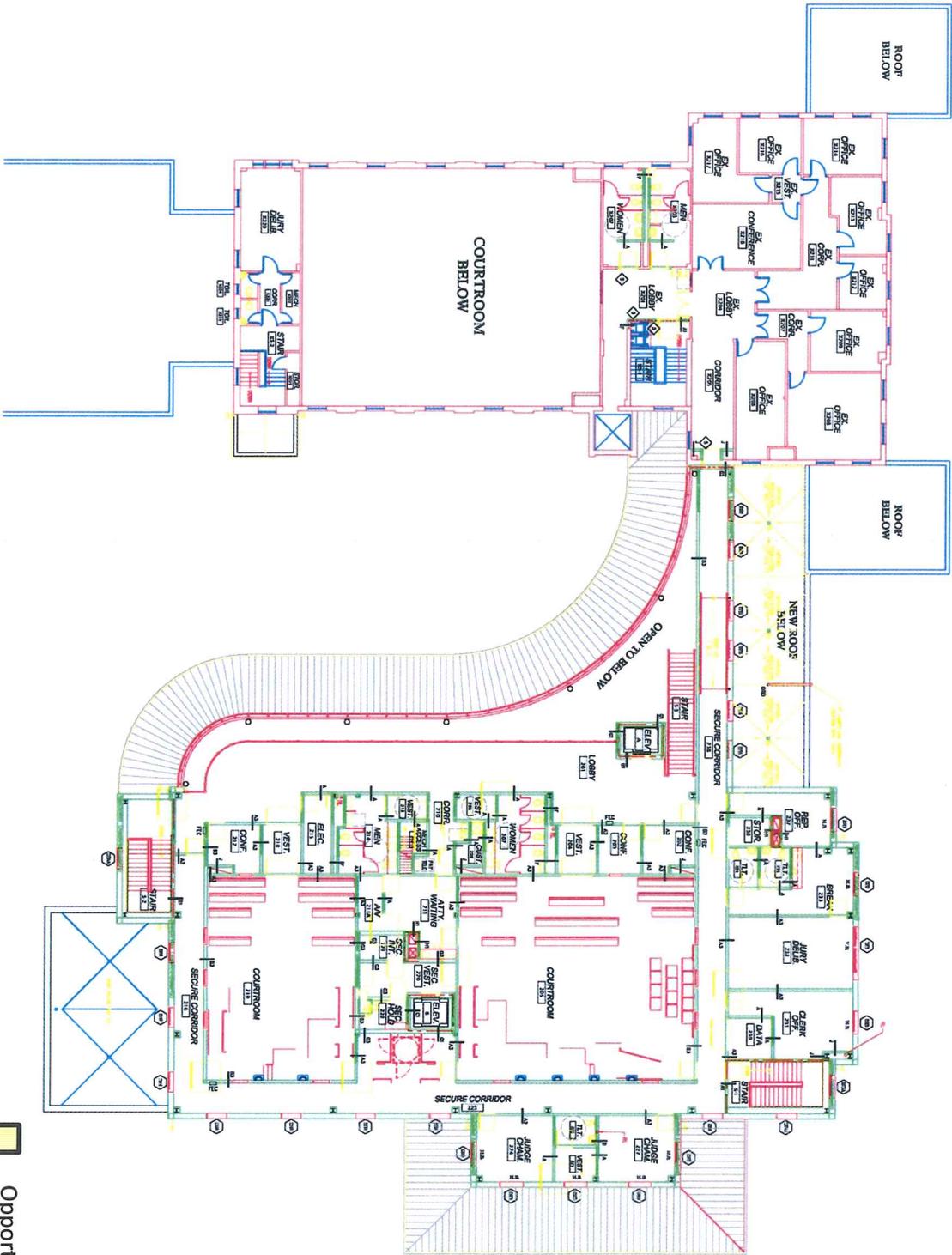
All Spaces Optimized



- Opportunity
- Constrained

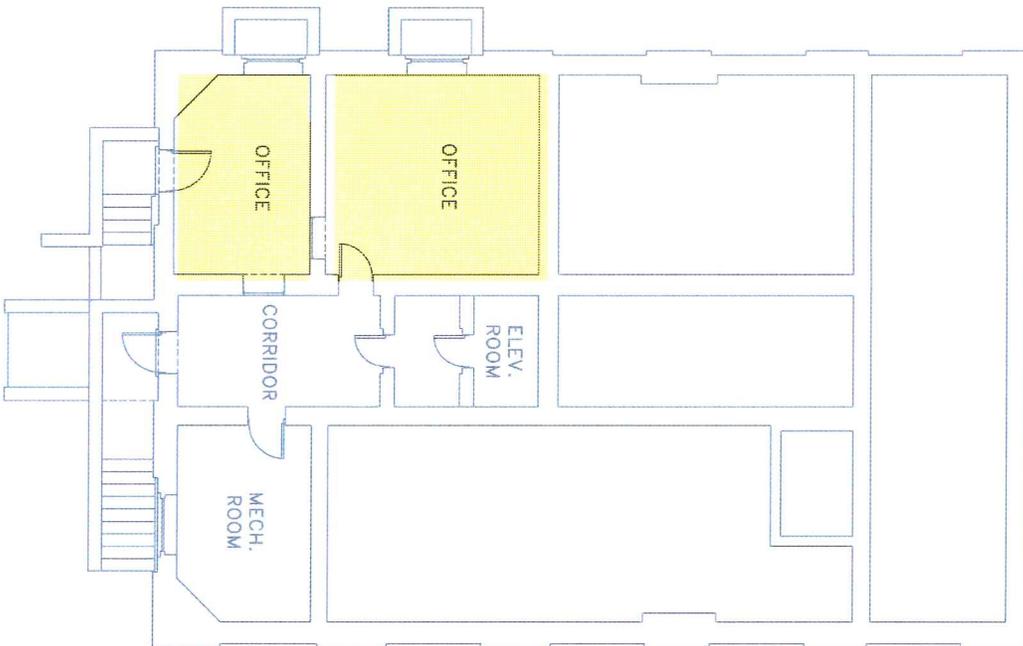
Justice Complex 2nd Floor

All Spaces Optimized



- Opportunity
- Constrained

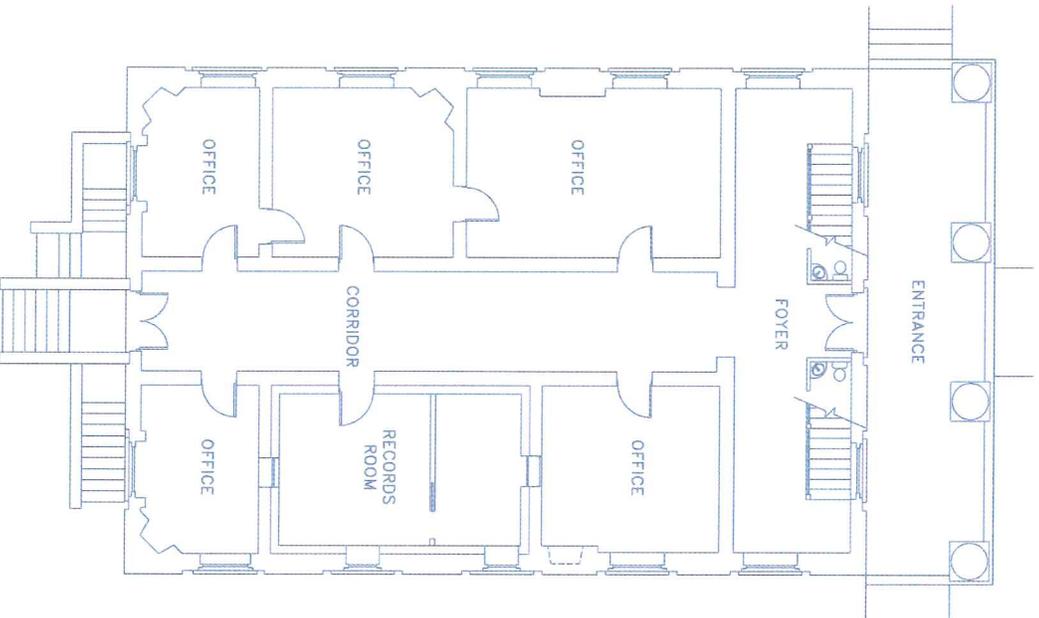
Historic Court House Basement



-  Opportunity
-  Constrained

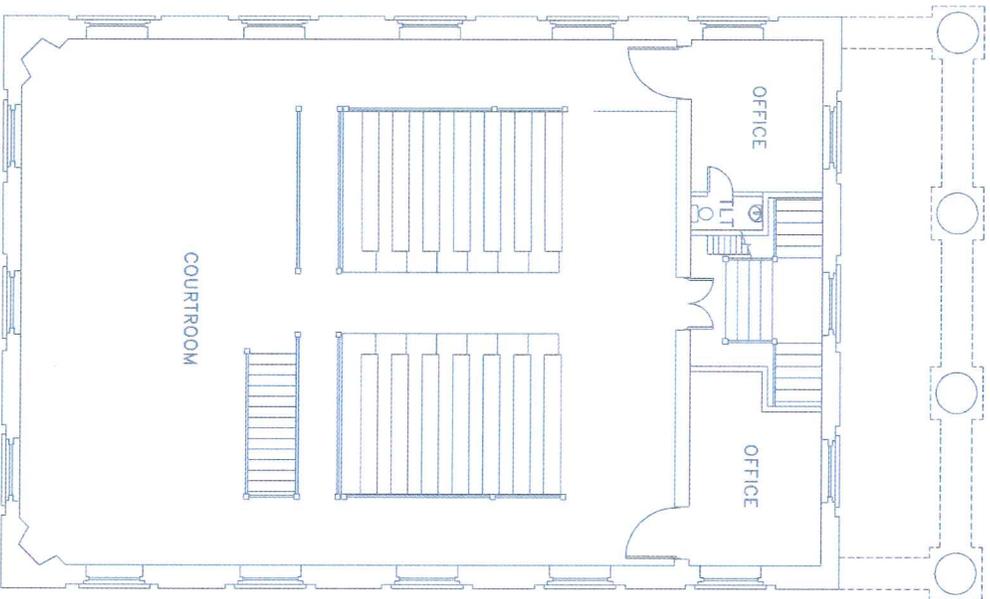
Historic Court House 1st Floor

All Spaces Optimized



-  Opportunity
-  Constrained

Historic Court House 2nd Floor
All Spaces Optimized



-  Opportunity
-  Constrained

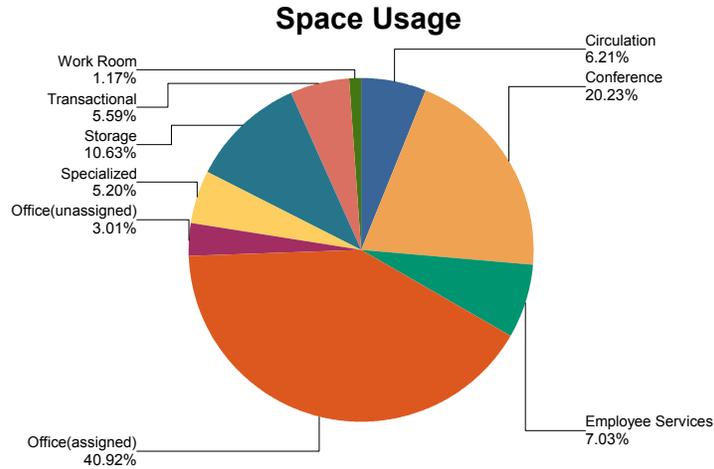
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Department Space Assessments

Department: DEAPR

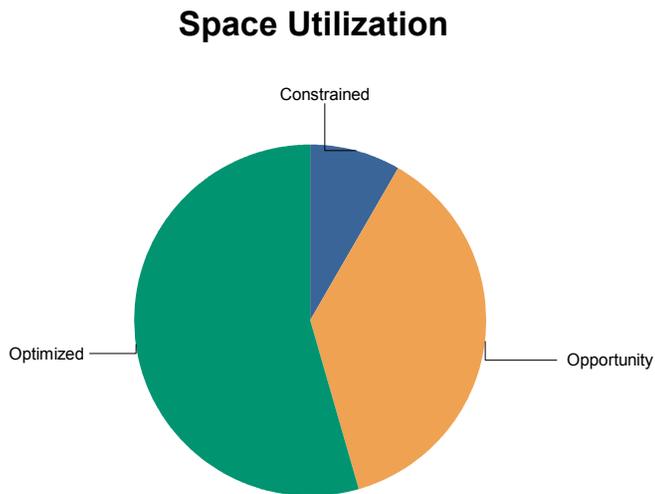
Space Usage

	<u>Usable Sq. Ft.</u>
Circulation	565
Conference	1,839
Employee Services	639
Office(assigned)	3,721
Office(unassigned)	274
Specialized	473
Storage	966
Transactional	508
Work Room	107
Total:	9,092

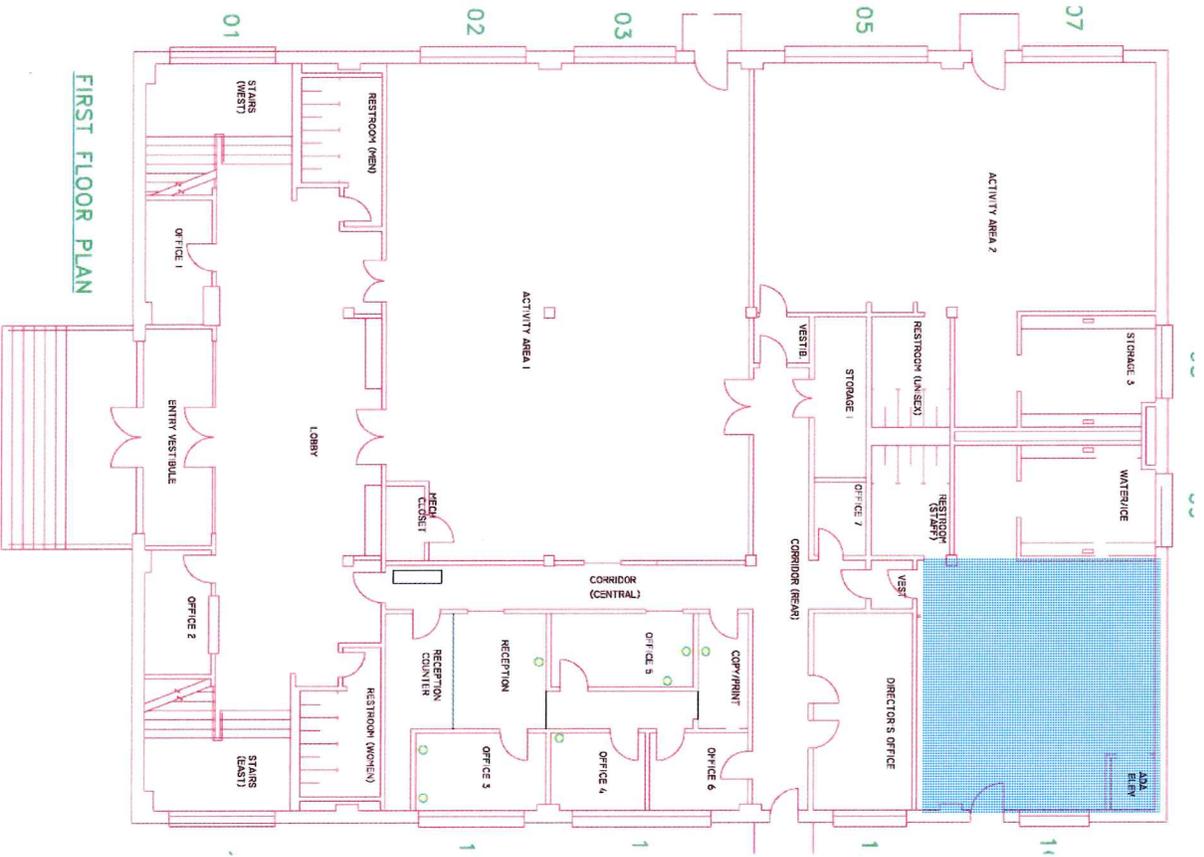


Space Utilization

	<u>Usable Sq. Ft.</u>
Constrained	755
Opportunity	3,386
Optimized	4,951
Total:	9,092



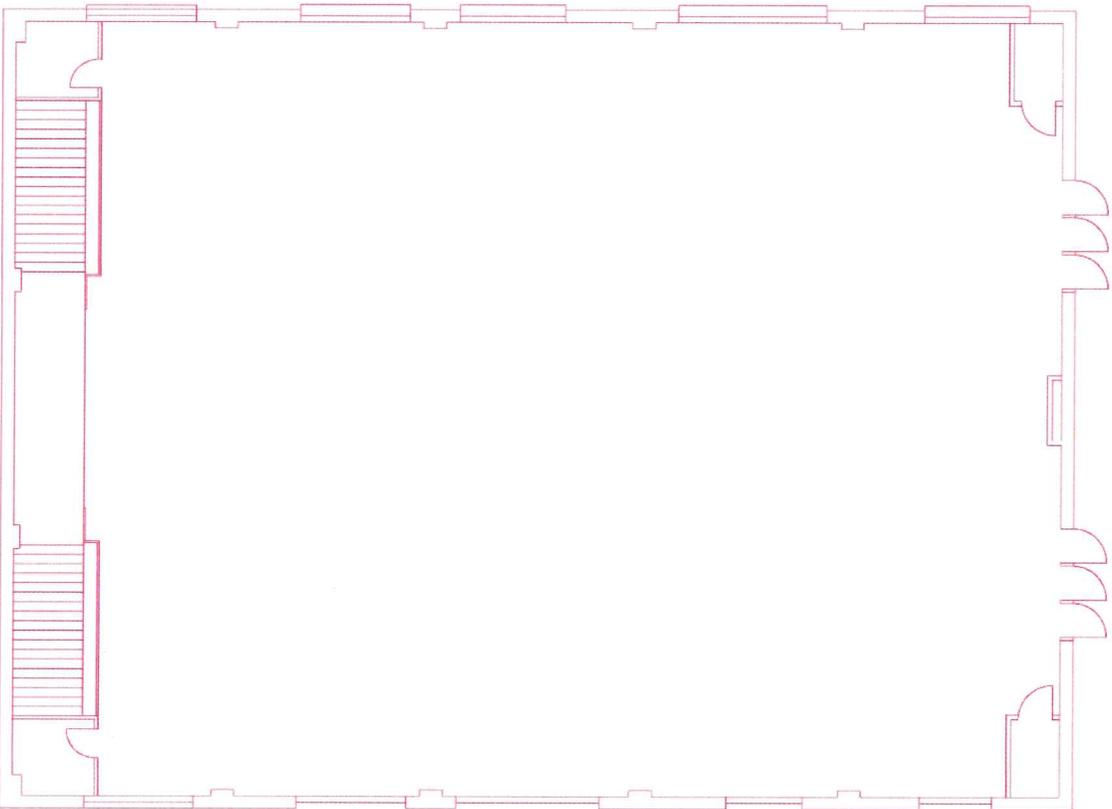
Central Rec. Center 1st Floor



- Opportunity
- Constrained

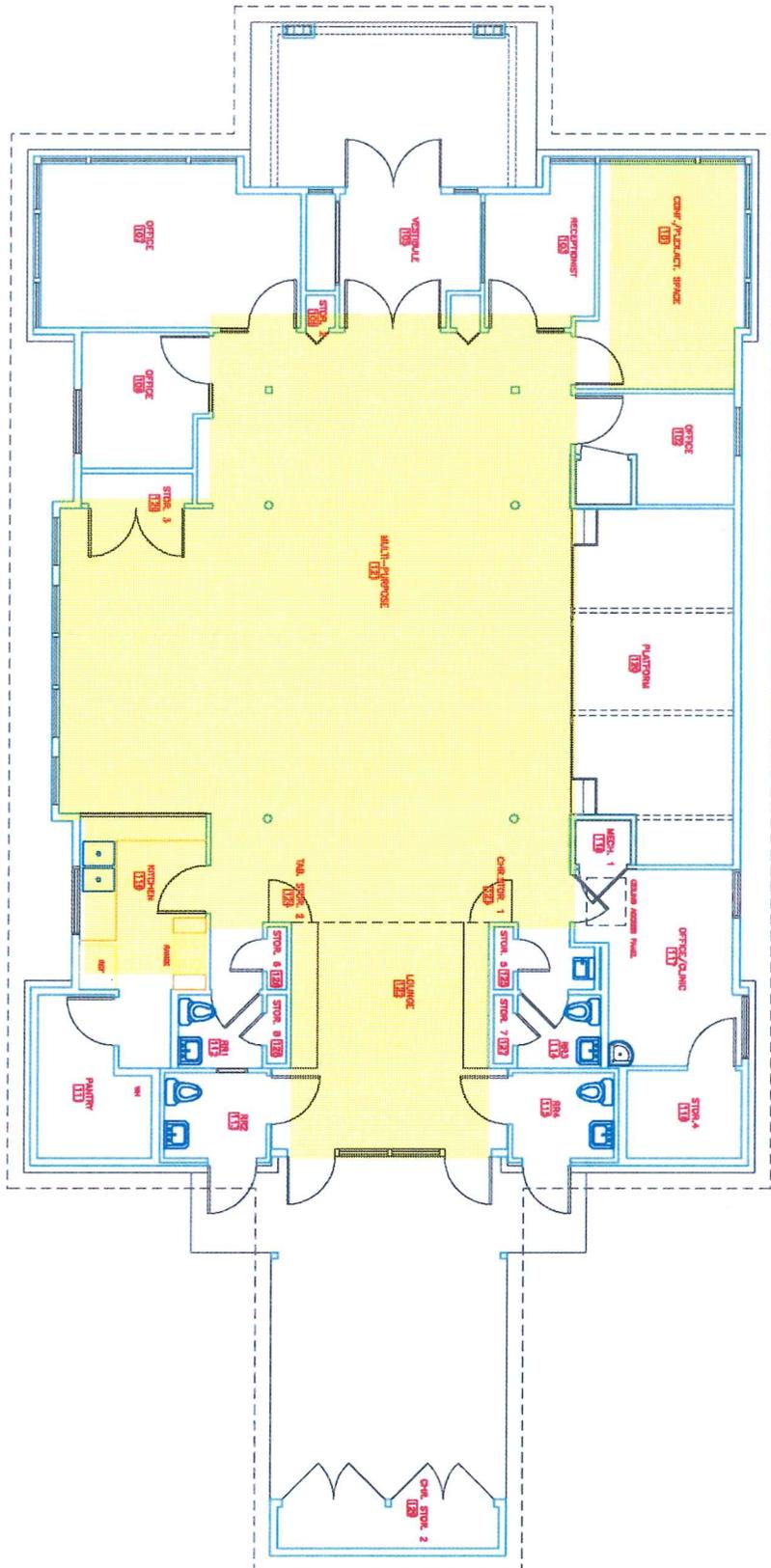
Central Rec. Center 2nd Floor

All Spaces Optimized



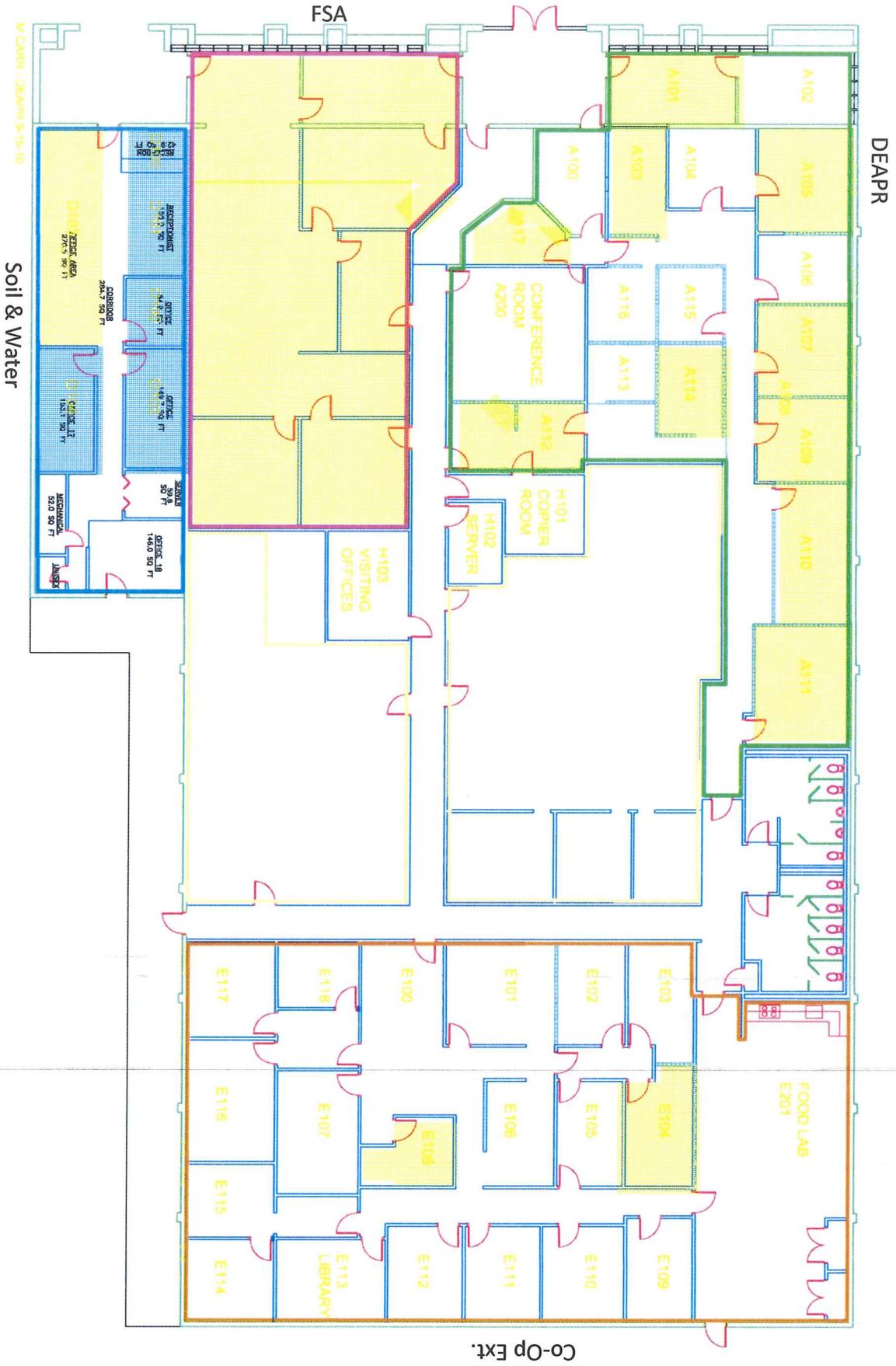
-  Opportunity
-  Constrained

Efland Cheeks Park Community Center



- Opportunity
- Constraint

Environment and Agriculture Center



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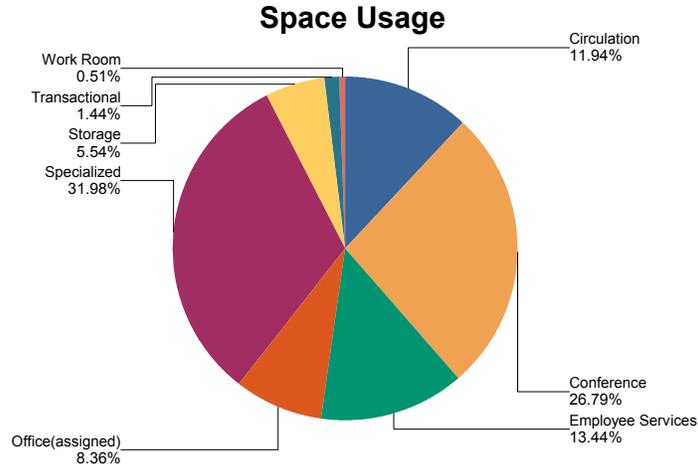
Department Space Assessments

Department: DEPT ON AGING

Space Usage

Usable Sq. Ft.

Circulation	4,138
Conference	9,287
Employee Services	4,660
Office(assigned)	2,898
Specialized	11,085
Storage	1,920
Transactional	500
Work Room	178
Total:	34,665

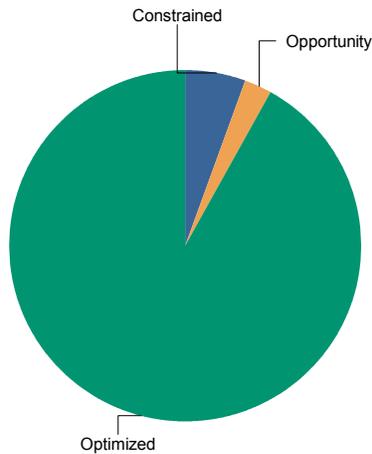


Space Utilization

Usable Sq. Ft.

Constrained	1,944
Opportunity	876
Optimized	31,845
Total:	34,665

Space Utilization



Seymour Center 1st Floor



- Opportunity
- Constrained

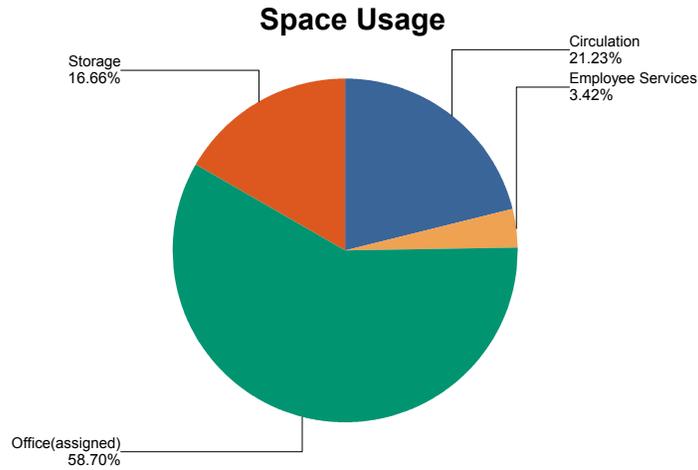
Department Space Assessments

Department: DISTRICT ATTORNEY

Space Usage

Usable Sq. Ft.

Circulation	950
Employee Services	153
Office(assigned)	2,627
Storage	746
Total:	4,476

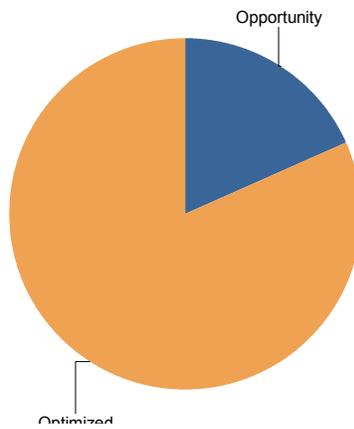


Space Utilization

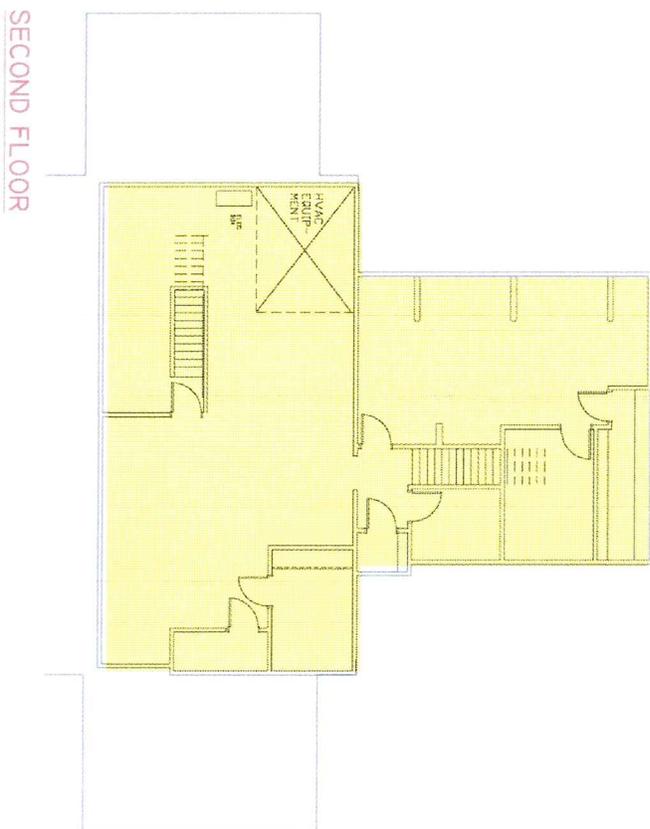
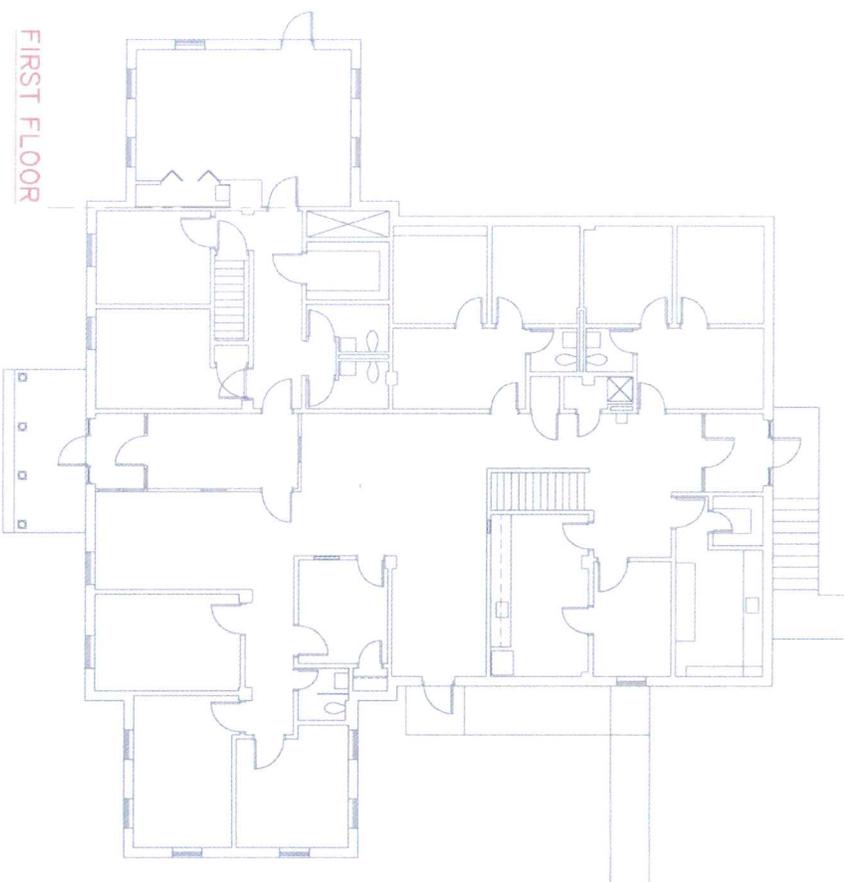
Usable Sq. Ft.

Opportunity	816
Optimized	3,660
Total:	4,476

Space Utilization



District Attorney's Office



-  Opportunity
-  Constrained

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Department Space Assessments

Department: ECONOMIC DEVELOPMENT

Space Usage

Usable Sq. Ft.

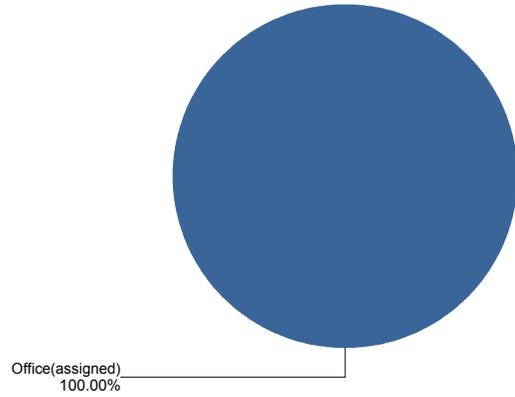
Office(assigned)

656

Total:

656

Space Usage



Space Utilization

Usable Sq. Ft.

Opportunity

416

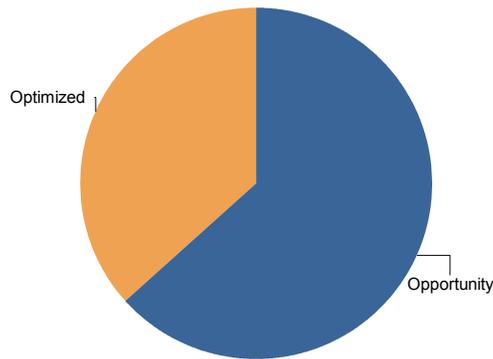
Optimized

240

Total:

656

Space Utilization



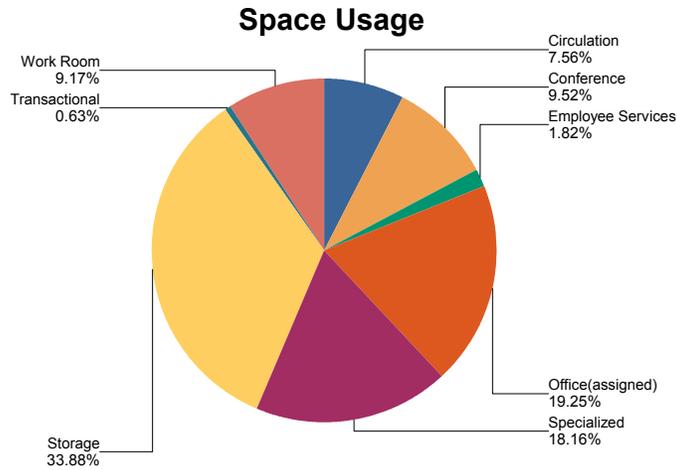
Department Space Assessments

Department: ELECTIONS

Space Usage

Usable Sq. Ft.

Circulation	386
Conference	486
Employee Services	93
Office(assigned)	982
Specialized	927
Storage	1,729
Transactional	32
Work Room	468
Total:	5,103

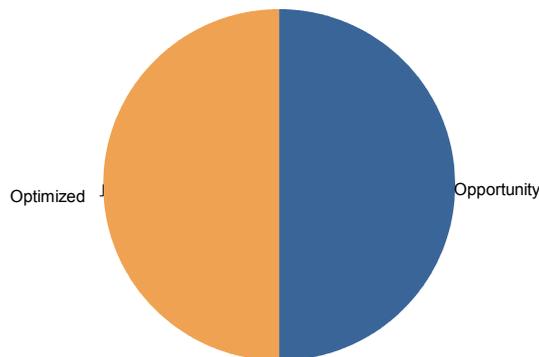


Space Utilization

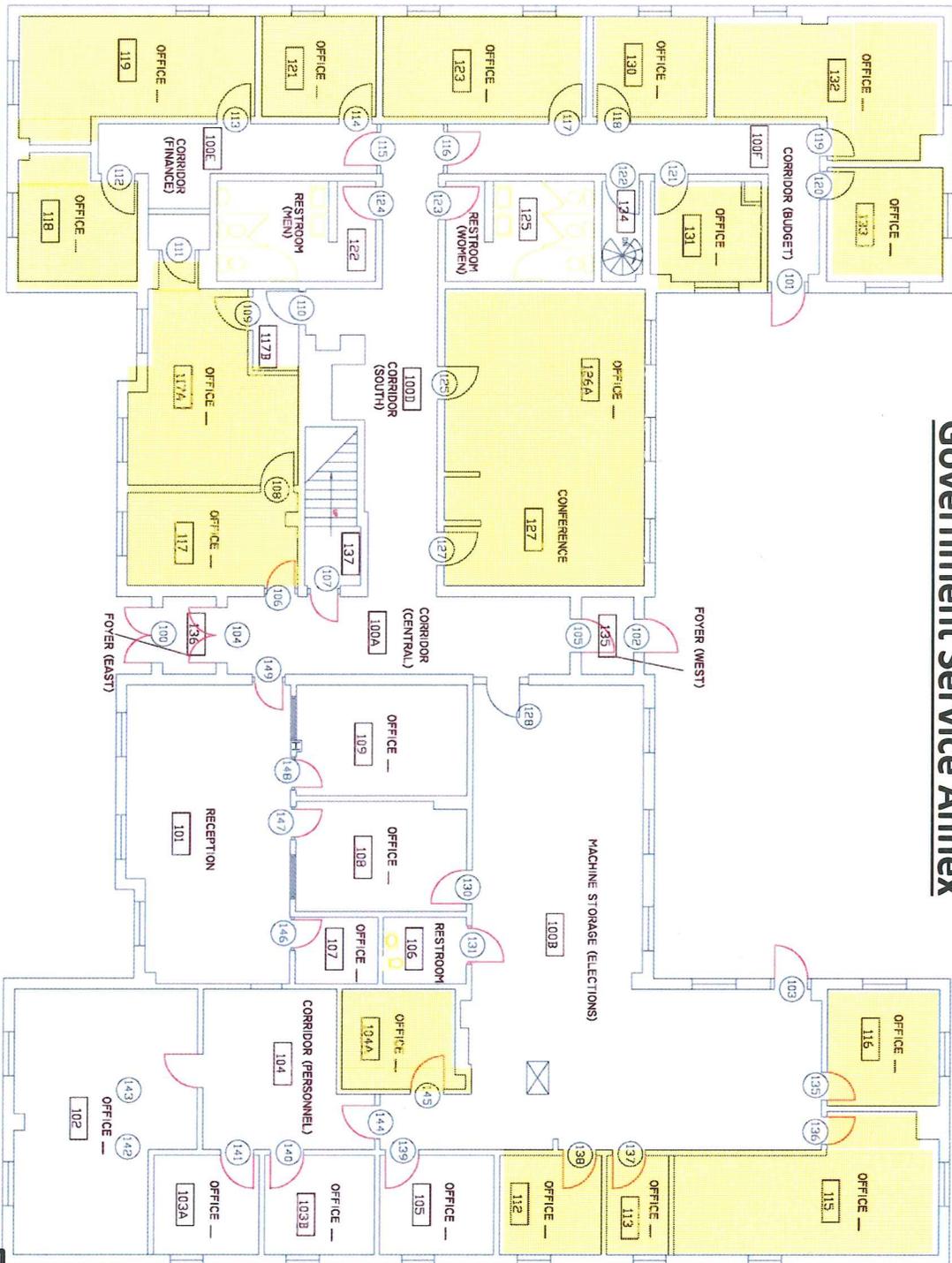
Usable Sq. Ft.

Opportunity	2,553
Optimized	2,550
Total:	5,103

Space Utilization



Government Service Annex



- Opportunity
- Constrained

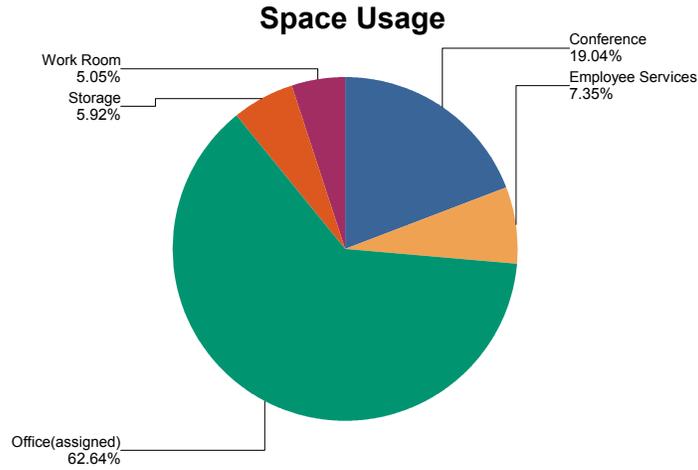
Department Space Assessments

Department: EMERGENCY SERVICES

Space Usage

Usable Sq. Ft.

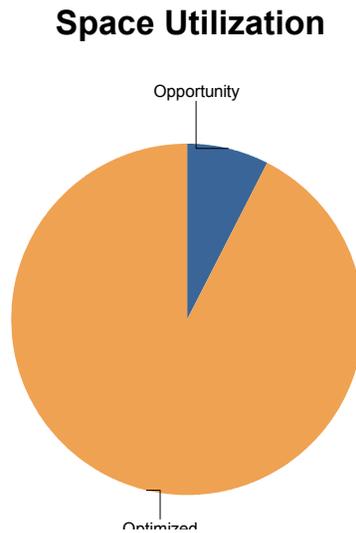
Conference	1,478
Employee Services	570
Office(assigned)	4,862
Storage	459
Work Room	392
Total:	7,762



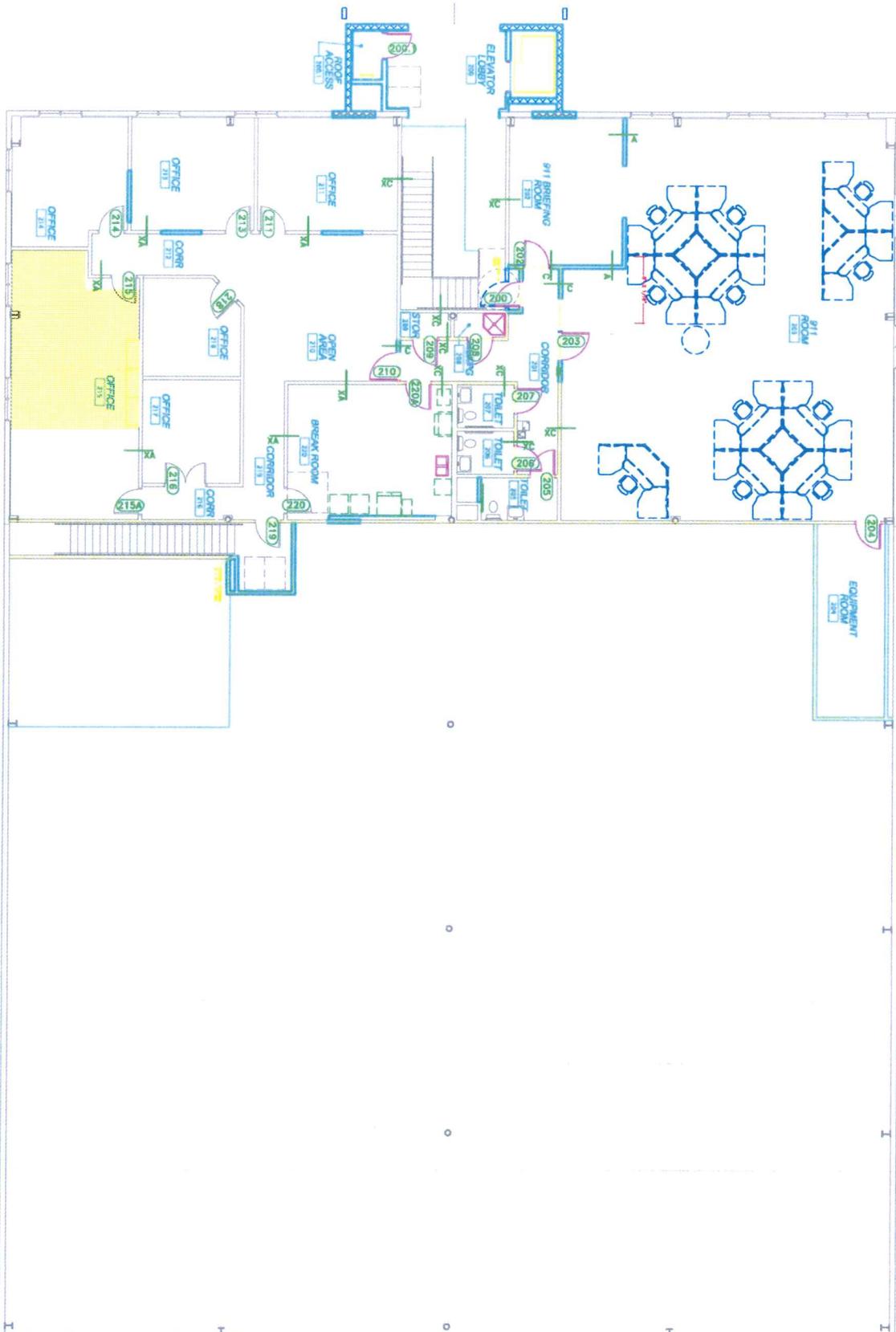
Space Utilization

Usable Sq. Ft.

Opportunity	578
Optimized	7,185
Total:	7,762



Emergency Services 2nd Floor



- Opportunity
- Constrained

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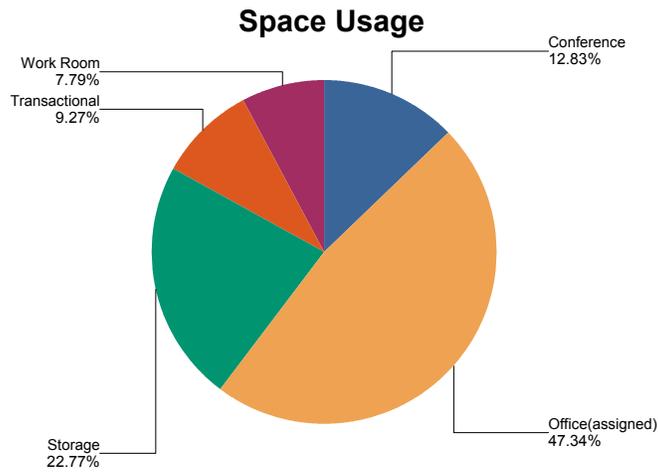
Department Space Assessments

Department: FARM SERVICE

Space Usage

Usable Sq. Ft.

Conference	244
Office(assigned)	902
Storage	434
Transactional	177
Work Room	148
Total:	1,905

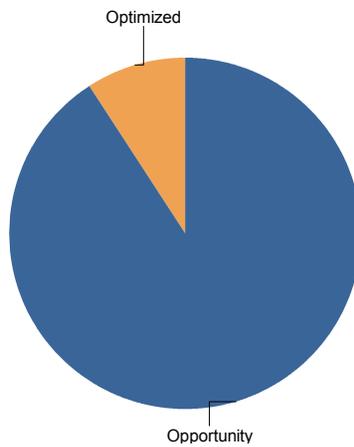


Space Utilization

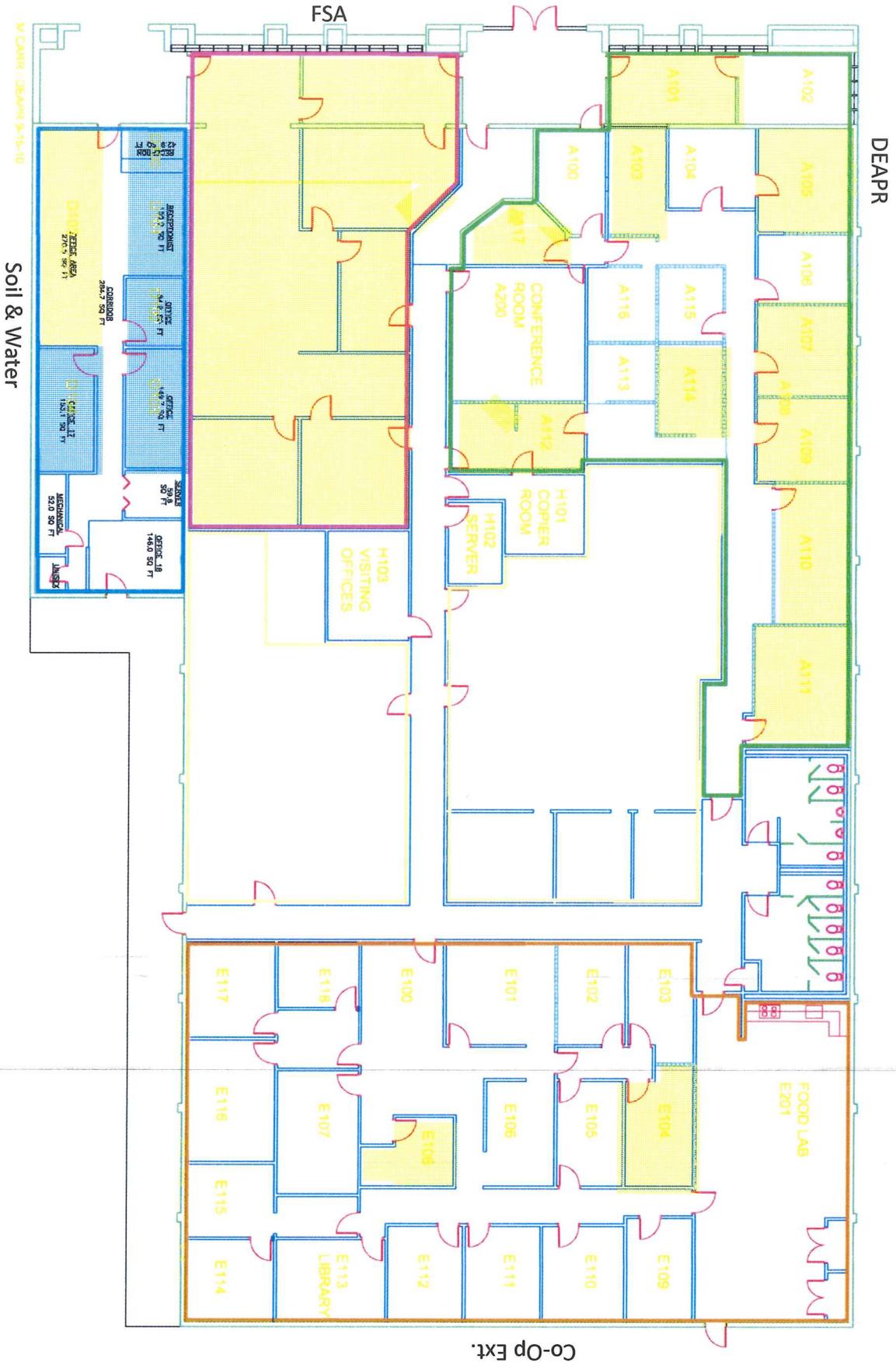
Usable Sq. Ft.

Opportunity	1,728
Optimized	177
Total:	1,905

Space Utilization



Environment and Agriculture Center



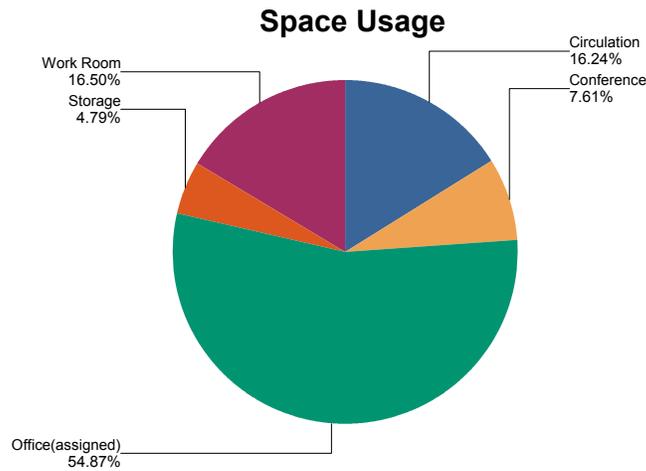
Department Space Assessments

Department: FINANCIAL SERVICES

Space Usage

Usable Sq. Ft.

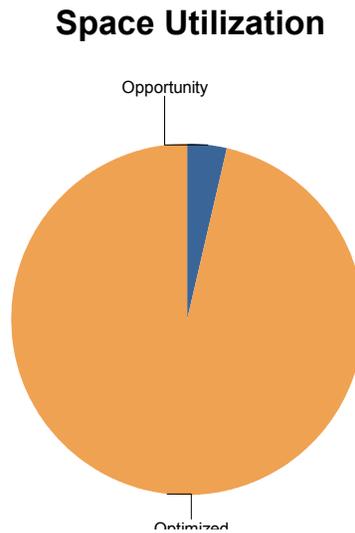
Circulation	380
Conference	178
Office(assigned)	1,284
Storage	112
Work Room	386
Total:	2,340



Space Utilization

Usable Sq. Ft.

Opportunity	86
Optimized	2,254
Total:	2,340



Link Center 2nd Floor



- Opportunity
- Constrained

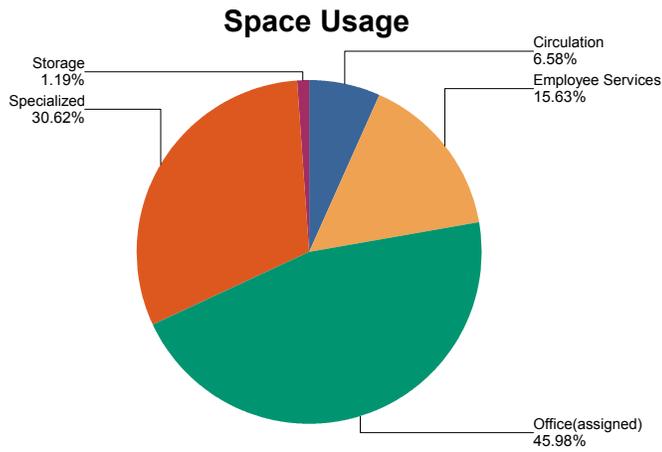
Department Space Assessments

Department: GUARDIAN AD LITEM

Space Usage

Usable Sq. Ft.

Circulation	72
Employee Services	171
Office(assigned)	503
Specialized	335
Storage	13
Total:	1,094

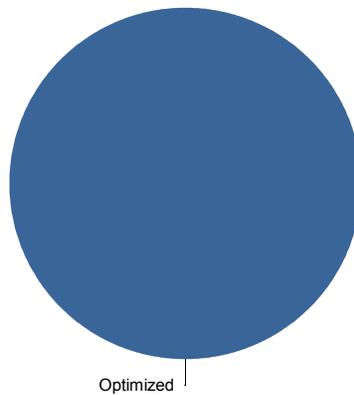


Space Utilization

Usable Sq. Ft.

Optimized	1,094
Total:	1,094

Space Utilization



Skills Development and 501 W Franklin

All Spaces Optimized



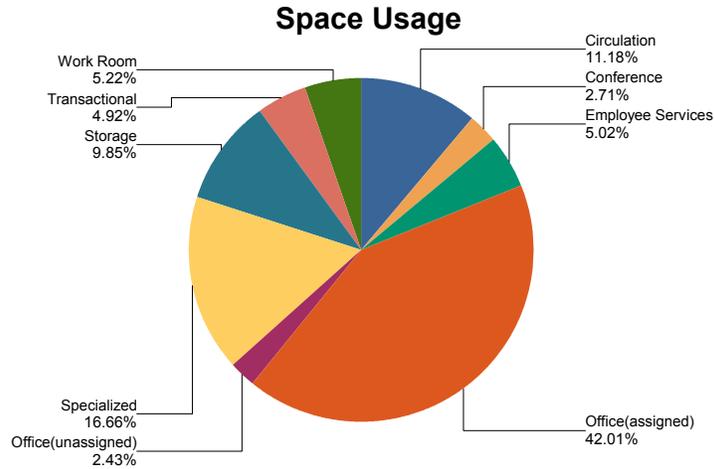
Department Space Assessments

Department: HEALTH

Space Usage

Usable Sq. Ft.

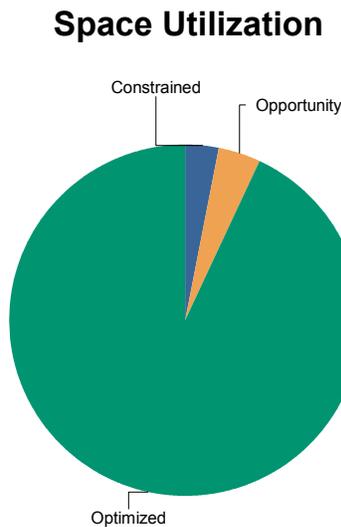
Circulation	3,475
Conference	844
Employee Services	1,562
Office(assigned)	13,058
Office(unassigned)	756
Specialized	5,177
Storage	3,062
Transactional	1,529
Work Room	1,622
Total:	31,085



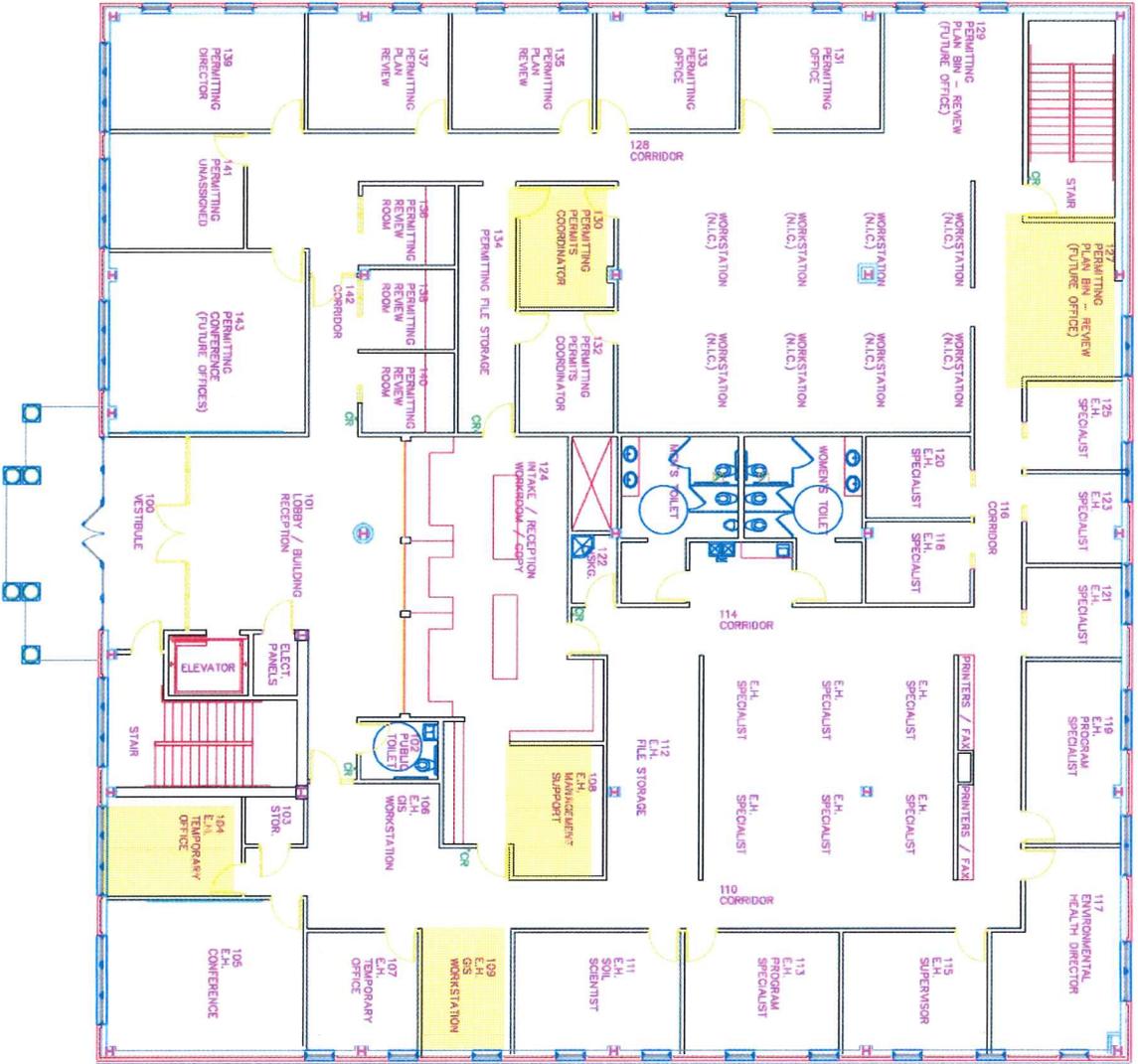
Space Utilization

Usable Sq. Ft.

Constrained	964
Opportunity	1,161
Optimized	28,960
Total:	31,085

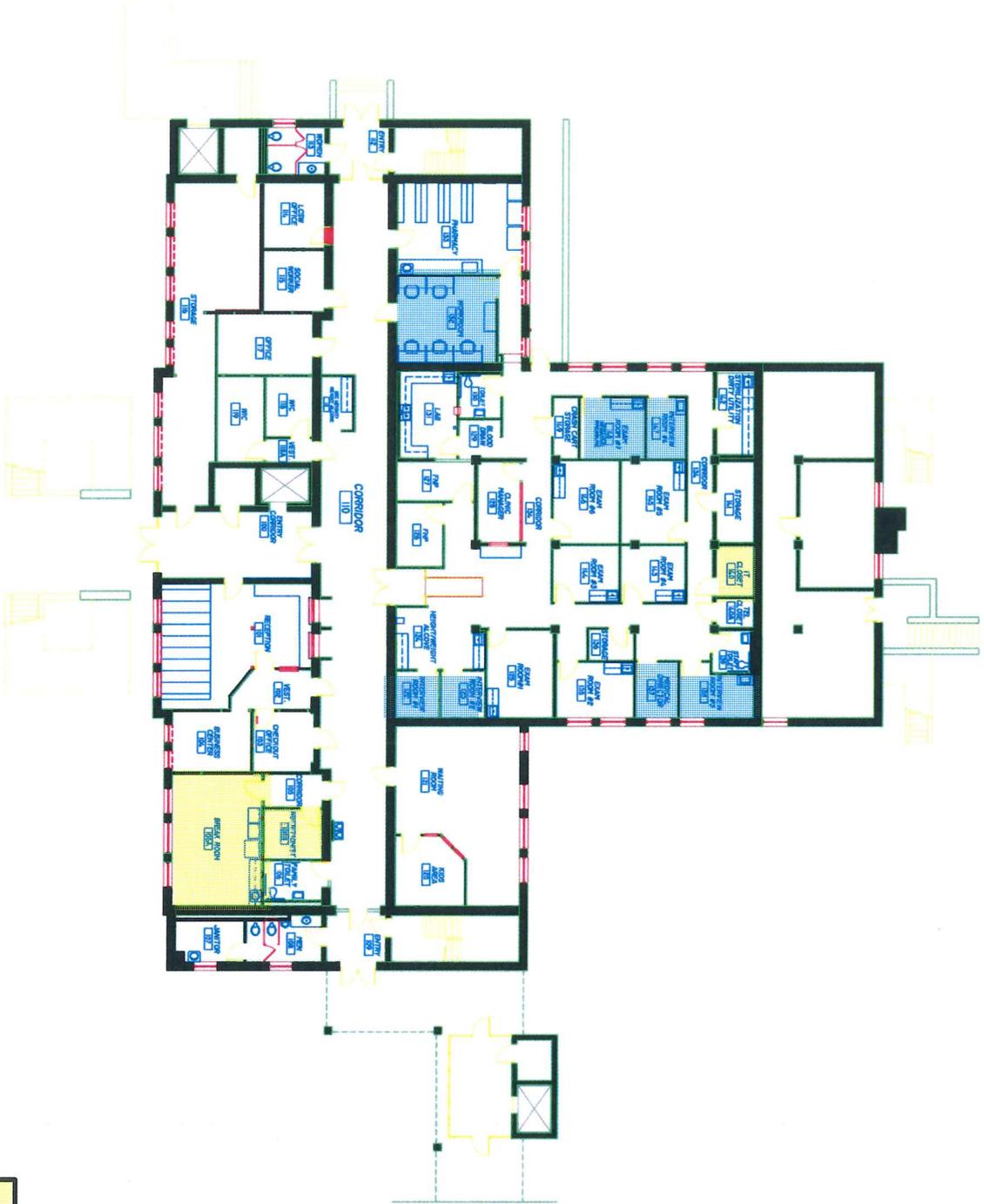


West Campus Office Building 1st Floor



- Opportunity
- Constrained

Whitted A Building Ground Floor



- Opportunity
- Constrained

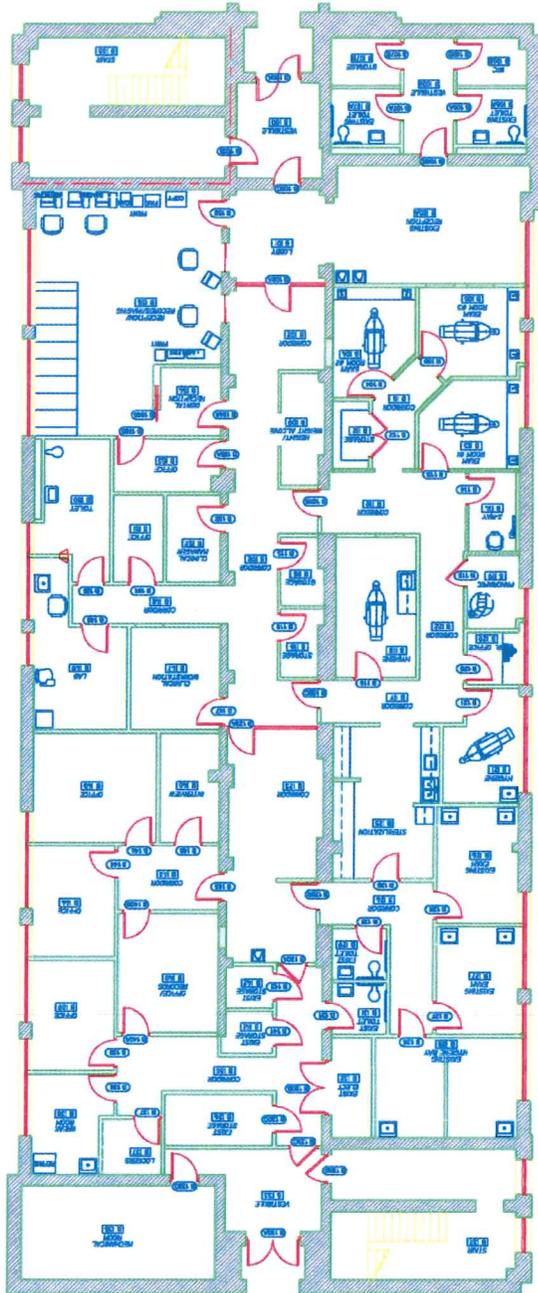
Whitted A Building 2nd Floor



- Opportunity
- Constrained

Whitted B Building Ground

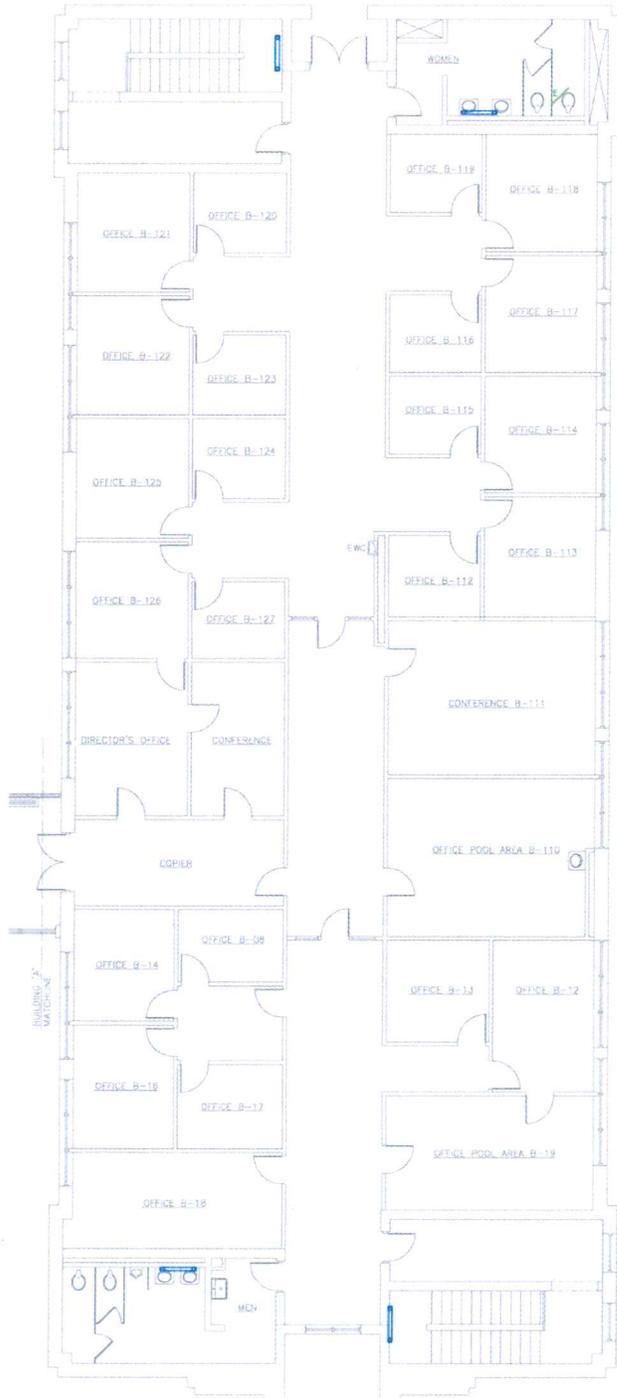
All Spaces Optimized



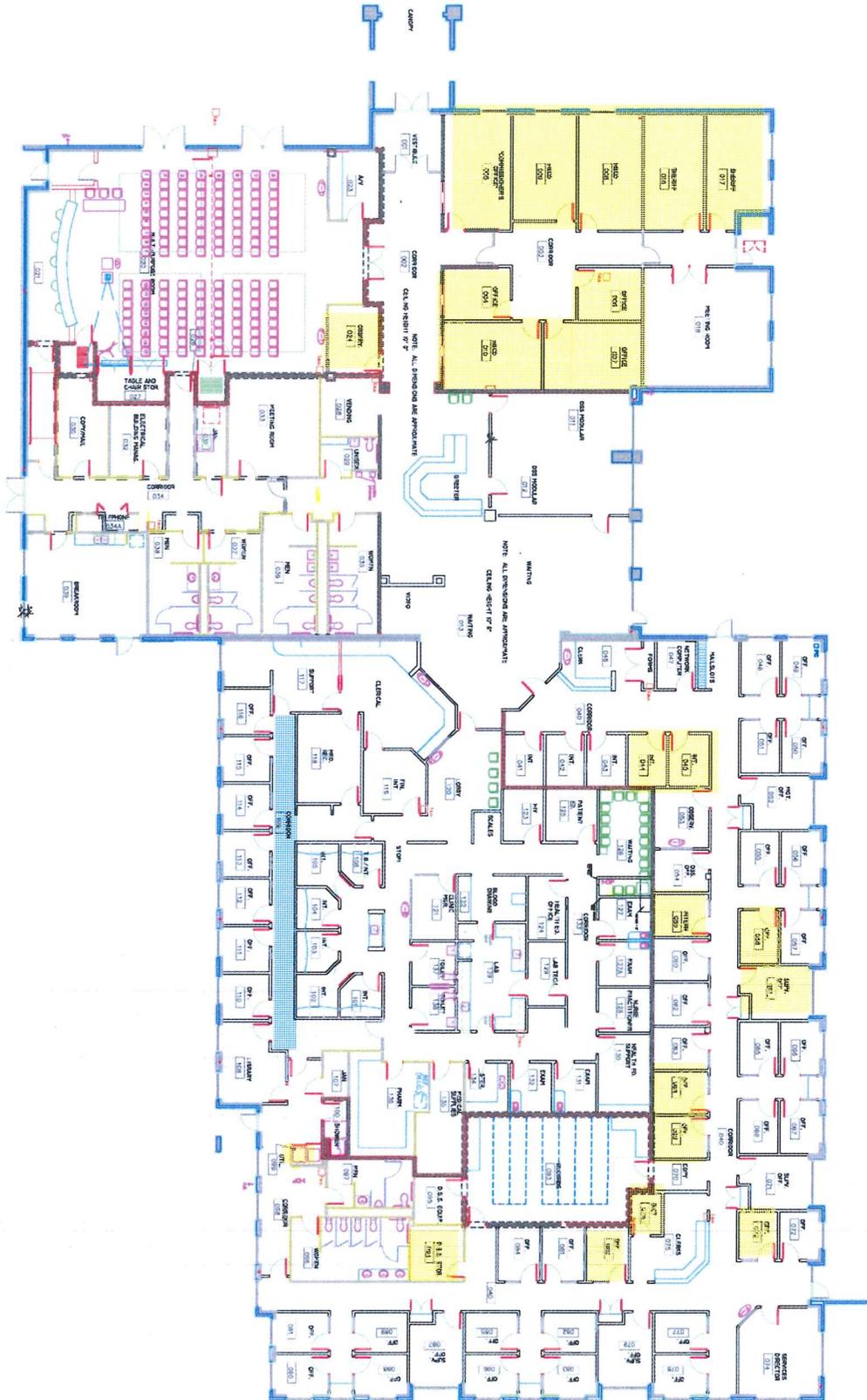
-  Opportunity
-  Constrained

Whitted B Building 1st Floor

All Spaces Optimized



Southern Human Services Center



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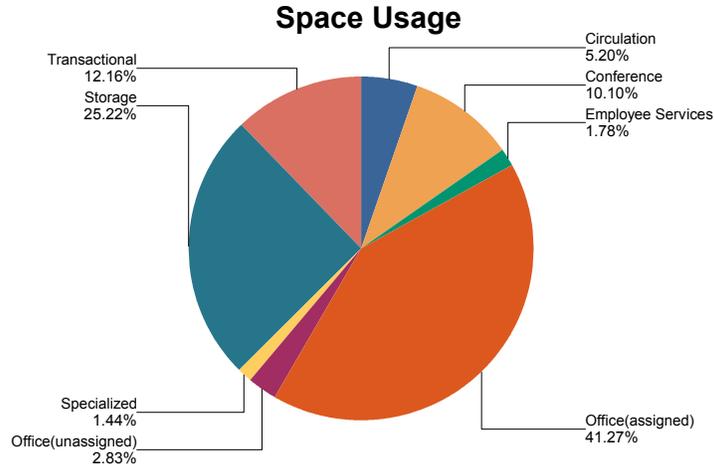
Department Space Assessments

Department: HOUSING & CD & HUMAN RIGH

Space Usage

Usable Sq. Ft.

Circulation	296
Conference	575
Employee Services	101
Office(assigned)	2,348
Office(unassigned)	161
Specialized	82
Storage	1,435
Transactional	692
Total:	5,689

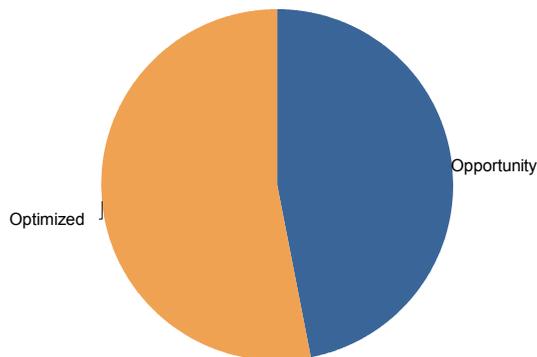


Space Utilization

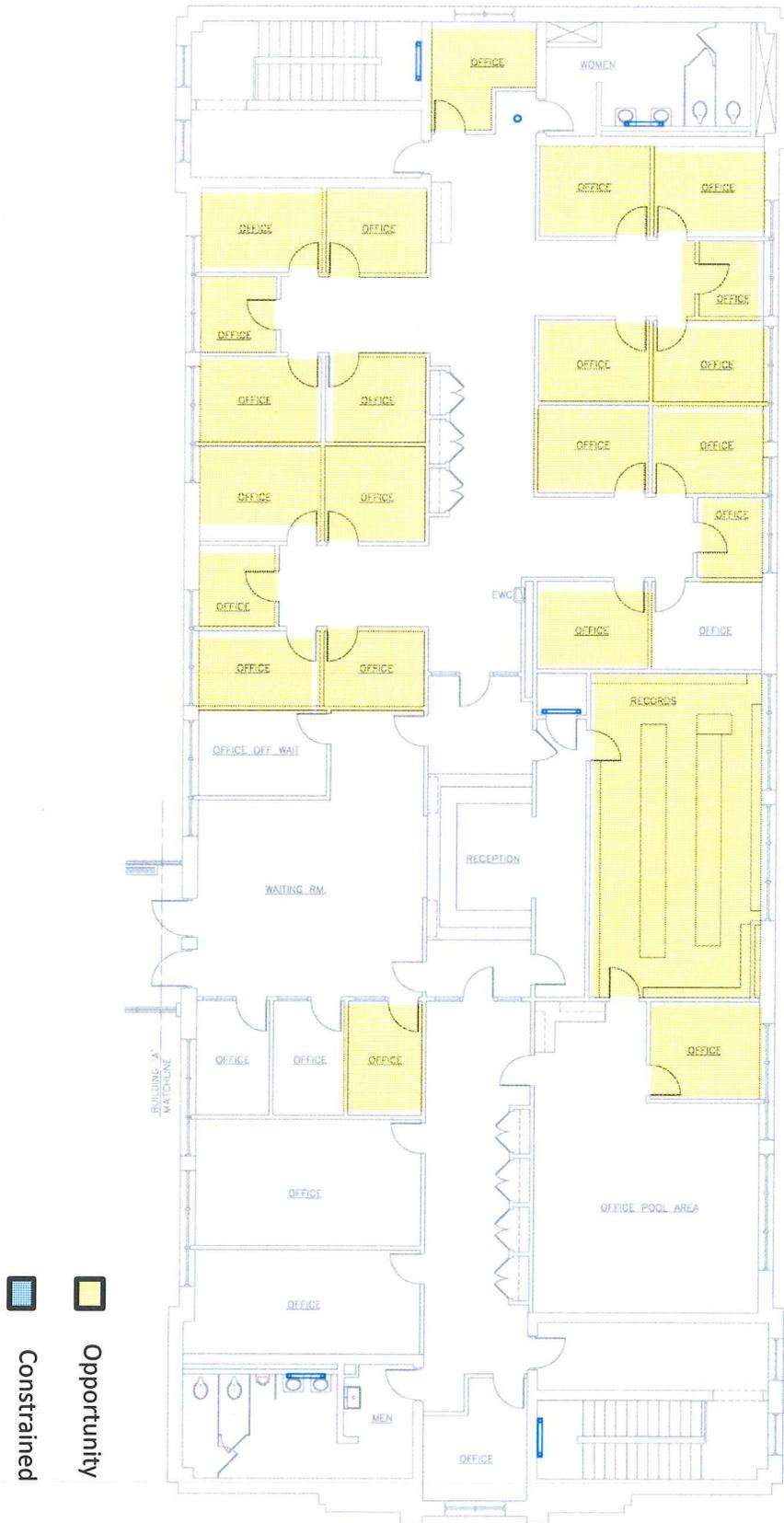
Usable Sq. Ft.

Opportunity	2,670
Optimized	3,019
Total:	5,689

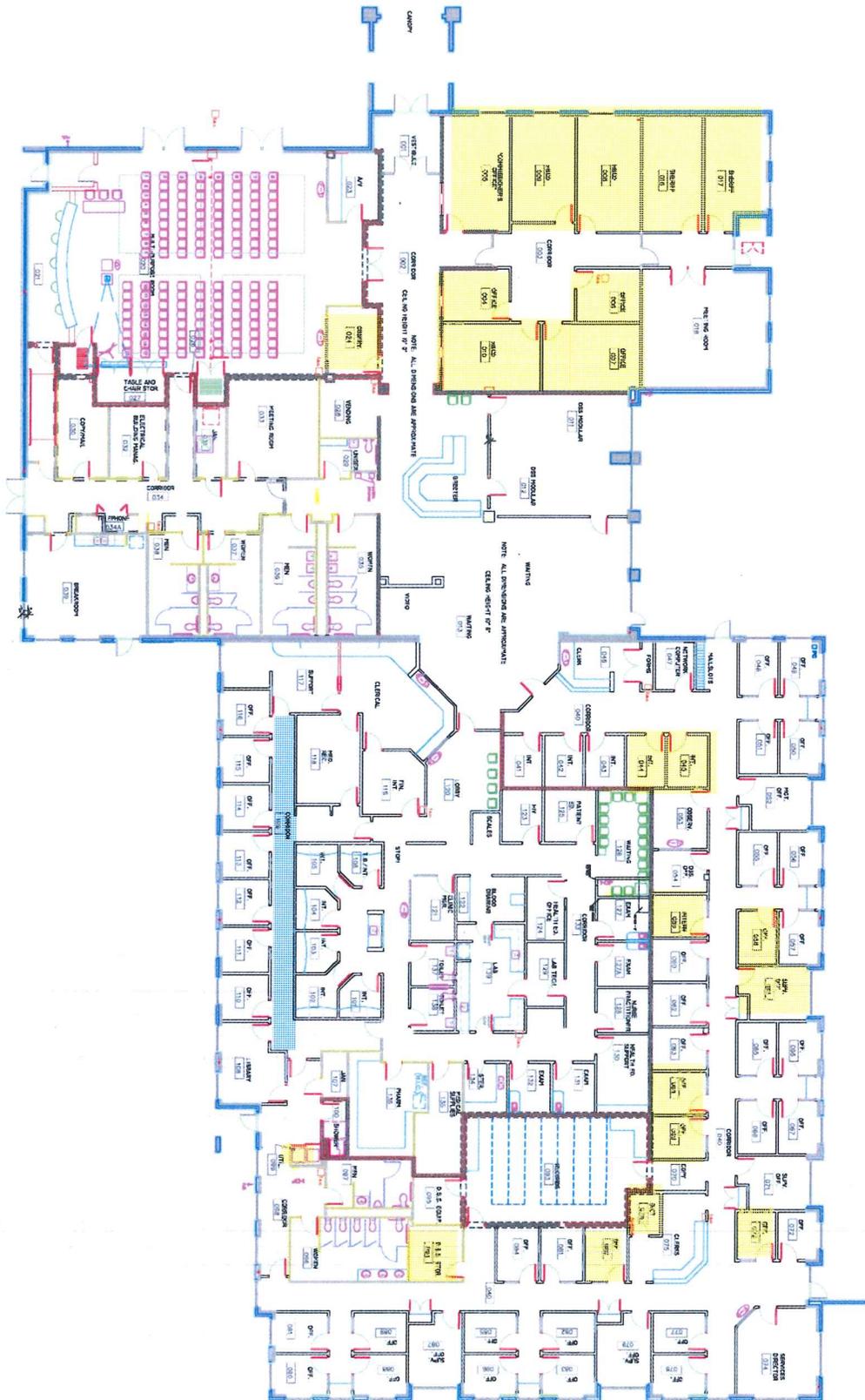
Space Utilization



Whitted B Building 2nd Floor



Southern Human Services Center



- Opportunity
- Constrained

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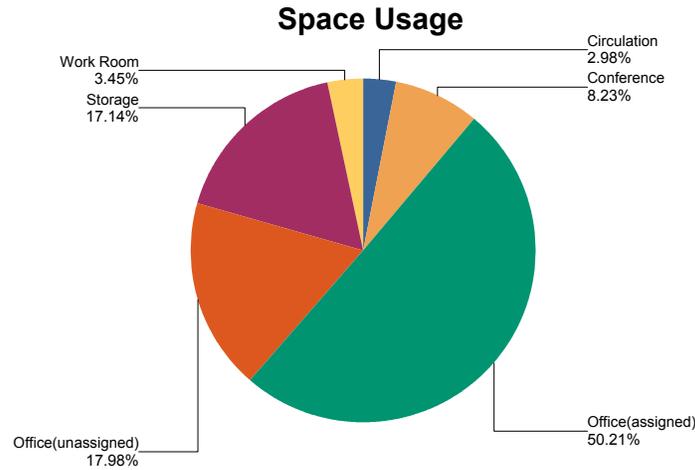
Department Space Assessments

Department: HUMAN RESOURCES

Space Usage

Usable Sq. Ft.

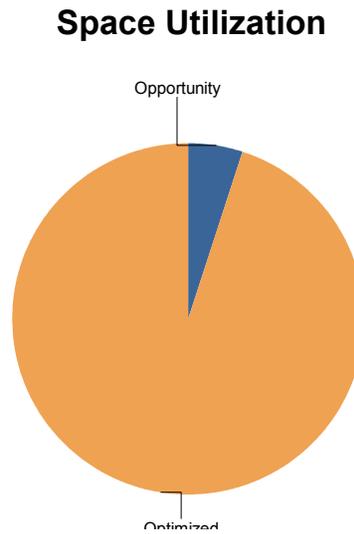
Circulation	138
Conference	381
Office(assigned)	2,325
Office(unassigned)	832
Storage	794
Work Room	160
Total:	4,629



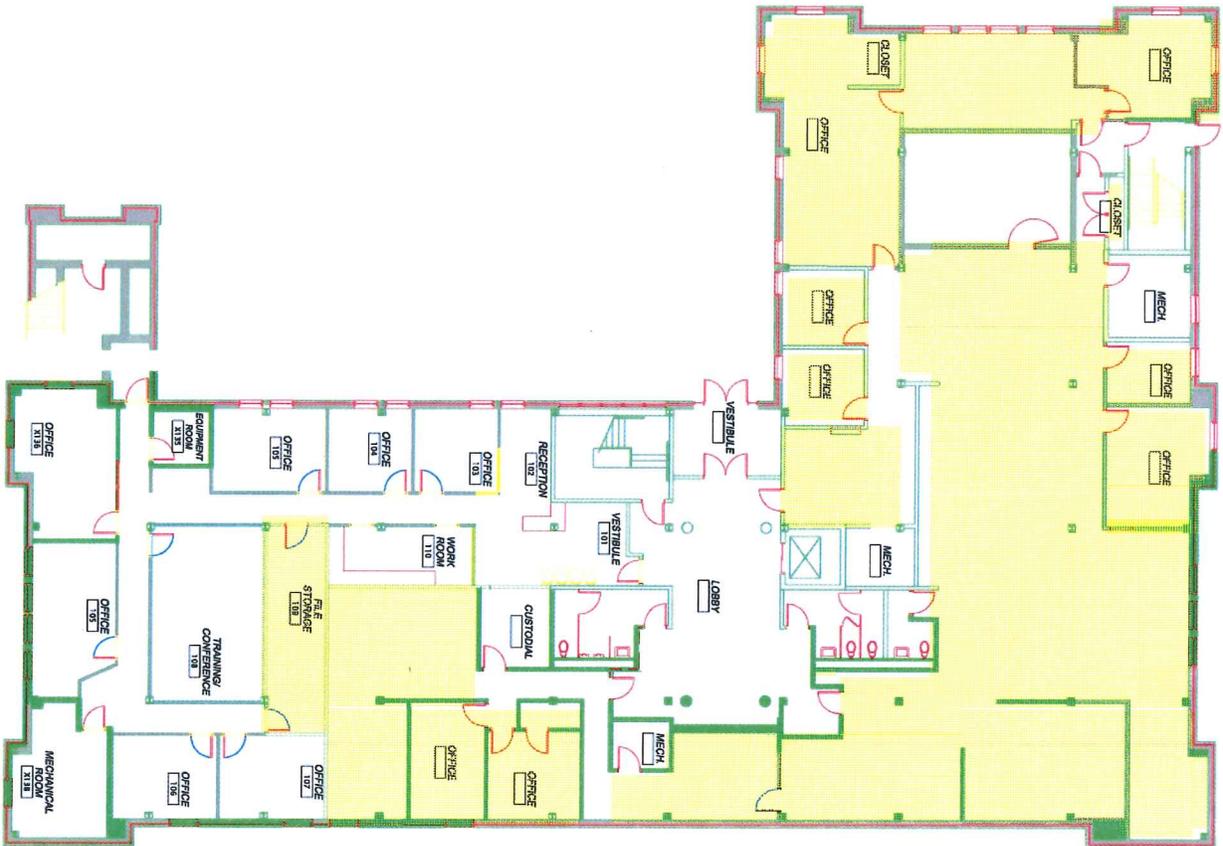
Space Utilization

Usable Sq. Ft.

Opportunity	232
Optimized	4,397
Total:	4,629



Link Center 1st Floor



- Opportunity
- Constrained

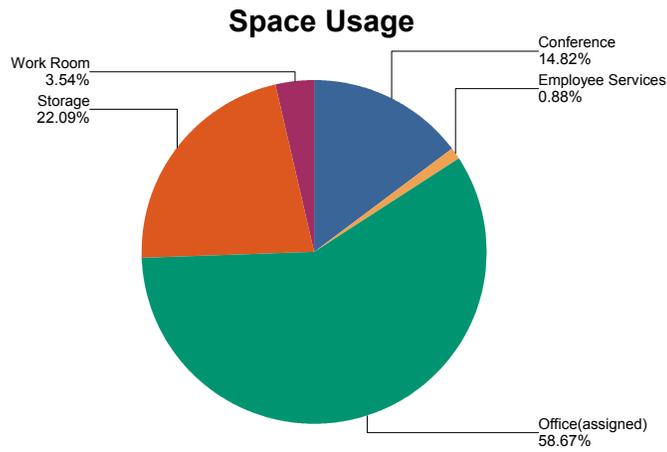
Department Space Assessments

Department: INFORMATION TECH

Space Usage

Usable Sq. Ft.

Conference	641
Employee Services	38
Office(assigned)	2,537
Storage	955
Work Room	153
Total:	4,324

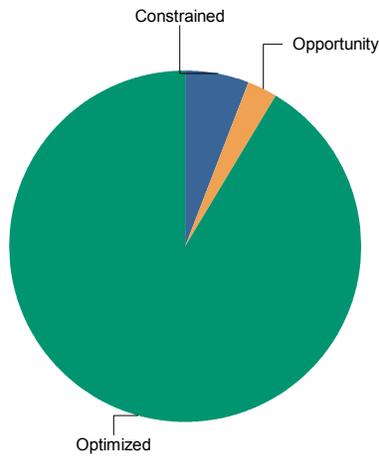


Space Utilization

Usable Sq. Ft.

Constrained	255
Opportunity	121
Optimized	3,948
Total:	4,324

Space Utilization



West Campus Office Building 3rd Floor



- Opportunity
- Constrained

Department Space Assessments

Department: JUVENILE SERVICES

Space Usage

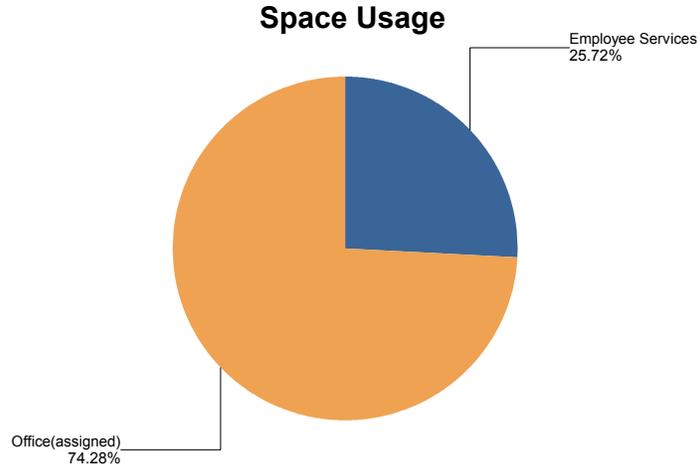
Employee Services
Office(assigned)

Usable Sq. Ft.

332
959

Total:

1,291



Space Utilization

Optimized

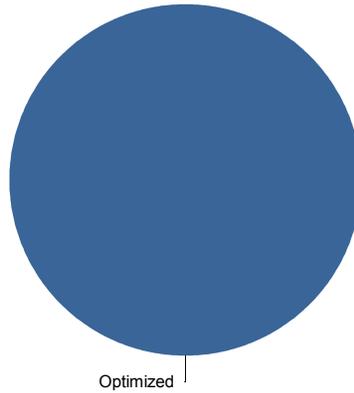
Usable Sq. Ft.

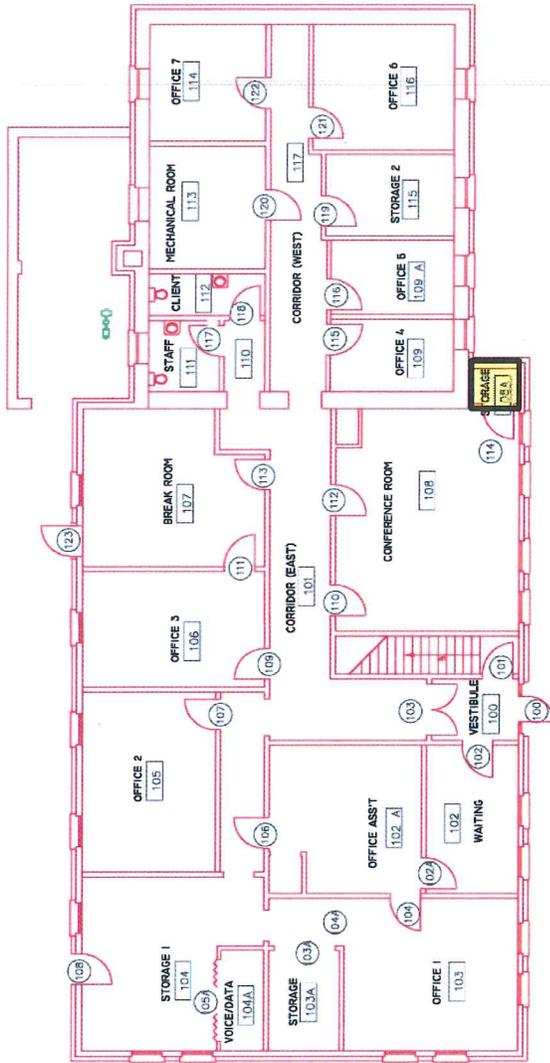
1,291

Total:

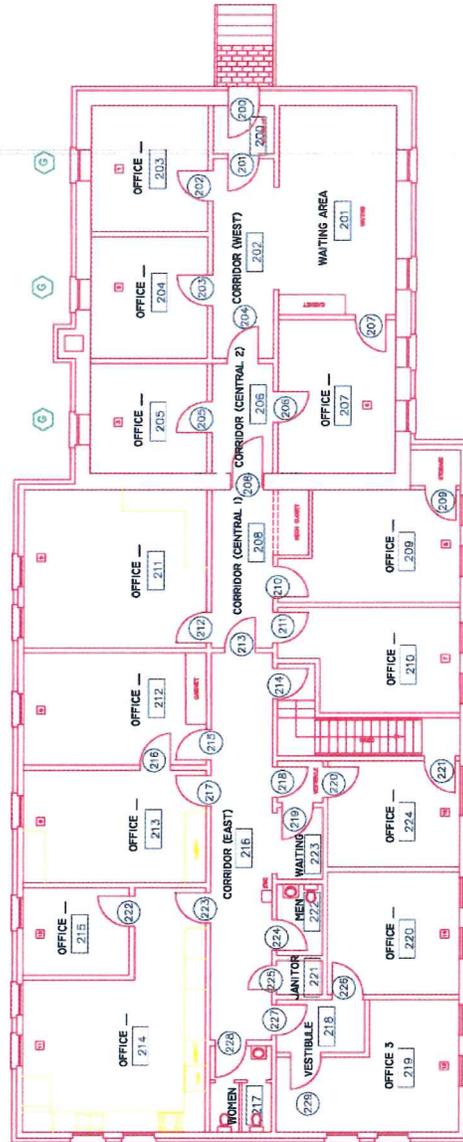
1,291

Space Utilization





COURT STREET ANNEX (BLDG006)
FIRST FLOOR PLAN



COURT STREET ANNEX (BLDG006)
SECOND FLOOR PLAN

Opportunity

Constrained

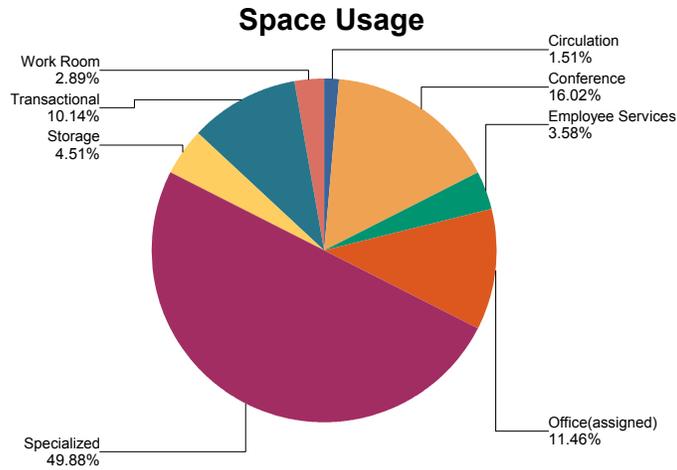
Department Space Assessments

Department: LIBRARY

Space Usage

Usable Sq. Ft.

Circulation	217
Conference	2,302
Employee Services	514
Office(assigned)	1,647
Specialized	7,166
Storage	648
Transactional	1,457
Work Room	415
Total:	14,365

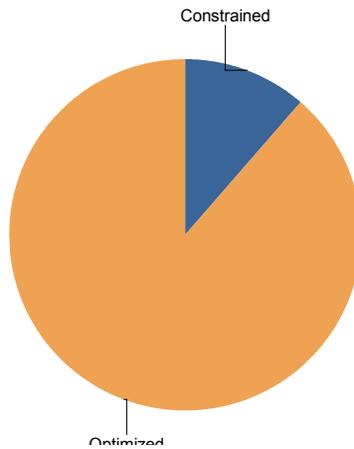


Space Utilization

Usable Sq. Ft.

Constrained	1,637
Optimized	12,728
Total:	14,365

Space Utilization



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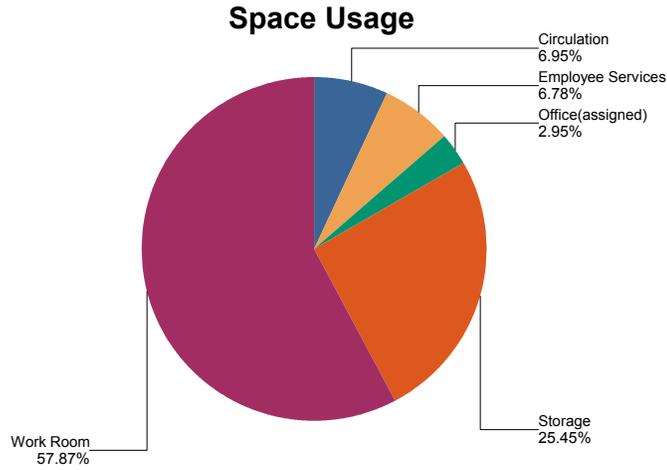
Department Space Assessments

Department: MOTOR POOL

Space Usage

Usable Sq. Ft.

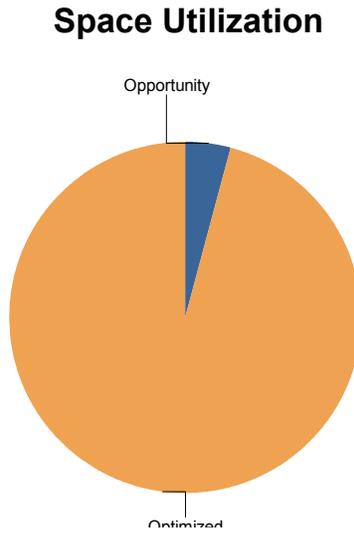
Circulation	593
Employee Services	578
Office(assigned)	252
Storage	2,171
Work Room	4,936
Total:	8,530



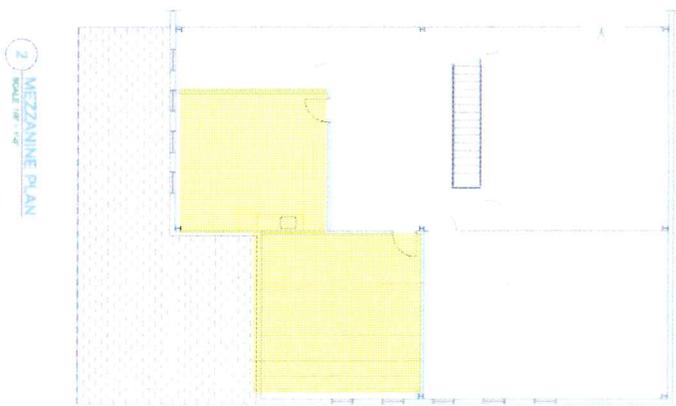
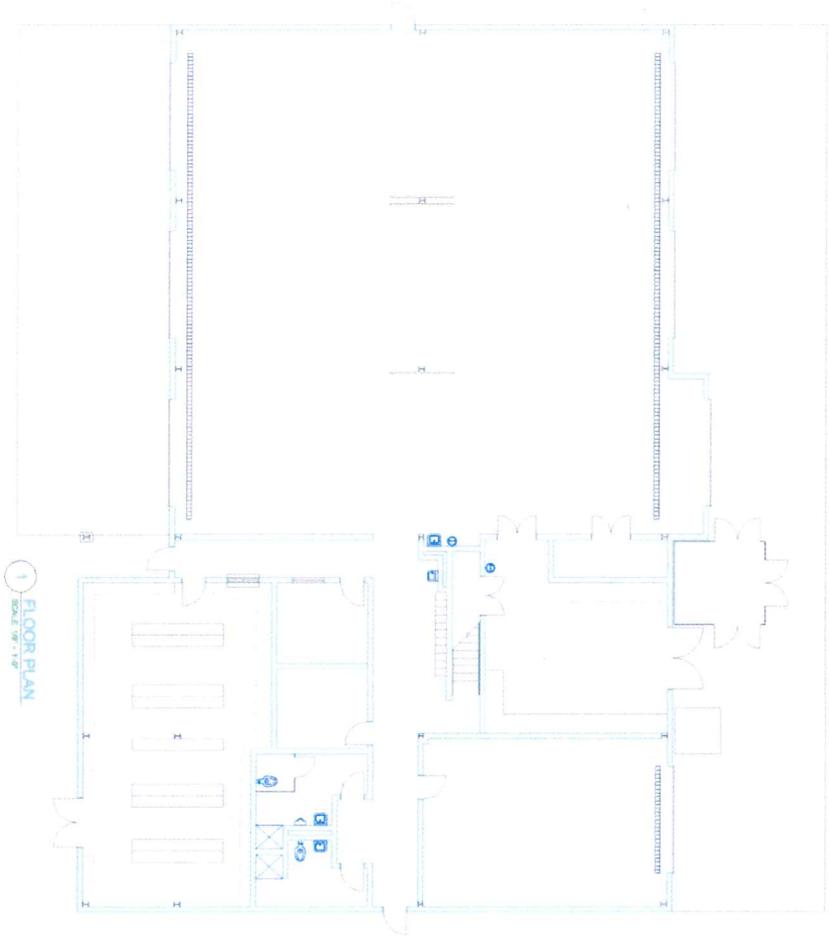
Space Utilization

Usable Sq. Ft.

Opportunity	353
Optimized	8,177
Total:	8,530



Motor Pool



-  Opportunity
-  Constrained

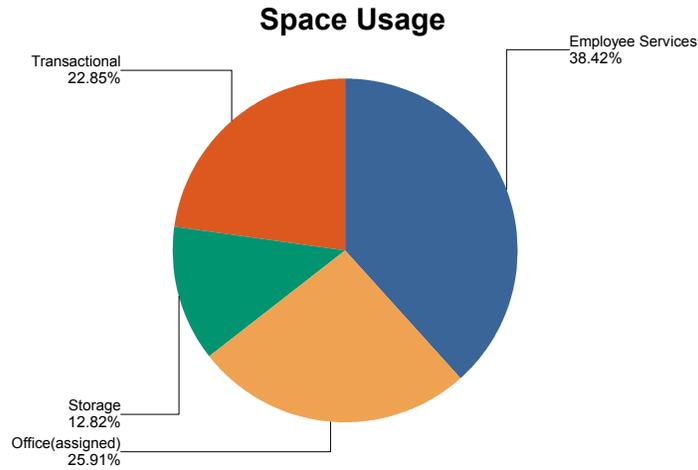
Department Space Assessments

Department: ORANGE PUBLIC TRANSPORTA

Space Usage

Usable Sq. Ft.

Employee Services	771
Office(assigned)	520
Storage	257
Transactional	459
Total:	2,008

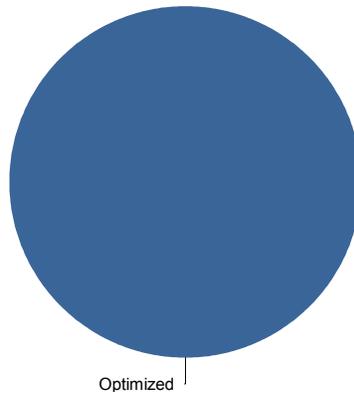


Space Utilization

Usable Sq. Ft.

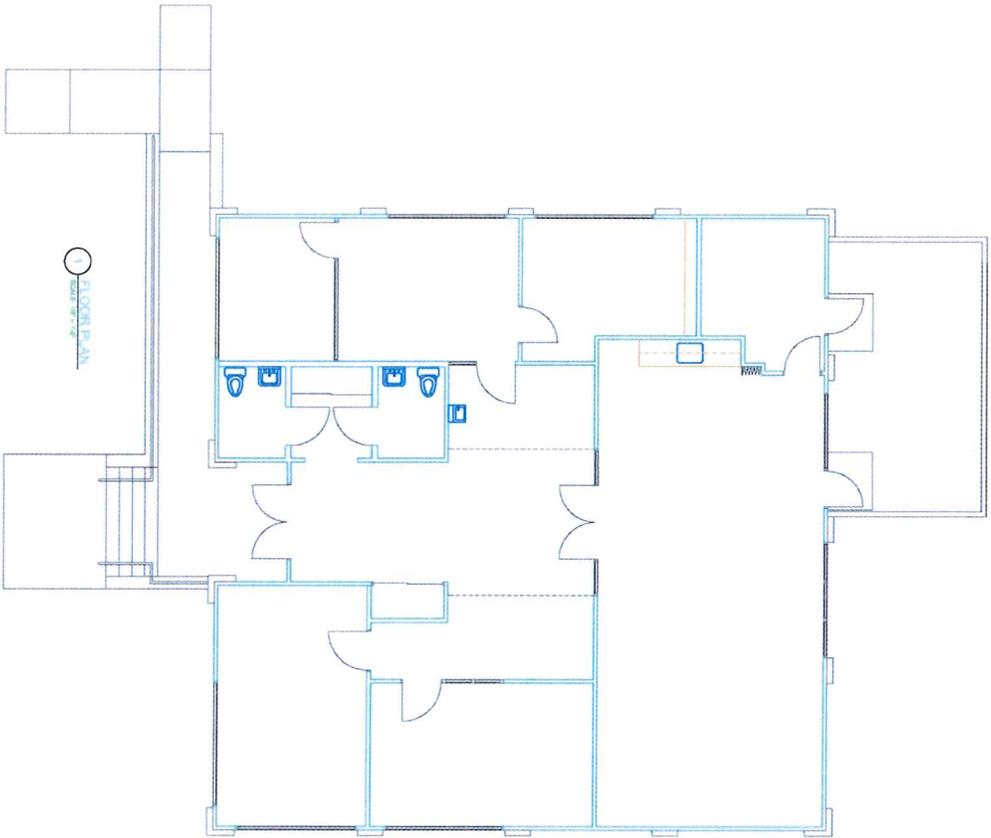
Optimized	2,008
Total:	2,008

Space Utilization



OPT Administration Building

All Spaces Optimized



-  Opportunity
-  Constrained

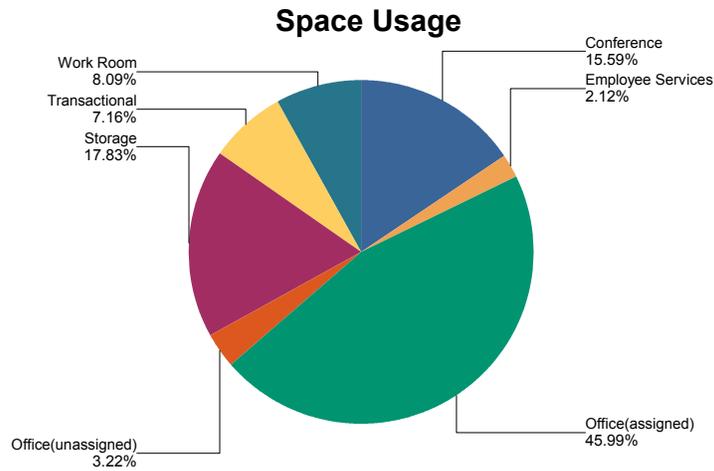
Department Space Assessments

Department: PLANNING

Space Usage

Usable Sq. Ft.

Conference	1,278
Employee Services	174
Office(assigned)	3,770
Office(unassigned)	264
Storage	1,462
Transactional	587
Work Room	663
Total:	8,198

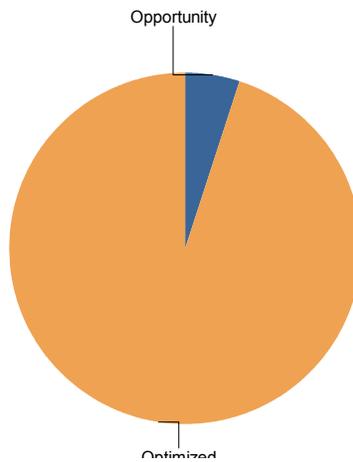


Space Utilization

Usable Sq. Ft.

Opportunity	403
Optimized	7,795
Total:	8,198

Space Utilization



West Campus Office Building 2nd Floor



***Opportunity for reconfiguration

- Opportunity
- Constrained

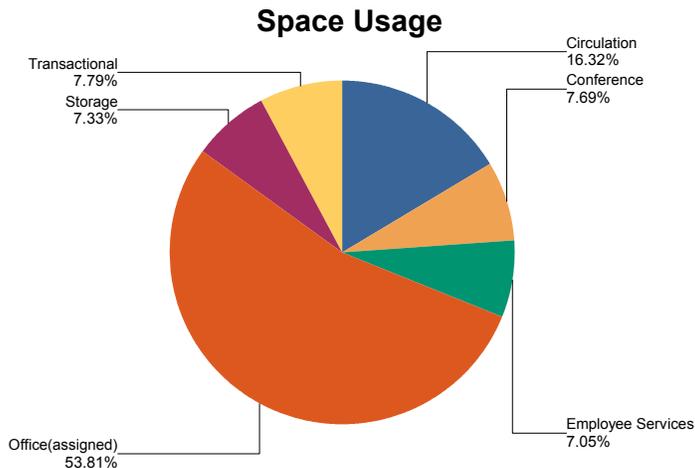
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Department Space Assessments

Department: PROBATION & PAROLE

Space Usage

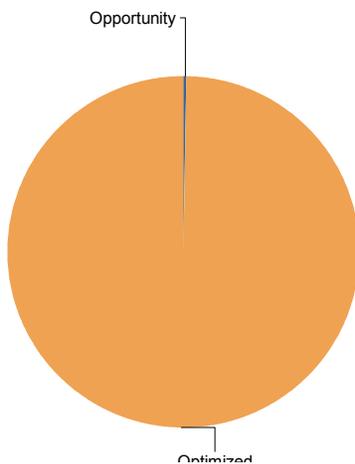
Circulation	812
Conference	383
Employee Services	351
Office(assigned)	2,679
Storage	365
Transactional	388
Total:	4,979

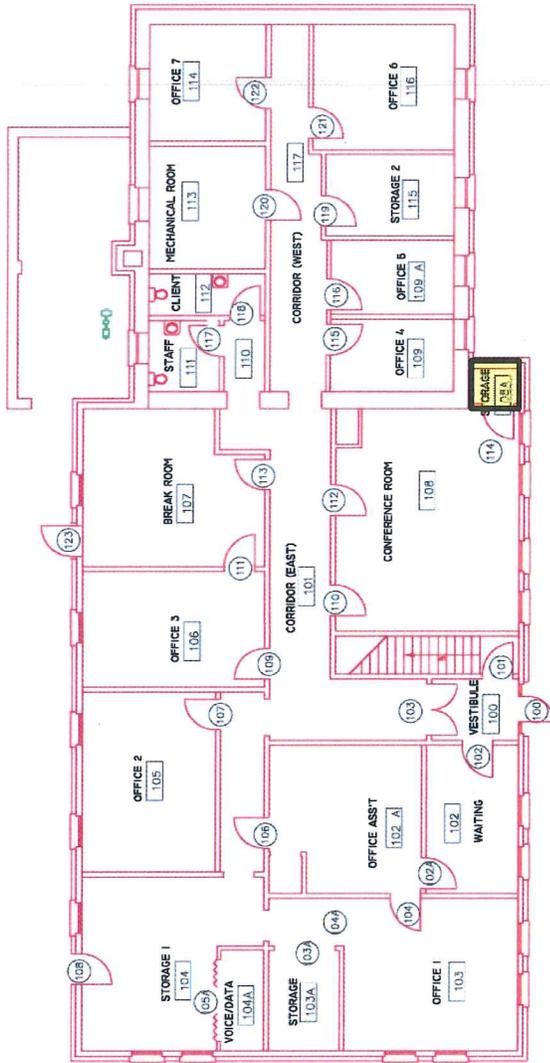


Space Utilization

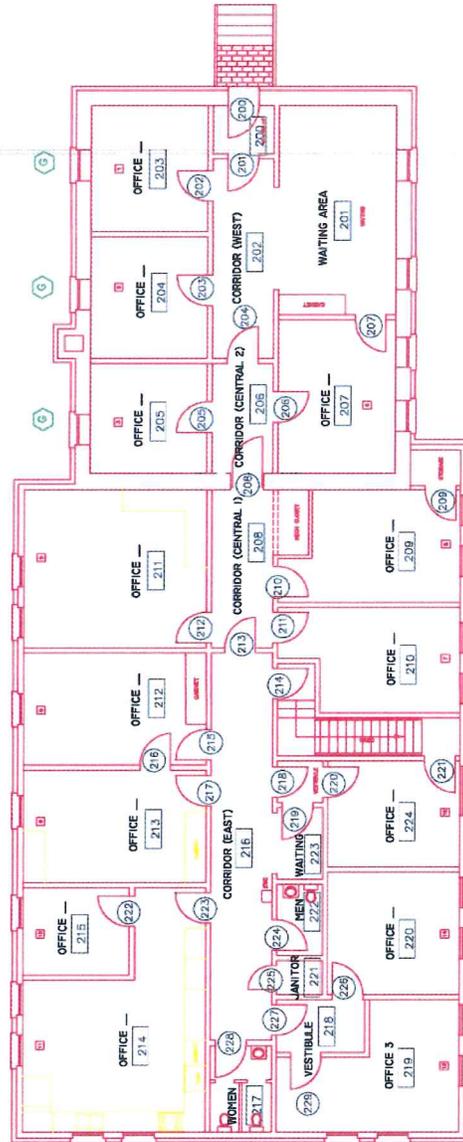
Opportunity	18
Optimized	4,961
Total:	4,979

Space Utilization





COURT STREET ANNEX (BLDG006)
FIRST FLOOR PLAN



COURT STREET ANNEX (BLDG006)
SECOND FLOOR PLAN

Opportunity

Constrained

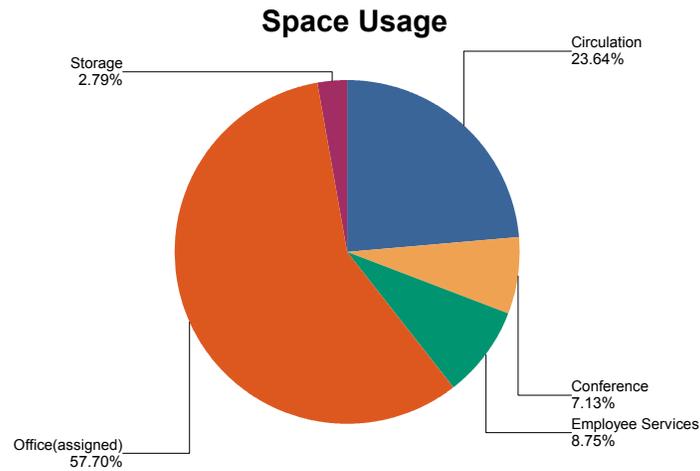
Department Space Assessments

Department: PUBLIC DEFENDER

Space Usage

Usable Sq. Ft.

Circulation	889
Conference	268
Employee Services	329
Office(assigned)	2,170
Storage	105
Total:	3,761

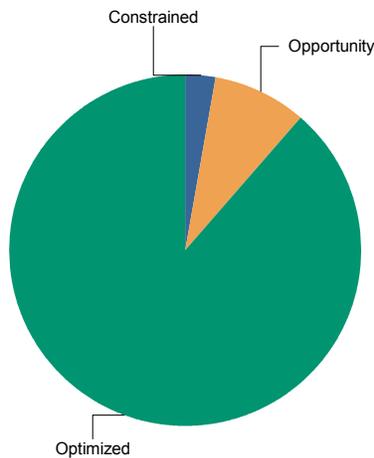


Space Utilization

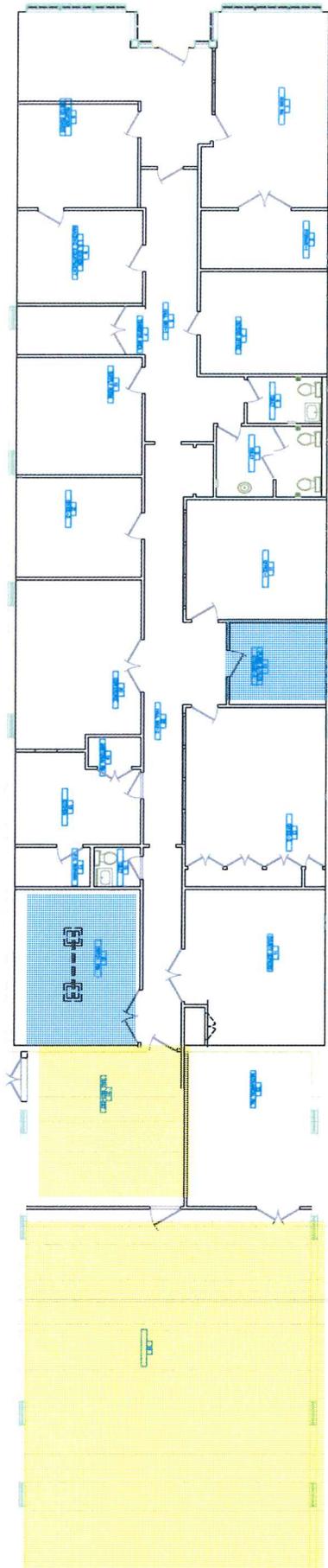
Usable Sq. Ft.

Constrained	105
Opportunity	320
Optimized	3,336
Total:	3,761

Space Utilization



Public Defender



- Opportunity
- Constrained

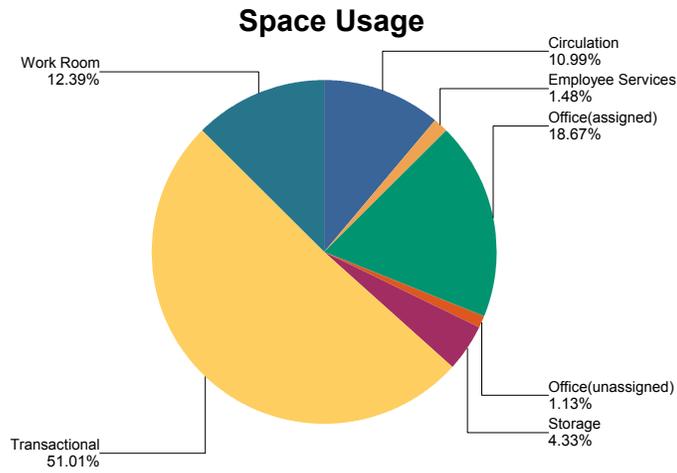
Department Space Assessments

Department: REG OF DEEDS

Space Usage

Usable Sq. Ft.

Circulation	948
Employee Services	128
Office(assigned)	1,611
Office(unassigned)	97
Storage	374
Transactional	4,400
Work Room	1,068
Total:	8,626

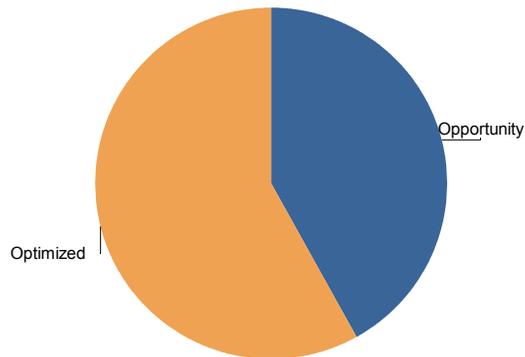


Space Utilization

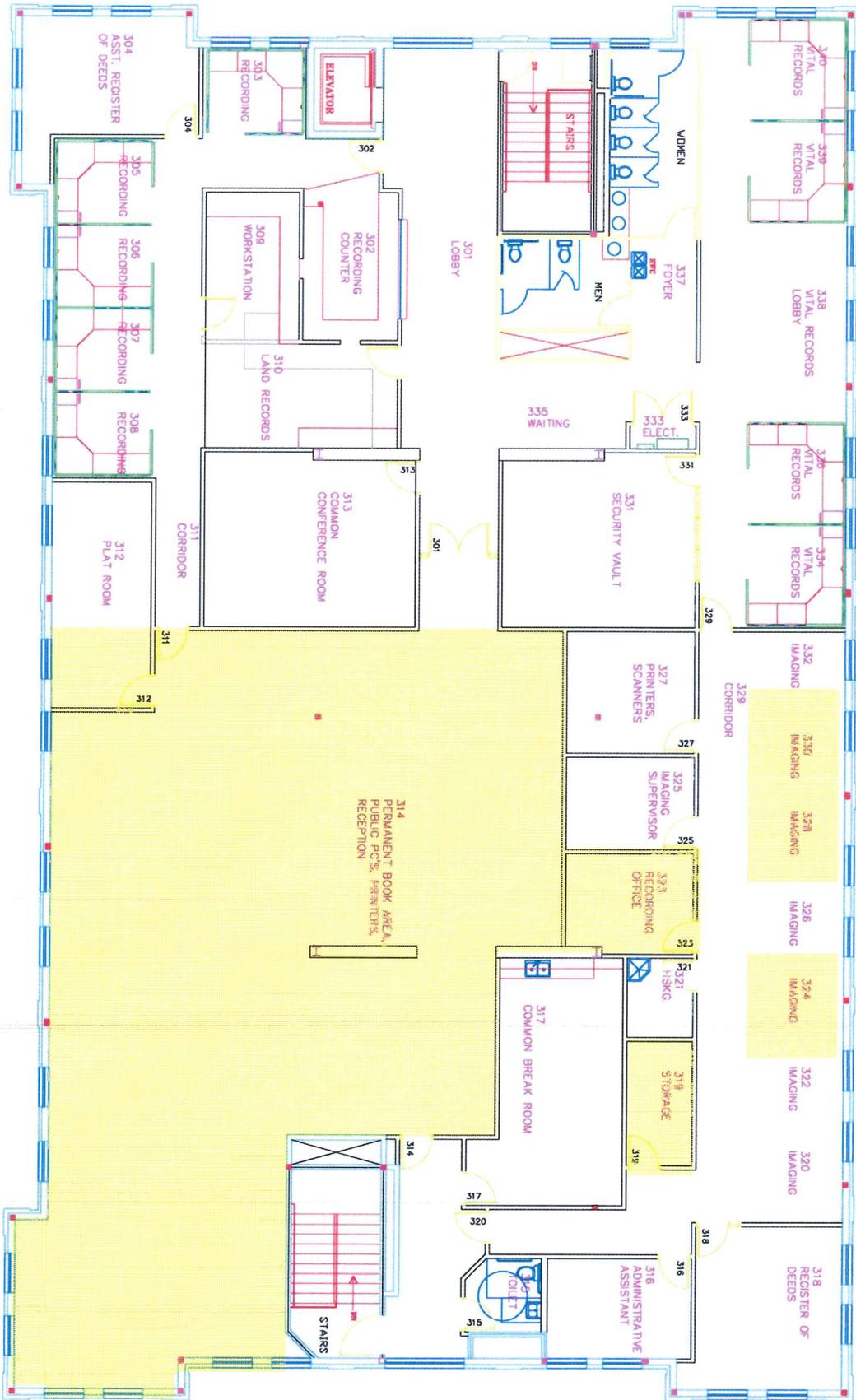
Usable Sq. Ft.

Opportunity	3,628
Optimized	4,998
Total:	8,626

Space Utilization



Gateway Center 3rd Floor



- Opportunity
- Constrained

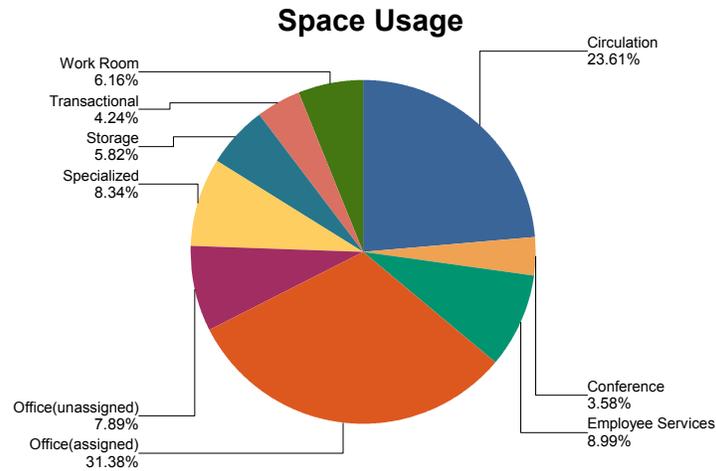
Department Space Assessments

Department: SHERIFF

Space Usage

Usable Sq. Ft.

Circulation	2,943
Conference	447
Employee Services	1,120
Office(assigned)	3,912
Office(unassigned)	984
Specialized	1,039
Storage	726
Transactional	528
Work Room	767
Total:	12,466

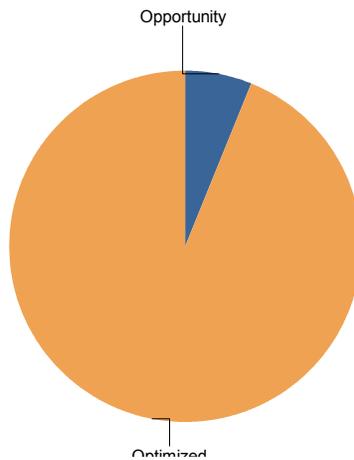


Space Utilization

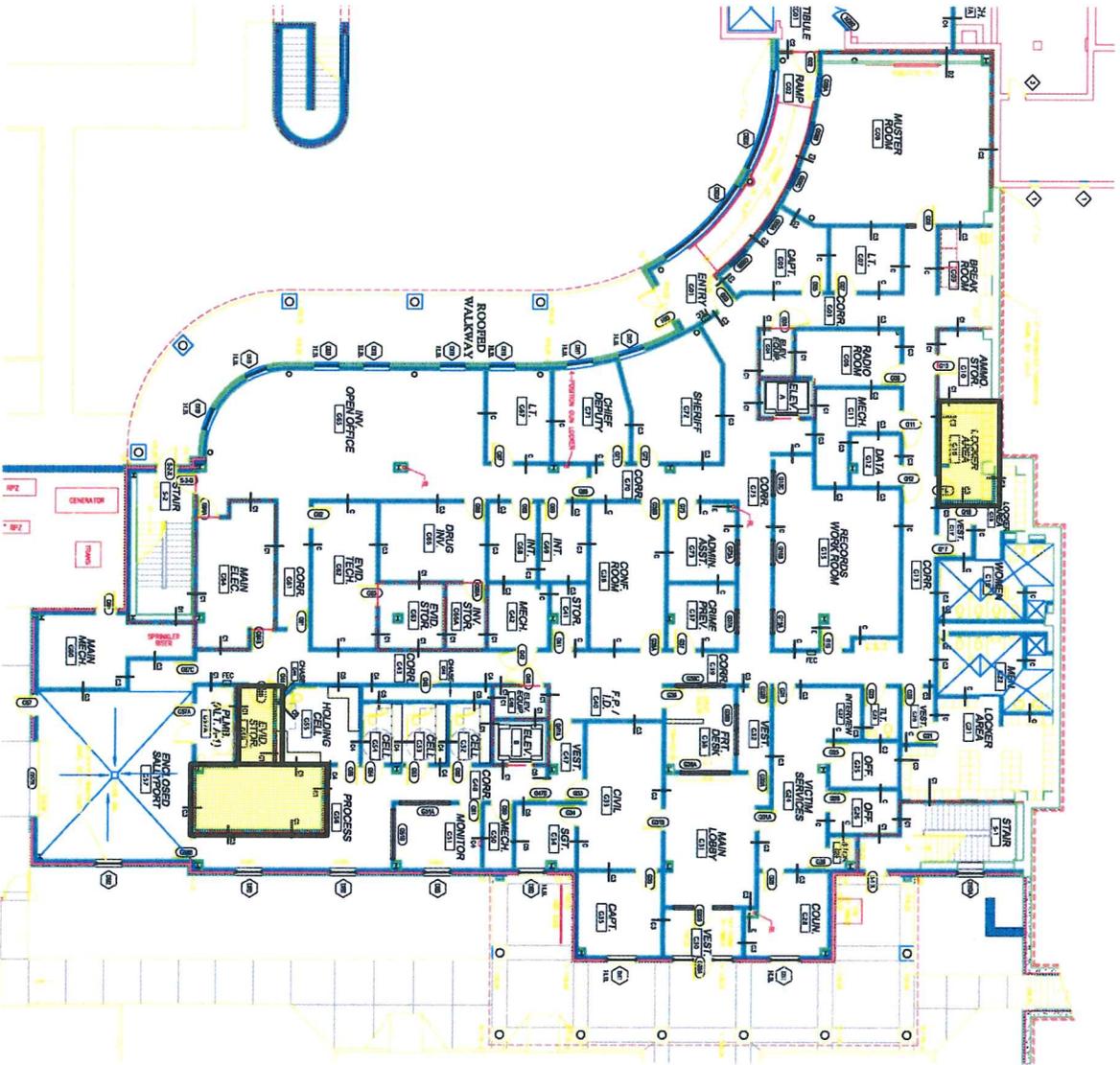
Usable Sq. Ft.

Opportunity	994
Optimized	15,378
Total:	16,372

Space Utilization



Justice Center East Side Bottom Floor



Opportunity*

Constrained*

* As of meeting on 2/12/15

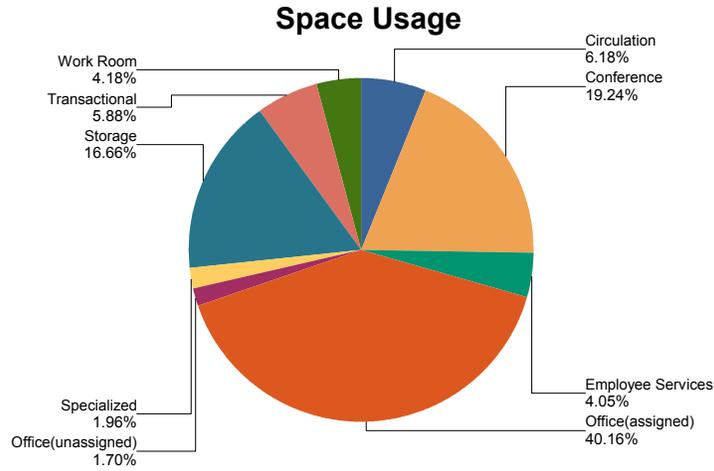
Department Space Assessments

Department: SOCIAL SERVICES

Space Usage

Usable Sq. Ft.

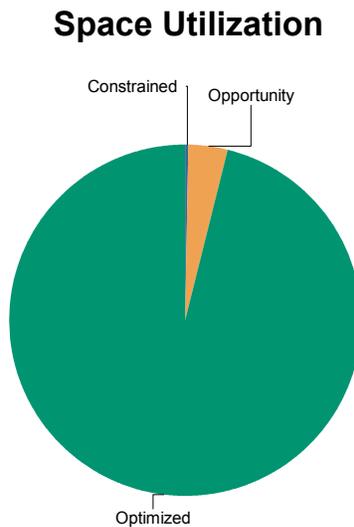
Circulation	3,317
Conference	10,330
Employee Services	2,173
Office(assigned)	21,564
Office(unassigned)	912
Specialized	1,052
Storage	8,946
Transactional	3,159
Work Room	2,245
Total:	53,697



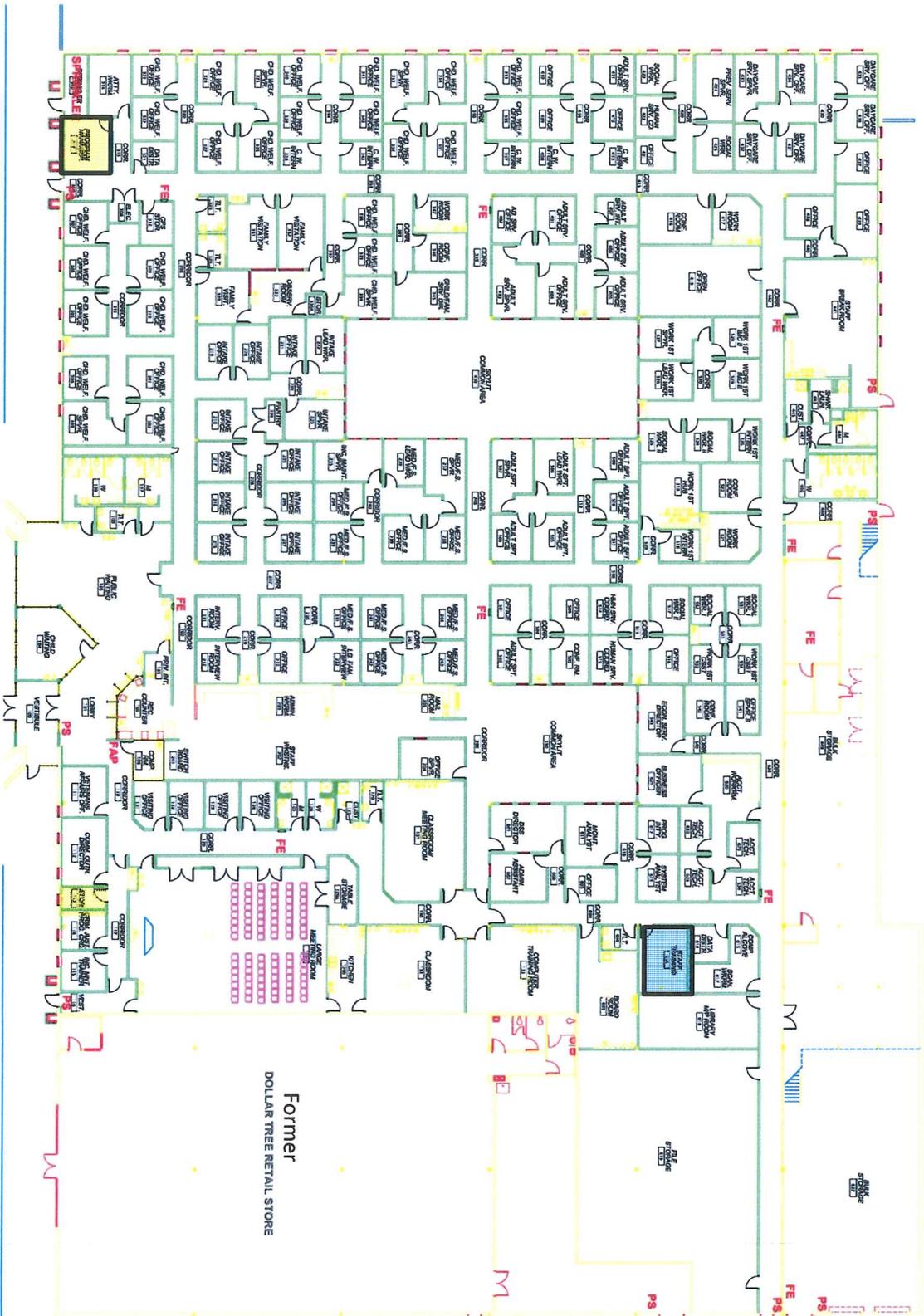
Space Utilization

Usable Sq. Ft.

Constrained	197
Opportunity	1,887
Optimized	51,613
Total:	53,697



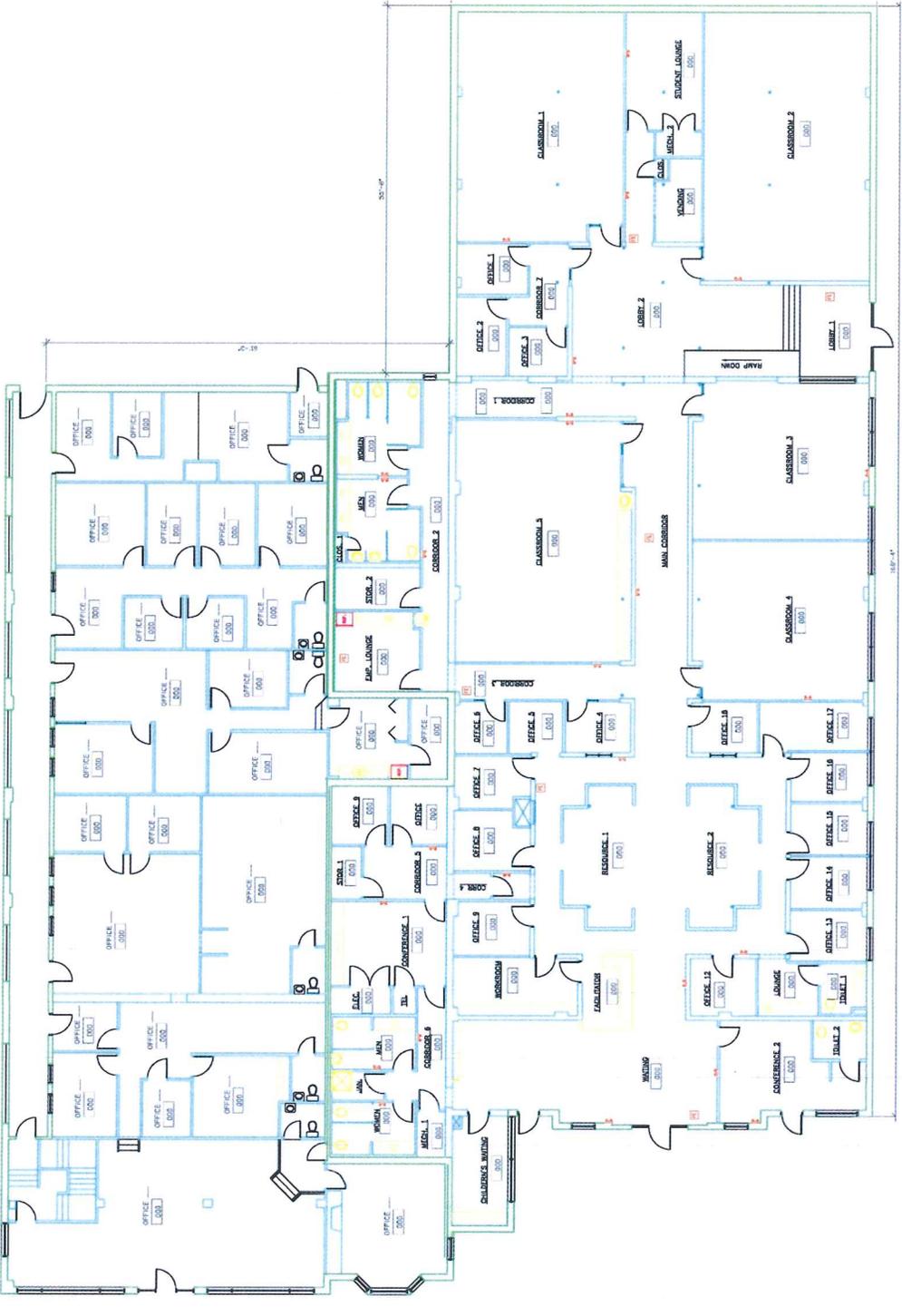
Hillsborough Commons



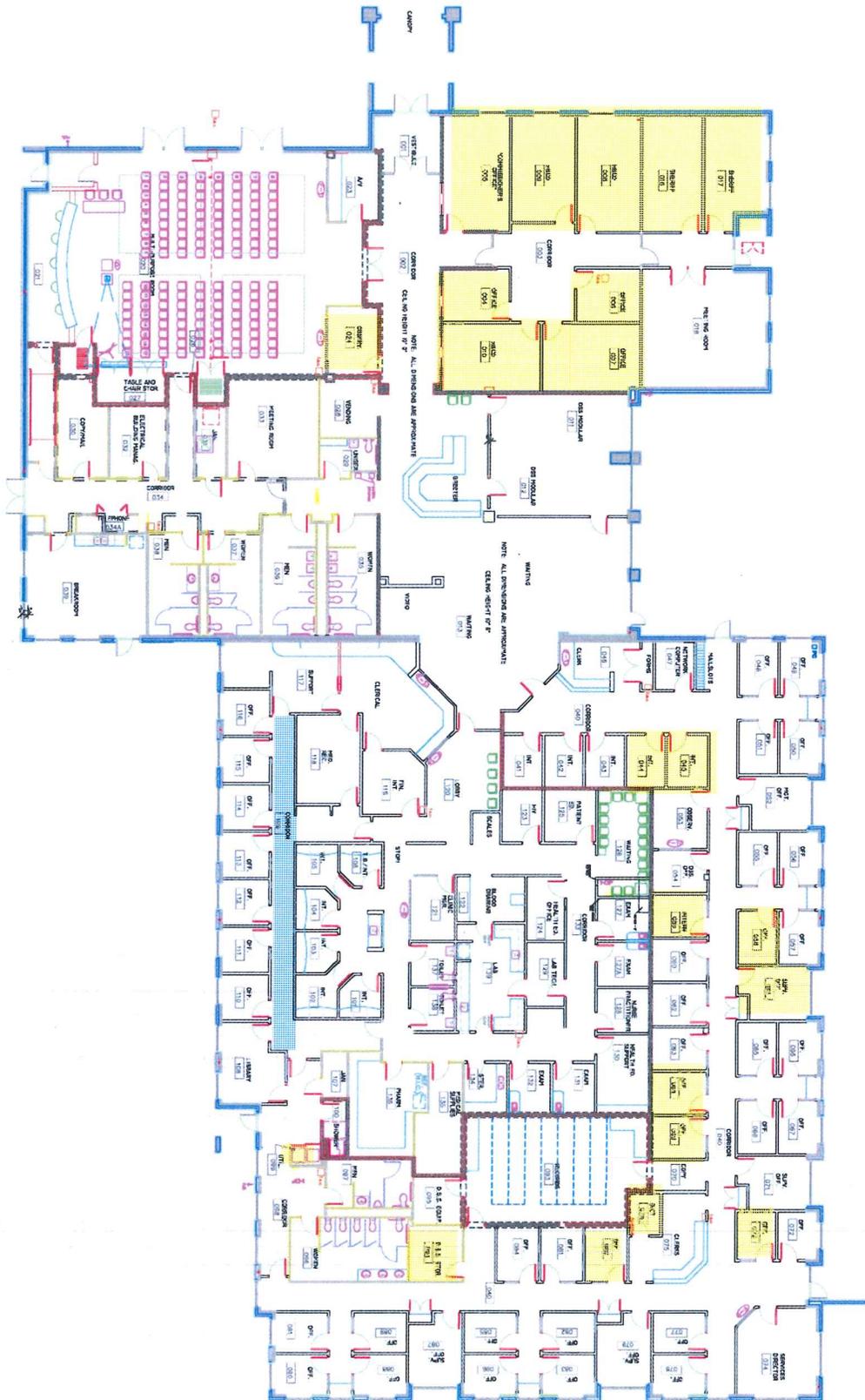
- Opportunity
- Constrained

Skills Development and 501 W Franklin

All Spaces Optimized



Southern Human Services Center



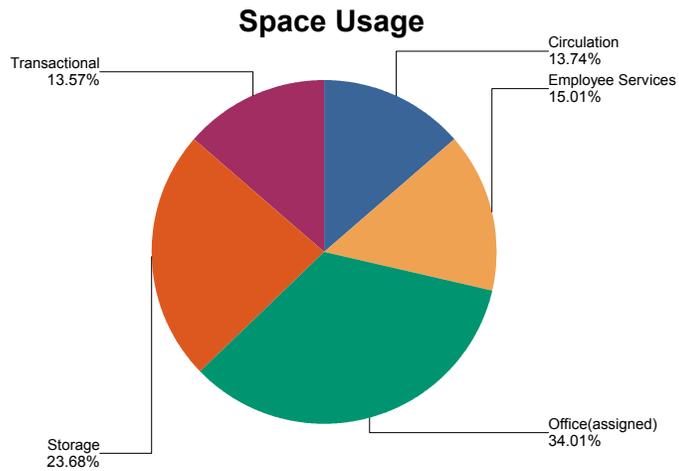
Department Space Assessments

Department: SOIL & WATER

Space Usage

Usable Sq. Ft.

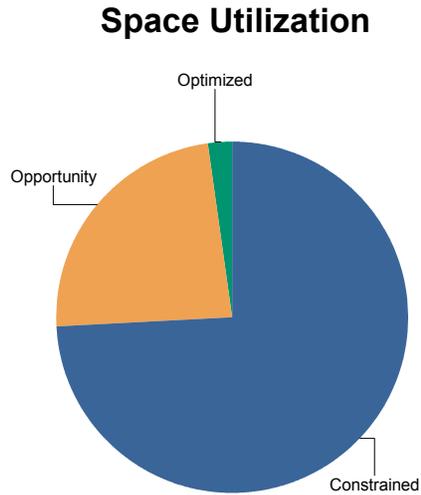
Circulation	157
Employee Services	171
Office(assigned)	389
Storage	271
Transactional	155
Total:	1,142



Space Utilization

Usable Sq. Ft.

Constrained	848
Opportunity	271
Optimized	24
Total:	1,142



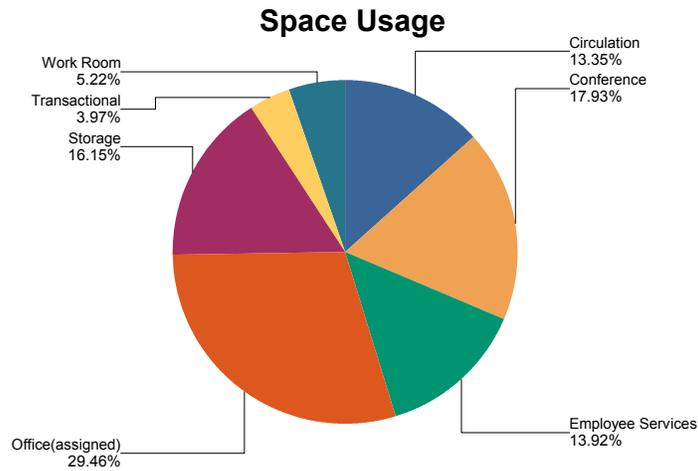
Department Space Assessments

Department: SOLID WASTE

Space Usage

Usable Sq. Ft.

Circulation	1,056
Conference	1,418
Employee Services	1,101
Office(assigned)	2,330
Storage	1,277
Transactional	314
Work Room	413
Total:	7,909

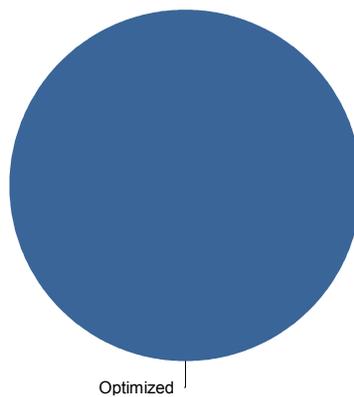


Space Utilization

Usable Sq. Ft.

Optimized	7,909
Total:	7,909

Space Utilization



Solid Waste Facility
All Spaces Optimized



-  Opportunity
-  Constrained

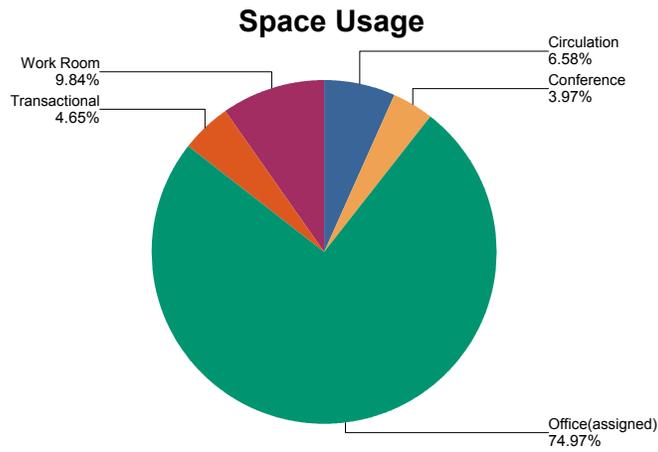
Department Space Assessments

Department: TAX

Space Usage

Usable Sq. Ft.

Circulation	531
Conference	321
Office(assigned)	6,051
Transactional	375
Work Room	794
Total:	8,072

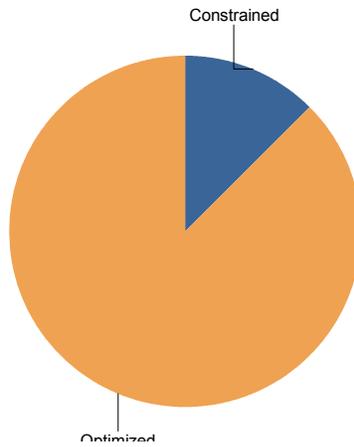


Space Utilization

Usable Sq. Ft.

Constrained	1,009
Optimized	7,063
Total:	8,072

Space Utilization



Gateway Center 2nd Floor



-  Opportunity
-  Constrained

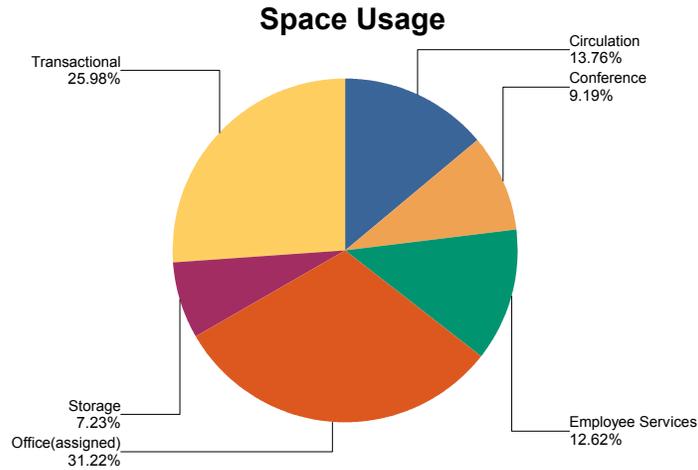
Department Space Assessments

Department: VISITOR'S BUREAU

Space Usage

Usable Sq. Ft.

Circulation	481
Conference	321
Employee Services	441
Office(assigned)	1,091
Storage	253
Transactional	908
Total:	3,494

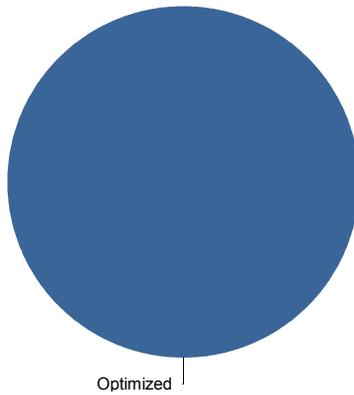


Space Utilization

Usable Sq. Ft.

Optimized	3,494
Total:	3,494

Space Utilization



Skills Development and 501 W Franklin

All Spaces Optimized



ATTACHMENT F

Open Office Design Article & Trends in Office Space

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Balancing “We” and “Me”

The best collaborative spaces also support solitude.

by Christine Congdon, Donna Flynn, and Melanie Redman

THE OPEN OFFICE

has a lot of critics these days. But it remains the dominant form of workplace design for a reason: It can foster collaboration, promote learning, and nurture a strong culture. It's the right idea; unfortunately, it's often poorly executed—even as a way to support collaboration.

There's a natural rhythm to collaboration. People need to focus alone or in pairs to generate ideas or process information; then they come together as a group to build on those ideas or develop a shared point of view; and then they break apart again to take next steps. The more demanding the collaboration task is, the more individuals need punctuating moments of private time to think or recharge.



About the Spotlight Artist
Each month we illustrate our Spotlight package with a series of works from an accomplished artist. The lively and cerebral creations of these photographers, painters, and installation artists are meant to infuse our pages with additional energy and intelligence to amplify what are often complex and abstract concepts.

This month we feature the work of Michael Wolf, a German-born photographer living in Hong Kong. Wolf's pictures examine city architecture, documenting the density and disconnection of urban life. See more of his work at photomichaelwolf.com.

Companies have been trying for decades to find the balance between public and private workspace that best supports collaboration. In 1980 our research found that 85% of U.S. employees said they needed places to concentrate without distractions, and 52% said they lacked such spaces. In response, thousands of high-walled cubicles took over the corporate landscape. By the late 1990s, the tide had turned, and only 23% of employees wanted more privacy; 50% said they needed more access to other people, and 40% wanted more interaction. Organizations responded by shifting their real estate allocation toward open spaces that support collaboration and shrinking areas for individual work. But the pendulum may have swung too far: Our research now suggests that once again, people feel a pressing need for more privacy, not only to do heads-down work but to cope with the intensity of how work happens today.

The open plan is just one of the culprits assaulting our privacy. The increased focus on collaborative work means we're rarely alone, and the ubiquity of mobile devices means we're always accessible. In light of these pressures, it's not surprising that the number of people who say they can't concentrate at their desk has increased by 16% since 2008, and the number of those who don't have access to quiet places to do focused work is up by 13%. Meanwhile, people are finding it harder to control who has access to their personal information, at work and elsewhere.

In fact, 74% of the people we surveyed said they're more concerned about their privacy now than they were 10 years ago.

Leaving the office to work at home or in coffee shops or libraries isn't the answer—at least not for the long term. Too much remote work creates its own set of problems, such as diminished knowledge transfer, decreased engagement, cultural disconnect, and a slew of new distractions. And, of course, it makes collaboration more difficult.

Steelcase has been exploring the issue of privacy since the 1980s, and over the years we've worked with thousands of organizations in many industries to develop open office environments. Recently we conducted a study of workplaces and workers in Europe, North America, and Asia, using surveys, ethnographic research, observations, and interviews to update our understanding. Here we present new insights into the nature of privacy and offer strategies that allow employees to get away without going away.

Redefining Privacy at Work

Researchers—and architects—have traditionally defined privacy at work in physical terms: acoustical (Can we hear each other?), visual (Can we see each other?), and territorial (Do I have a place that's just for me?). But in today's workplace, we're always connected, always reachable, and to some extent always findable, in both the physical and the virtual sense. That accessibility can enhance our interactions but can also leave us feeling overexposed.

So we need to rethink our basic assumptions about privacy. At Steelcase, we believe that privacy has two distinct dimensions.

Information control. Employees today wage a constant battle to protect and manage access to their personal information. Over the course of a day, we shift constantly between revealing and concealing aspects of ourselves and our work to and from others: Who needs access to these project files? How can I keep coworkers from seeing sensitive information on my computer screen? Where can I have a confidential conversation without being overheard? Can I read an article or check my Twitter feed at my desk without fear that people will think I'm slacking?

Technology has further challenged our sense of personal sovereignty. Social media in particular have done more than any other force to compromise our ability to control our information. Facebook, for example, allows us to curate what we share about ourselves—but only up to a point. Even those who opt

Idea in Brief

THE CHALLENGE

Open offices are supposed to promote collaboration, but people just don't like them much. Companies have been trying for decades to find the balance between public and private workspace that best supports collaboration.

THE FINDING

Privacy has traditionally been defined in physical terms, but we need to think about it differently. Privacy is really about the individual's ability to control *information* (what information others need to know, both personal and professional) and *stimulation* (any sort of disruption).

THE SOLUTION

Privacy does not compromise collaboration but can nurture it. By improving privacy—providing spaces where employees can be by themselves and tune out distractions—you enrich and strengthen collaborative activities.

out of popular social media sites have a hard time hiding from Google. What if we really don't want coworkers to know where we live, what religion we practice, what music we listen to, or how old we are? We have to make conscious decisions about how we manage our personal information and act on those decisions vigilantly. If we don't—and most of us don't—then we're left feeling uncomfortably vulnerable.

Stimulation control. The second dimension of privacy encompasses the noises and other distractions that break concentration or inhibit the ability to focus. Stimulation control is in some ways more variable and idiosyncratic than information control. One person's distraction may be another's comforting white noise. And on any given day, our notion of distraction can change. Sometimes we might find background music soothing; other times it might be annoying. However we define them, we all need ways to manage distractions.

Fundamentally, stimulation control governs the ability to focus attention. In thinking about office design, it's helpful to understand that neuroscience research identifies three basic modes of attention. The first is *controlled attention*: working on a task that requires intense focus, such as writing or thinking deeply, while willfully avoiding unrelated thoughts and inhibiting external stimuli. When we are in this mode, interruptions and other distractions are unwelcome, and our need to control the environment around us increases.

The second mode is *stimulus-driven attention*: switching focus when something catches our attention. When we're performing routine tasks—responding to e-mails, scheduling meetings, or catching up on other administrative work—we may tolerate or even welcome interruptions or distractions. Many people choose to perform routine tasks in open, social, or active settings.



GO TO HBR.ORG

Visit this article online to take a short survey and see how your workspace compares with others'.

INSIDE THE U.S. WORKPLACE

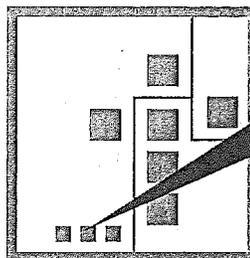
Today more than **70%**

of employees work in an open office environment, and the size of their individual workspaces is shrinking.

SQUARE FEET PER WORKER

225
IN 2010

190
IN 2013



SOURCE INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION AND CORENET GLOBAL



HBR.ORG For a look at workplace dynamics around the world, visit Christine Congdon's article "How Culture Shapes the Office" (HBR May 2013).

We call the third mode *rejuvenation*—the periodic respites from concentration that we take throughout the day. It's a time-out for our brains and bodies and often a chance to engage socially with others or express emotions that we've kept on a tight leash. For rejuvenation, people may seek either a highly stimulating environment or a quiet one, depending on personal preference.

The need to control stimulation as we switch among the three modes means that we require a variety of workspaces that afford more or less privacy. The challenge is to find the right balance of social and private and to provide spaces that enhance all three modes.

Privacy Across Cultures

While the need for privacy is universal, the ways it is experienced across cultures vary. To better understand the similarities and differences around the world, Steelcase partnered with the global research firm Ipsos to conduct surveys in 14 countries; we

then synthesized the data with our ongoing ethnographic research. Most findings were consistent with earlier research, but a few surprised us.

Attitudes toward personal space differ greatly from country to country. Germans allocate an average of 320 square feet per employee; Americans, an average of 190. For workers in India and China, the figures are 70 and 50 square feet respectively. Yet despite their relatively dense workspaces, both Indian and Chinese workers rated their work environments highly in terms of their ability to concentrate and work without disruption.

That finding points to a significant cultural difference. In China people don't think about individual privacy in the same way that Westerners do. Chinese workers are most concerned about information control: keeping personal data private and seeking refuge from the feeling of being watched. Thus, in China, where offices are organized so that managers can easily keep tabs on workers, people tend to duck into hallways or bathrooms for a moment alone. Offices that allow workers to have their backs to the wall are considered prime real estate. In India it's not uncommon for workers to seek out pockets of privacy—in unoccupied nooks on the periphery of workspaces, in storage areas, or along walls.

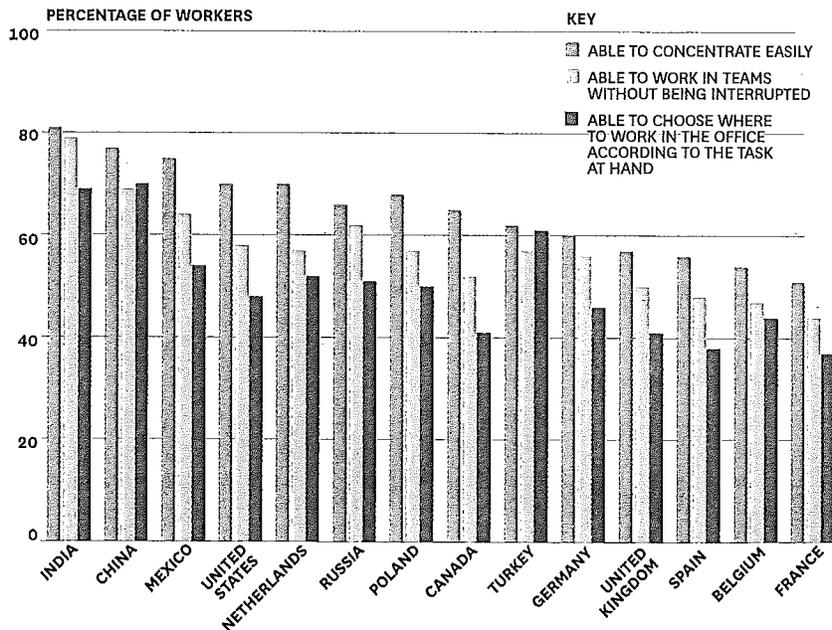
Among Western workers, by contrast, the issue of stimulation control tends to take center stage: Only 55% of the workers we surveyed said they are able to work in groups without being interrupted. Less than half say they can choose where they want to work within the office on the basis of the task at hand. In our research, the adjective Americans used most frequently to describe their workplaces was "stressful." The adjective Chinese workers used most was "calming." (Then again, it's perfectly acceptable in China to take a nap at work.)

When it comes to heads-down focus, however, American workers give their office environments relatively high marks, despite the vocal complaints heard in social media and other forums. A surprising 70% of workers in the United States say their workplace provides the ability to concentrate easily. Because cubicles still dominate the North American office landscape, and more real estate is allocated for individual workspaces than for collaboration activities, we believe that the reported frustrations are quite likely being exacerbated by factors other than the physical environment—such as the intense pace of work.

Overall, workers in European countries (except in the Netherlands) were the most dissatisfied with

HOW EMPLOYEES FEEL ABOUT THE WORKPLACE

We surveyed employees around the world on three dimensions of privacy critical to workplace satisfaction. Surprisingly, Indian and Chinese workers, who have significantly smaller individual spaces and denser office environments, ranked highest.



their ability to control their privacy and were more likely to be dissatisfied with their work environment in general. Of the workers in our survey who ranked as the most highly dissatisfied and disengaged, 53% came from France, Germany, Spain, and Belgium. The cultural norm in those countries is that work happens in the office, generally at an assigned workspace, and opportunities to seek solitude or achieve greater levels of privacy are often limited. In the Netherlands, by contrast, there's greater comfort with letting people work from a diverse range of spaces, inside and outside the office. Moreover, the Dutch are more egalitarian than their neighbors when it comes to office design. Privacy considerations are not based on status, and leaders work alongside employees of all levels in open spaces. This might explain why the Dutch accounted for almost half of satisfied and engaged employees. (For a country-by-country comparison, see the exhibit "How Employees Feel About the Workplace.")

While privacy means different things in different cultures, our study showed that workplace satisfaction and engagement are deeply connected to a sense of control over one's environment. In our study, 98% of the most highly engaged employees reported that they had "the ability to concentrate easily" in their workplace and that this attribute is a top factor in their satisfaction. They also scored high on "being able to work in teams without being disrupted" and "being able to choose where to work according to the task at hand"—other factors critical to high engagement and satisfaction. Conversely, highly disengaged and dissatisfied employees struggled with disruptions and felt they had very little control over where or how they worked. Only 15% said they could concentrate easily.

Personal Strategies for Privacy

In addition to local culture, factors such as organizational culture, the type of task one is engaged in, mood, and individual personality shape how much privacy people require and the way they achieve it. For example, introverts tend to gravitate toward places where they feel that they have the most control over stimulation. Susan Cain's recent study of introverts argues that they are not shy; rather, they are more sensitive to stimuli than extroverts are. Our research pointed to five privacy strategies that people use, sometimes unconsciously, to control both stimulation and information.

REDEFINING PRIVACY

The ubiquity of electronic devices and connectivity means that privacy in the workplace can no longer be thought of strictly in physical terms. Today privacy is about employees' need to control *information* and *stimulation* in three key realms.

Outgoing

INFORMATION

How much do I want colleagues to know about my personal interests?

Should I connect with colleagues on social media?

Can I opt out of giving biometric data used for security purposes?

Can I shield my name from feedback to superiors?

Can people see my computer screen while I'm working?

What personal photos or artifacts do I want to display?

SOCIAL

TECHNOLOGICAL

SPATIAL

Incoming

STIMULATION

How can I limit interruptions by coworkers?

How can I avoid constant exposure to the noise and activity of others?

Do I want pop-up previews of incoming e-mails?

I need to focus: Is it OK to turn off instant messaging?

What space configuration minimizes my exposure to flickering fluorescent lights?

How can I block out my neighbor's phone conversations?

Strategic anonymity. Some of us find deep privacy in the middle of a crowd of strangers. When people go to a café to do focused work, they are often trying to inhibit the social distractions they face in their workplace. Recent research by Ravi Mehta, Rui Zhu, and Amar Cheema in the *Journal of Consumer Research* shows that working in an environment with a moderate level of ambient background noise can enhance performance on creative tasks. Many people enjoy the hum of activity in cafés or airports, where they can work, read, or relax without disruption. The key is that it's strategic: Individuals choose when and how to make themselves anonymous.

Selective exposure. In today's world, where our personal information is being shared and demanded across new channels in exponentially higher degrees, the boundaries between what is and isn't private are constantly shifting. People choose to

reveal some information to certain people or groups, while sharing different information with others. In the physical sense, this may mean choosing whether to share a particular document with a coworker or deciding what personal artifacts to display at work. It could also be about making a decision to use the phone instead of video chat if we don't want others to be able to see us.

Entrusted confidence. Privacy doesn't just mean being alone. There are many contexts in the workplace where groups of individuals need to have private conversations. Some moments of entrusted confidence, such as performance reviews, may be scheduled and planned. More often, they happen spontaneously, such as when colleagues need to discuss a sensitive problem that has cropped up; and at these times it can be difficult to find an available conference room. In workplaces that are highly open, we see greater demand for dedicated conference or project rooms that teams or individuals can easily access, where they feel secure sharing confidences.

Intentional shielding. People talk about feeling "violated" when they think they're being watched or eavesdropped on. They use a variety of shielding tactics to protect themselves. We often see people go to an enclosed location to take a call, or walk in public areas where they are less likely to be overheard. Many people avoid working in spaces where they can't see coworkers approaching. Others engage in intentional shielding by keeping their own counsel, protecting their individual thoughts and ideas so that they can develop a point of view without the distracting influence of "groupthink" or peer pressure.

Purposeful solitude. Isolation is largely a matter of circumstance and state of mind: Your physical location, your habits, and your attitudes can all conspire to make you feel isolated from a group. But solitude is intentional; you make a conscious choice to separate from a group in order to concentrate, recharge, express emotion, or engage in personal activities. Some people may choose a closed space where

they have visual and acoustical privacy if they need respite or to focus intently on a project. Others may choose to eat lunch in the farthest empty corner of a cafeteria. Stepping outside to sit in a quiet courtyard and taking a short walk are other ways people seek alone time.

Organizational Strategies for Privacy

As organizations come to understand the need for privacy at work, they must also recognize that privacy does not compromise collaboration. By improving privacy you can actually enrich and strengthen collaborative activities.

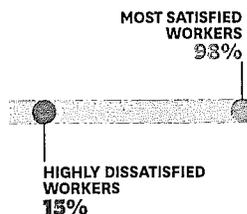
Organizations have a range of strategies they can implement, but the success of any of them depends on a supporting culture that gives employees control over where and how they work and how they manage their privacy. Cultures are built and reinforced when people exhibit certain behaviors over time and those behaviors are articulated, adopted, and embraced across the organization. Leaders who model the desired behaviors give implicit permission to others to follow suit and send the message "This is how we work here."

Some strategies demand an investment in new kinds of space, but others require only modest reconfigurations along with behavioral and cultural changes. Here are four effective options:

Protocols. Organizations can lay down rules that define acceptable behaviors about privacy. Protocols can be companywide or specific to certain departments, times, or places. For example, an organization might choose to designate a particular time for quiet work in one or multiple locations. Or it might decide that music or videos should be a headphones-only experience. Leaders should communicate the protocols clearly and explain the rationales behind them. Many workplace protocols have gone by the wayside when people don't understand them or forget what type of behavior is appropriate. To sustain the adoption of these practices,

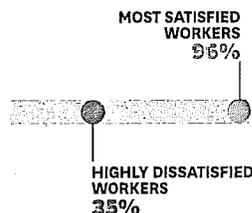
MANAGE DISTRACTION

% of respondents who agree that their work environment allows them to concentrate easily



TAKE A BREAK

% of respondents who agree that they can socialize and have informal, relaxed conversations with their colleagues



Employees can use a host of props or devices to establish boundaries, but gadgets won't work unless they're backed up by a culture that respects the need for privacy.

encourage supportive but honest conversations when protocols are broken and clearly communicate the consequences for repeat offenses.

Signaling. Signals are similar to protocols, but rather than being established by the organization, they are adopted by employees themselves to communicate their privacy requirements to others. In many offices earbuds are an accepted way of signaling "do not disturb"; some people wear noise-canceling headphones to make their point even more obvious. People can also signal a desire for privacy by how they orient themselves in a room: Facing others encourages interaction; tucking behind a screen or a large plant says "I'm trying to be alone."

Employees can find a host of props or devices to help them establish privacy boundaries with their coworkers. But even the most sophisticated gadget won't work unless it's backed up by a culture that respects the individual's need for privacy. Leaders should make it clear that employees must respect privacy signals in open spaces and support individuals' efforts to control their information and stimulation.

Strategic space planning. There are two primary design approaches for accommodating privacy needs in the physical workspace: the distributed model and the zone model. In the distributed model, spaces that support stimulation control are blended into areas for both individual and group work. This model makes it easy for people to shift quickly between modes of work. For instance, a worker may need to focus deeply while preparing for a meeting, move to a nearby project room to collaborate, and afterward break away with one other person to concentrate on a task. Physical proximity of these spaces facilitates quick switching between work modes.

The zone model defines certain locations within the larger workplace as private, quiet spaces. Organizations may designate a particular area or even an entire floor or building as a sort of "library" or quiet hub. In this model, the private zones are physically separate from open areas. This approach can be especially useful in managing noise disruptions.

An ecosystem of spaces. Our studies show that the most successful work environments provide a range of spaces—an ecosystem—that allow people to choose where and how they get their jobs done.

In some situations, individuals need their own enclosed space for regular use. But design and allocation of such space needs to shift from being hierarchy-based to being needs-based. For example,

many executives are granted spacious, enclosed offices that often sit empty because of travel or meeting schedules. These could be redesigned to allow other people to use them productively when their primary users are off-site. Like others in the organization, many leaders simply need access to an enclosed space for certain tasks when they are on-site.

Whether owned or shared, enclosed spaces are more effective when they allow users to control stimulation. Sound, for instance, travels like water, seeping through partitions and gaps in walls and ceilings. Enclosed spaces make it easier to avoid overhearing conversations that everyone prefers to keep private. Such spaces should also take into account visual distractions. The trend toward greater transparency has led to more glass walls, especially in spaces that are situated near windows, but they can lead to the unpleasant feeling of "working in a fishbowl." A simple band of frosted glass does a great deal to reinforce the privacy of such areas.

"Shielded" spaces can also be used to provide sufficient privacy for many tasks. These areas are generally semi-enclosed, made with partial-height walls or portable screens. When combined with appropriate protocols, the boundaries signal "Do not disturb." They are particularly effective when placed in quiet zones. They're also a low-cost solution: In one of our spaces, designers used everyday objects such as books and plants and simple configurations of the furnishings to discourage conversations. Without any explicit communication, the space clearly told people that it was intended for individual, quiet work.

OPEN OFFICES are not inherently good or bad. The key to successful workspaces is to empower individuals by giving them choices that allow control over their work environment. When they can choose where and how they work, they have more capacity to draw energy and ideas from others and be re-energized by moments of solitude. Providing the ability to move easily between group time and individual private time creates a rhythm—coming together to think about a problem and then going away to let ideas gestate—that is essential to the modern organization. ♣

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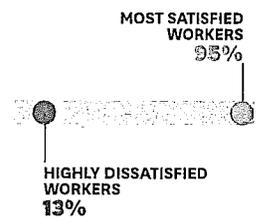
WORK WHERE YOU WANT

% of respondents who agree that they can choose where they wish to work within the office according to the task at hand



AVOID INTERRUPTIONS

% of respondents who agree that they can work in teams without being disrupted



SOURCE 2014 WELL-BEING IN THE OFFICE STUDY, STEELCASE AND IPSOS

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ORANGE COUNTY SPACE STUDY

Trends in Office Space

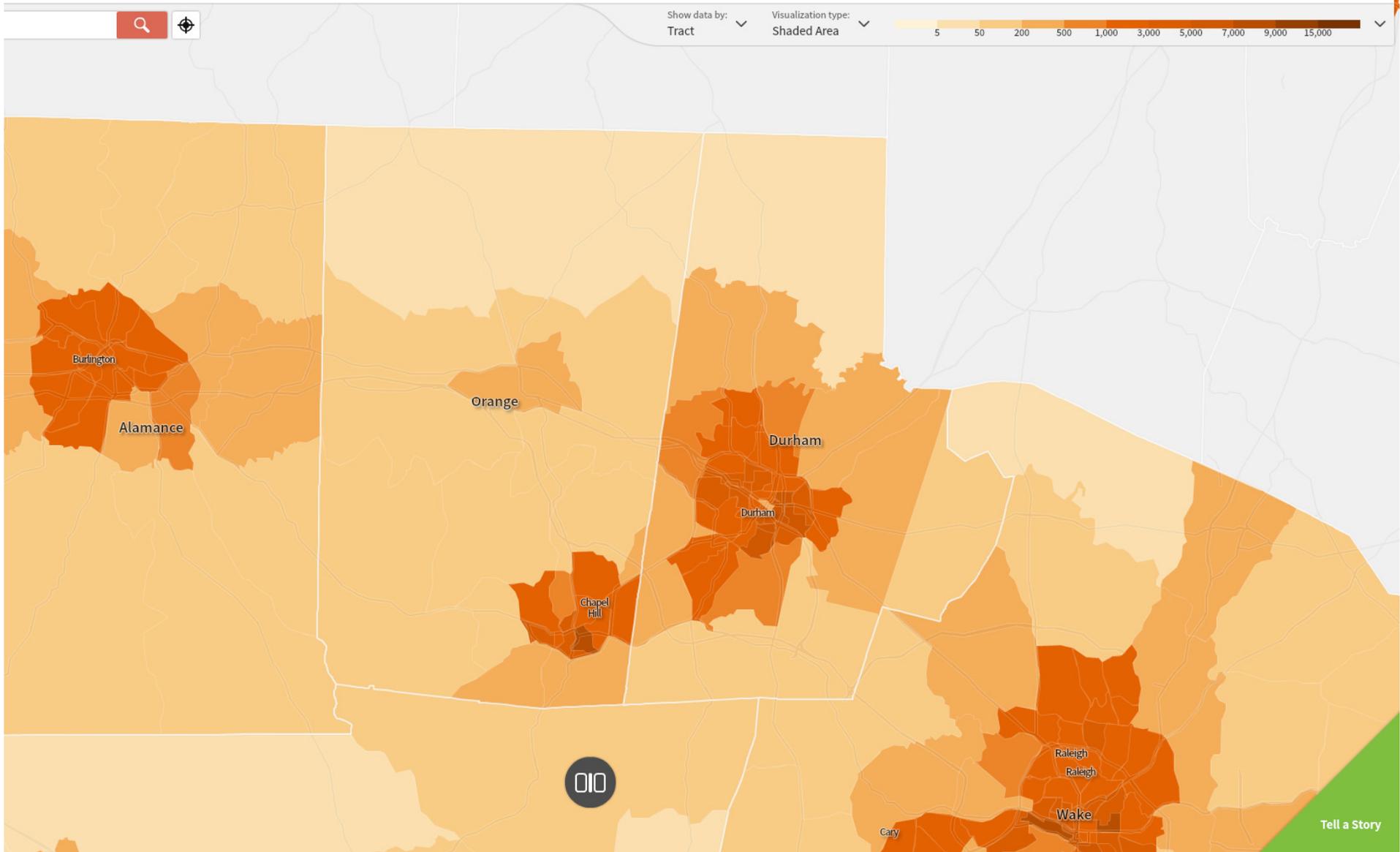
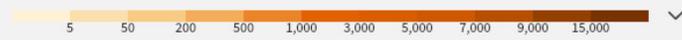
Population Density Per Square Mile

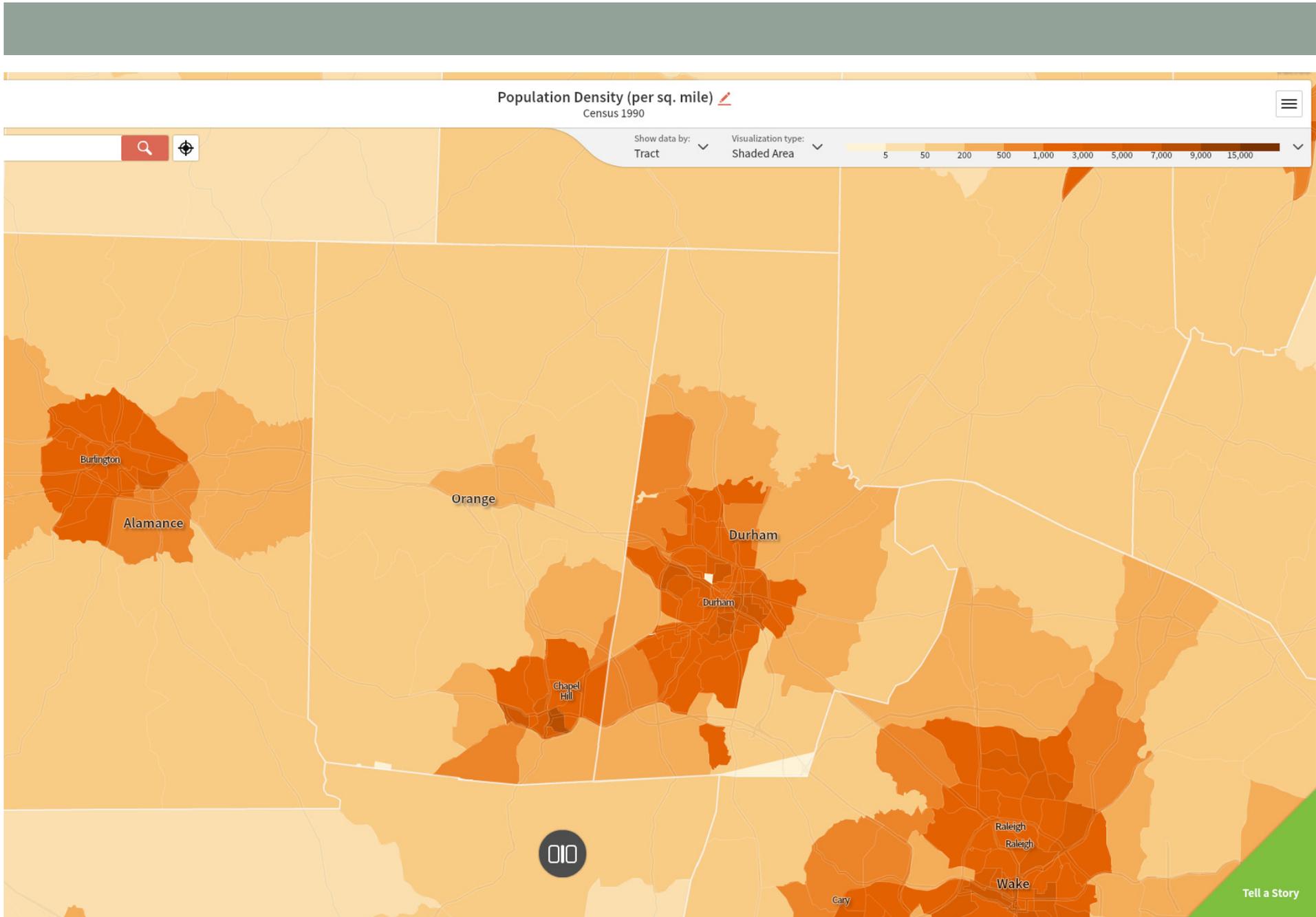
Census 1980



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Tract

Visualization type:
Shaded Area







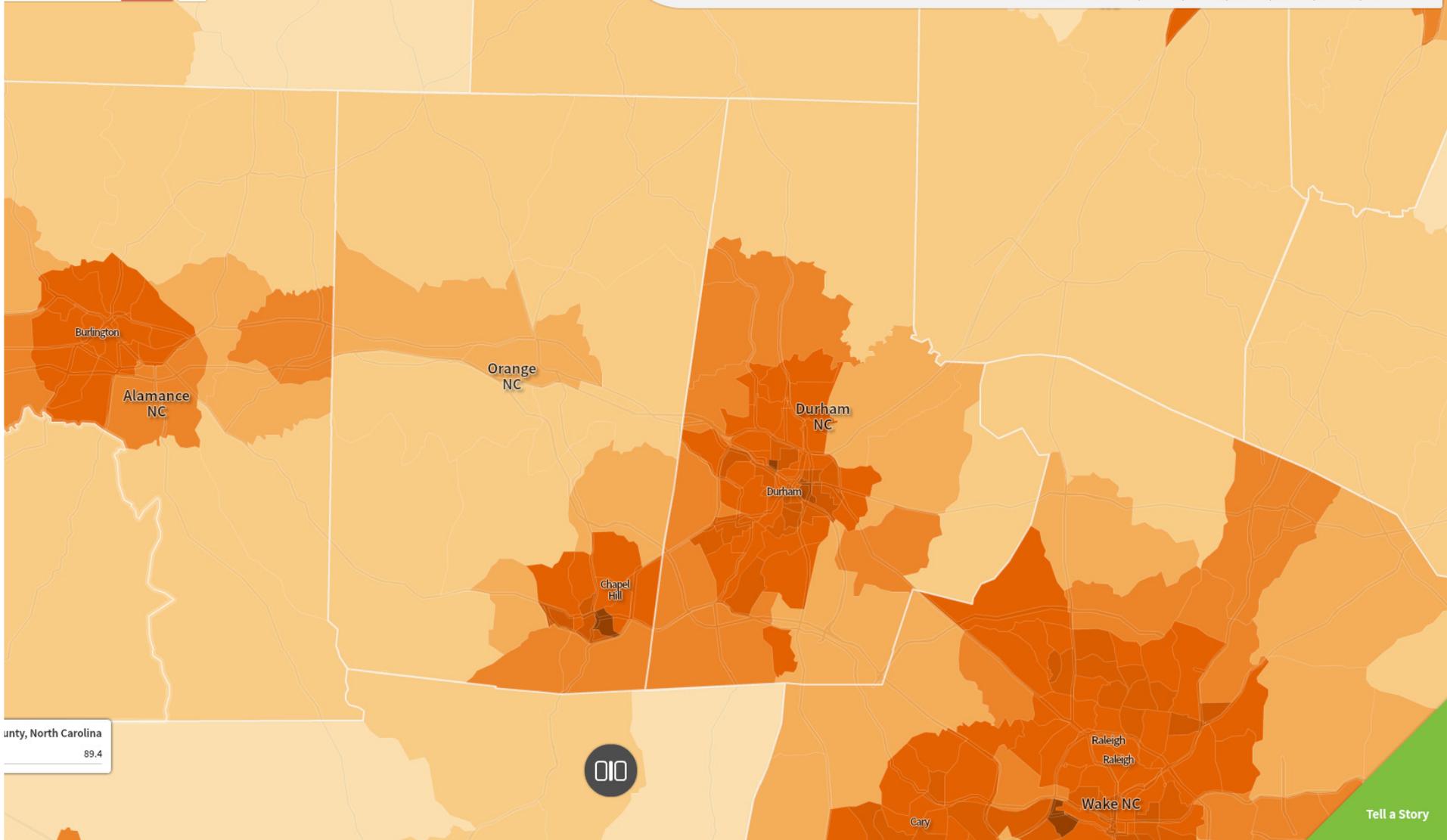
Population Density (per sq. mile)

Census 2000



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Visualization type:
Shaded Area



County, North Carolina
89.4



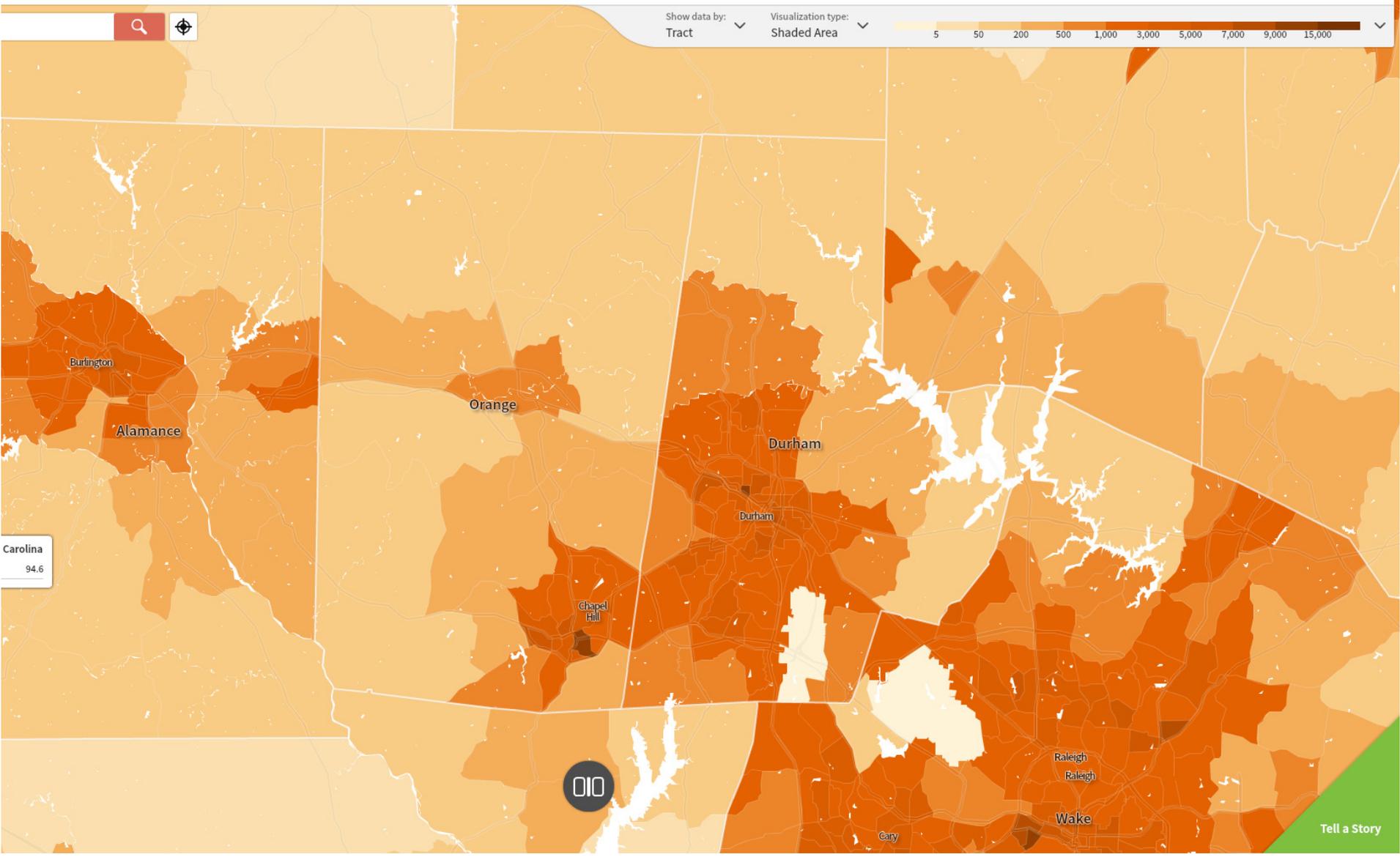
Population Density (per sq. mile)

Census 2010



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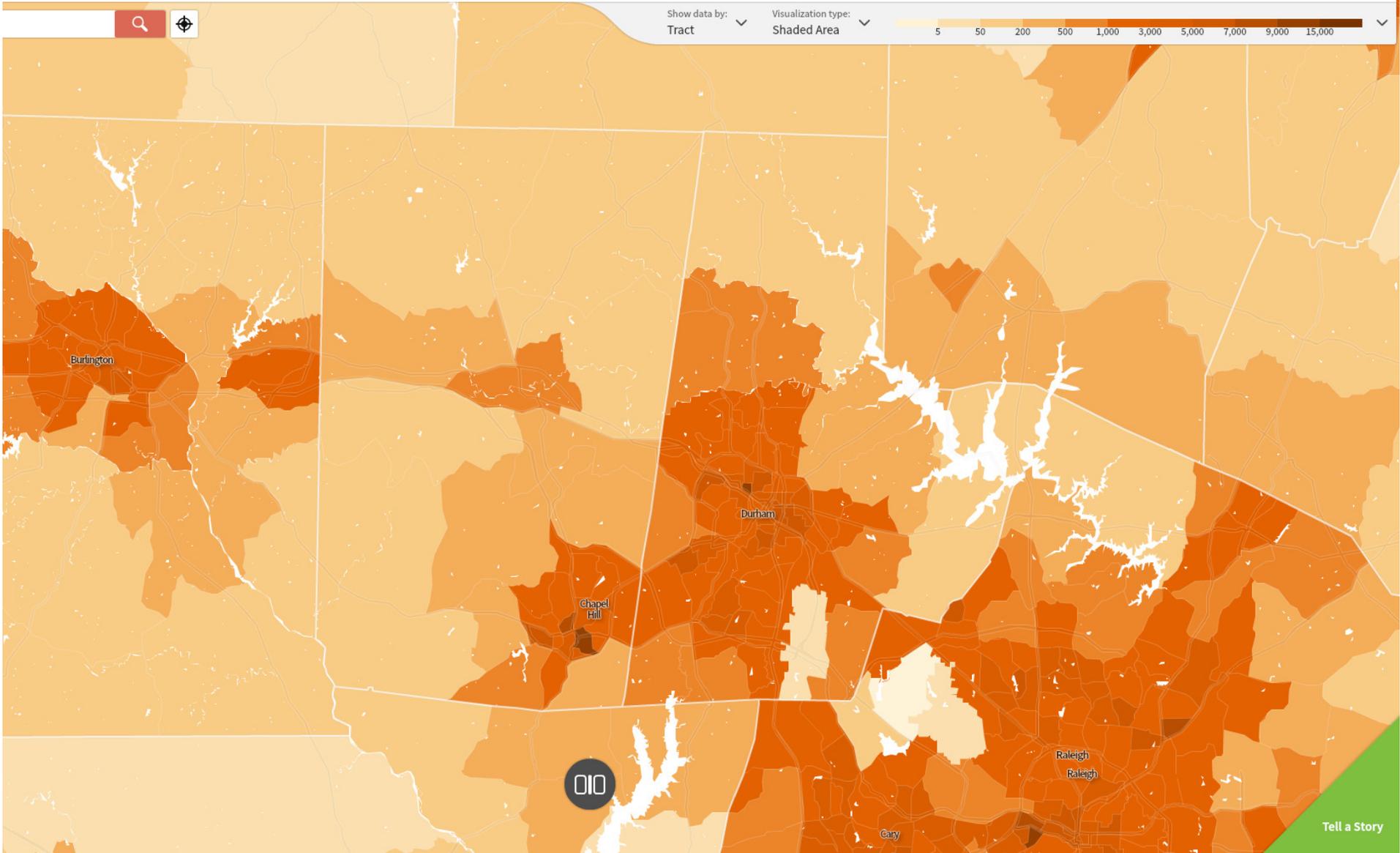
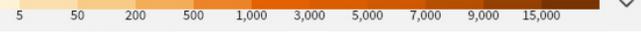


Population Density (per sq. mile) ↗
ACS 2009 – 2013 (5-Year Estimates)

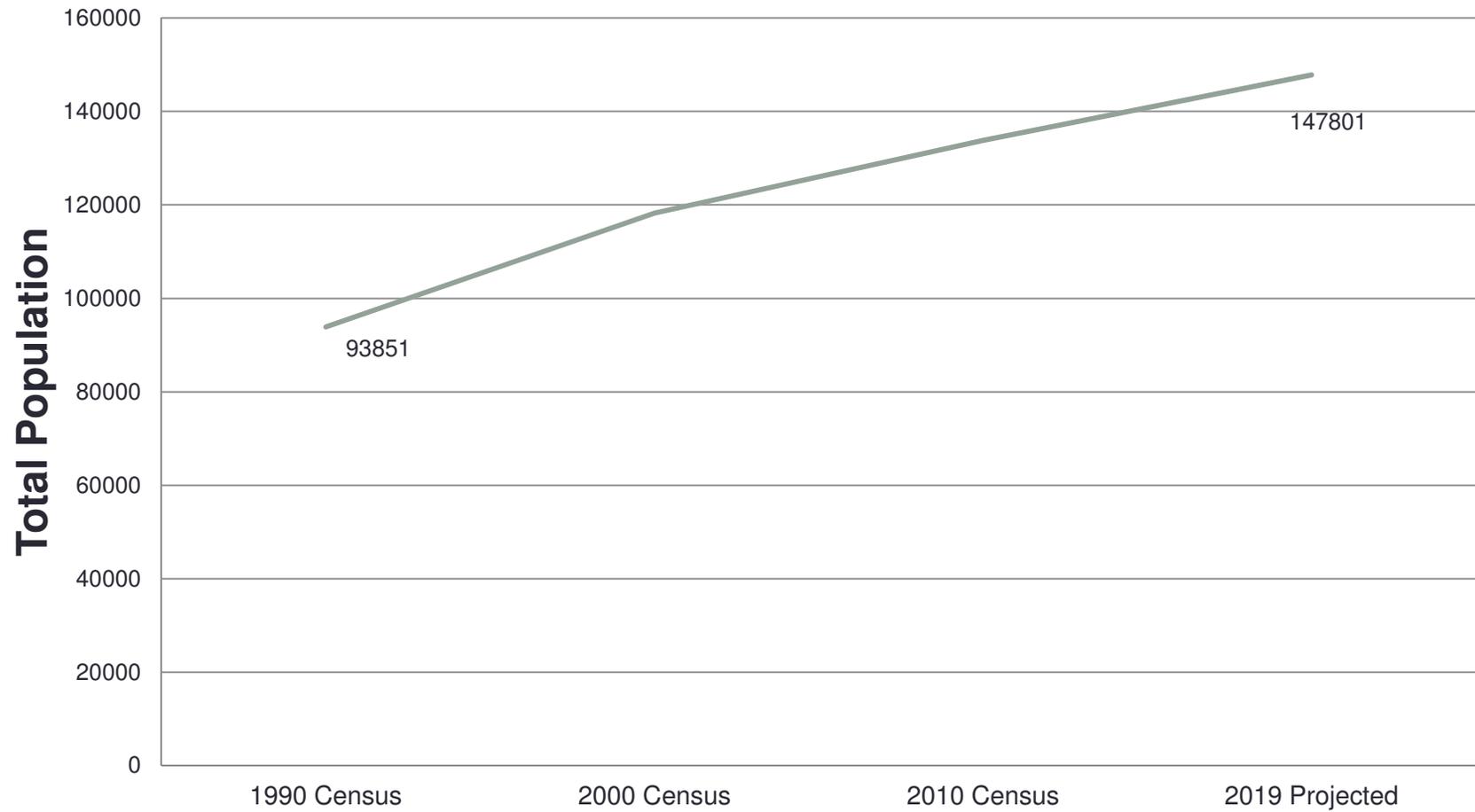


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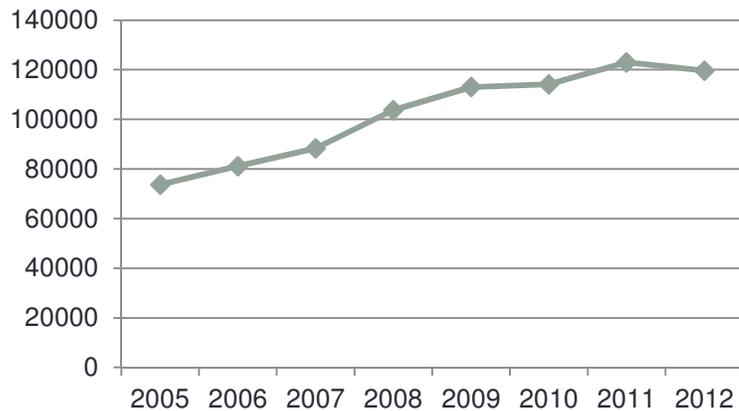
Orange County Population Growth



Trends

- 74% of NC Millennials want to avoid driving
- Telework is increasing nationally – 80% growth since 2005

Local Government Teleworkers in US



14 PRINCIPLES OF THE FUTURE ORGANIZATION

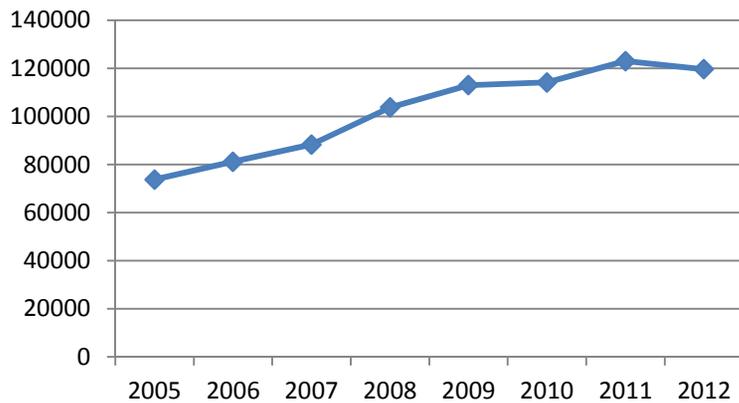


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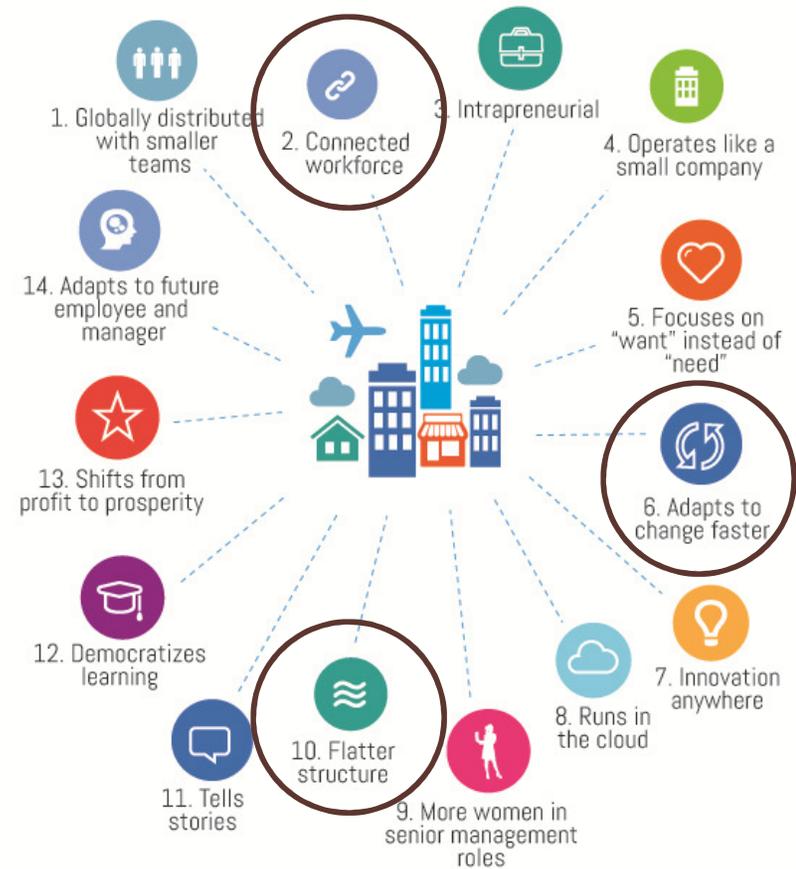
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14 PRINCIPLES OF THE FUTURE ORGANIZATION



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Open vs. Closed Offices



Open Office Pro's and Con's

- Pro's
 - Flexible
 - Lower cost
 - Collaborative
- Con's
 - Privacy concerns
 - Distractions
 - Loss of status



Open Office Pro's and Con's

- Pro's
 - Flexible
 - Lower cost
 - Collaborative

The con's can be minimized

- Con's
 - Privacy concerns
 - Distractions
 - Loss of status

