R-17-116
Meeting 17-26
October 25, 2017

STUDY SESSION AGENDA ITEM 1

AGENDA ITEM

Board and Public Space Needs in the New Administrative Office

GENERAL MANAGER'S RECOMMENDATION

Provide input to MKThink and staff on Board and public space needs in the new Administrative
Office building.

SUMMARY

On June 28, 2017, the Board of Directors (Board) approved a contract amendment for MKThink
to conduct basic space programming for the new Administrative Office (R-17-54). This
information will provide the exterior and interior space requirements to incorporate into a
Request for Qualifications and Proposals and select with confidence a best-fit architecture firm
to continue with more detailed programming, design, and construction documentation. Building
upon their work during the futurist/architectural strategist phase of work, MKThink conducted
interviews and gathered input from all departments related to storage and work space needs,
staffing projections, and critical department adjacencies. MKThink will present these findings as
context for the Board and will lead the Directors through an interactive workshop to solicit input
on Board and public space needs for the new Administrative Office. **In the body of this report,
MKThink has provided the Board with a list of questions to consider in preparation for
this Study Session.**

DISCUSSION

On June 28, 2017, the Board approved a contract amendment with MKThink to assess the high-
level space needs and goals of the Board and each department for the new Administrative Office.
In September, MKThink conducted workshops with the District's 14 departments to obtain input
on workspace and storage needs, short- and long-term staffing projections, and collaborative
relationships. The departments include:

General Manager's Office	Finance	Natural Resources
General Counsel's Office	Human Resources	Planning
Administrative Services	Information Systems and	Public Affairs
Budget	Technology	Real Property
Engineering and Construction	Land and Facilities Services	Visitor Services

MKThink is preparing a Workplace Needs Assessment Report that synthesizes the department
input and feedback received to date. The report will contain a short narrative about each
department, discuss work area and storage needs, and look at critical collaborative adjacencies

and future space needs projections. The report will include the type and quantity of department work spaces that would need to be accommodate in a new Administrative Office. A summary of staff feedback is included in Attachment 1as context for the Directors' discussion on Board and public space needs at tonight's Study Session.

As further context for this interactive workshop, MKThink prepared Guiding Principles and Boundaries (Attachment 2). The Guiding Principles are aspirational and incorporate the November 18, 2015 Board-approved goals related to facilities (R-15-157), results from a staff survey MKThink conducted in 2016 during the futurist/architectural strategist phase of work, and evaluation criteria also developed in 2016. The Boundaries provide more tactical expectations for the new Administrative Office.

In preparation for the Study Session workshop, the Board is asked to consider the following questions.

1. Do you have any specific parameters or goals with regard to the Board and public space needs?
2. What works and does not work with the Board's current spaces?
3. What works and does not work regarding the current layout and allocations for public areas?
4. Do you anticipate any significant changes in how the Board works or how the organization works over the next 15 years?
5. Do you have any comments or refinements on the Guiding Principles and Boundaries?

The Board's input will be added to the final Workplace Needs Assessment Report. The report's findings will then be incorporated into a future Request for Qualifications and Proposals for architectural services.

FISCAL IMPACT

The FY2017-18 budget includes $805,000 for the AO Project (Project #31202), and includes sufficient funding for this work. There is no direct fiscal impact of this report's approval.

BOARD COMMITTEE REVIEW

The Facilities Ad Hoc Committee met on April 24, 2017 and during this meeting, expressed support for the basic programming phase for the AO.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act.

NEXT STEPS

Following this Study Session, MKThink will incorporate the Board's input into the draft Workplace Needs Assessment. The final report will be presented to the Board at a future meeting anticipated to be before the end of the year.

The District has the ability to expedite construction projects using a design-build process. However, given the unique functions and workspace needs of the District, design-build approach is not well-suited where the District relinquishes design decision making over to a contractor. The design-build process is more suited towards typical projects like pond restoration and parking lots, where a high level of aesthetics and specificity is not as critical.

The District's interest is to complete the project as quickly as possible. Typically, large capital improvement projects take three years (one year each for design, permitting, and construction) to complete. The property owner of 5050 El Camino has until January 22, 2019 to close escrow, although this may occur sooner. As such, the District cannot proceed with construction until it has possession of the building, leases have expired, and tenants have vacated. Due to the complexity of the project and the unknown condition of the building that will influence the design, staff has added one year to account for unforeseen circumstances as they arise, e.g. structural issues discovered during testing, permitting challenges, existing tenant negotiations.

The project's tentative schedule below accommodates the complexity of this particular capital improvement project.

Phase	Tentative Time Period
Pre-Development – Basic Programming and Space Needs Assessment	June – Dec 2017
Architect/Engineer Firm Selection	Early 2018
Programming / Preliminary Concept Design	2018
Maximum Time Period for Close of Escrow	*Jan 22, 2019*
Schematic Design / Design Development / Environmental Review	2019
Permitting / Construction Document Development / Bidding	2019-2020
Construction	2021-2022

Attachments
1. Summary of Staff Input on Workplace Needs
2. Guiding Principles and Boundaries

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Graphics prepared by:
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CONTEXT

In order to assess the workplace needs of Midpeninsula Regional Open Space District, in September 2017 MKThink ran affinity mapping exercises in meetings with five groups, roughly divided by service line. In these meetings, MKThink asked staff to share their thoughts about their workplace, including but not limited to individual workstations, collaboration space, storage, amenities, and public spaces.

Participants wrote down their comments on one of four different colored Post It notes, corresponding to the following categories:

» **Retain**
» **Enhance**
» **Introduce**
» **Discard**

MKThink also undertook an office walk-through and gathered written information from each department.

The emerging themes from this assessment are presented on the facing page.

| CATEGORY*	RETAIN	ENHANCE	INTRO.	DISCARD	TOTAL
Individual workstations	28	12	15	9	**64**
Meeting rooms / Formal collaboration space	12	25	20	0	**57**
Environmental factors / Light / Air	15	10	13	7	**45**
Amenities	6	10	27	1	**44**
Adjacency	24	7	3	7	**41**
Storage	6	19	12	3	**40**
Kitchen / Breakrooms	13	11	5	1	**30**
Informal collaboration space	5	9	14	1	**29**
Technology	4	7	7	5	**23**
Parking / Transportation / Biking	5	6	6	0	**17**
HVAC	0	3	6	5	**14**
Board room	0	4	6	3	**13**
Outdoor access / Outdoors	3	5	2	0	**10**
Brand / Identity / Display	1	4	5	0	**10**
Acoustics	0	3	1	3	**7**
Telecommuting / Telework	1	5	1	0	**7**
Sustainability	0	0	0	4	**4**
TOTAL	123	140	143	49	455
Percent	*27%*	*31%*	*31%*	*11%*	*100%*

* *Table includes the top categories based on total number of Post Its. Other categories had fewer than 4 Post Its each so are not shown in this table.*

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EMERGING THEMES
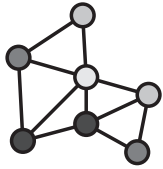
1. PHYSICAL ADJACENCY OF DEPARTMENTS IS IMPORTANT
Maintaining or improving adjacency to departments that work closely together came up as a top priority in three out of the five groups. Location to managers was also discussed for intra-department adjacency.
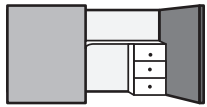
2. INDIVIDUAL WORKSTATIONS
Concerns or comments about individual workstations also arose as a top priority in three out of the five groups. Ergonomics, aesthetics, and additional hoteling workstations were all mentioned repeatedly as important workstation themes.

3. MEETING/COLLABORATION SPACE FOR SMALL MEETINGS
The need for both informal collaboration space and formal meeting rooms emerged as a top priority also in three of the five groups. In particular, small meeting rooms for three to four people or phone booths for quick private conversations came up many times.
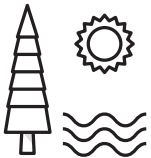
4. AMENITIES AND ENVIRONMENT ARE VALUED IN THE WORKPLACE
Amenities (such as showers, fitness rooms, lactation rooms, and kitchen space) and environmental factors (such as natural light, outdoor space, and windows) were top themes in three out of the five groups.
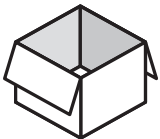
5. MAINTAIN AND INCREASE STORAGE
Storage was a top theme in two of the five groups. Concerns about storage related to providing additional general storage both at individual workstations and shared storage for departments as a whole. Specialized storage needs were also mentioned (and are detailed on each department specific page).

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TOP THEMES AND COMMENTS

| RETAIN | ENHANCE | INTRO. | DISCARD |

INDIVIDUAL WORKSTATIONS
» Sit/stand desks
» Individual work space
» More hoteling workstations
» Phone booths
» Cubicles without work layout space

MEETING ROOMS/FORMAL COLLABORATION SPACE
» Meeting rooms of various sizes but generally larger for inter-departmental meetings
» Smaller meeting rooms
» Board room
» Technology enabled meeting rooms
» Larger board room

ENVIRONMENTAL FACTORS/LIGHT/AIR
» Solar protection and glare
» Natural light - Views to outside
» Outdoor eating area
» Outdoor space
» Operable windows for fresh air

AMENITIES
» Functionality of amenities in kitchen space
» Outdoor meeting spaces
» Kitchen areas for each floor of building
» Shower facility
» Lactation quiet room

ADJACENCY
» Proximity to dept managers (GMO)
» All departments work in proximity to each other
» Close proximity to my team
» Eliminate separation of depts in different buildings
» Walls/doors between departments

STORAGE
» Good storage
» Equipment cleaning: ventilated, wet-room, oversize, near storage
» Increase department file storage and equipment storage
» Storage space for maps/drawings

INFORMAL COLLABORATION SPACE
» Collaborative space next to work space that doesn't disturb other departments
» Larger layout spaces that can also be used as collaboration spaces
» Creative/collaborative work areas
» Collaboration/lounge for group discussions/pin-ups/presentations

TECHNOLOGY
» Video-conference technology
» Technology storage
» EV charging
» Smart building controls and environment

PARKING/TRANSPORTATION/BIKING
» Parking near office both personal and fleet
» Emergency vehicle parking designated
» Bike storage/lockers

HVAC
» New, improved HVAC
» Building energy management system
» Air ducts

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GUIDING PRINCIPLES

APPROACH AND POLICIES

- "Utilize forward looking and imaginative approaches for evaluating and designing each facility"
- Establish policies and provide the technology to support work from satellite offices, "videoconferencing, and telecommuting"
- "Pursue sustainable design and construction options that are cost-effective and are evaluated through a lifecycle analysis"
- Retain "staff over a longer period of time" and "respond to the needs of diverse staff"

PHYSICAL SPACE

- Deliver an up-to-date, modern, and flexible work environment
- Create spaces to facilitate collaboration among Midpen departments and across service lines
- Account for the unique needs of each business line and department
- Provide quiet places for focused work
- "Ensure sufficient flexibility to allow Midpen to adjust and deal with uncertainty caused by outside factors influencing work force and work culture"

EXPERIENCE DESIGN

- "Improve outward facing or public facilities so visitors have a more welcoming experience when visiting Midpen's facilities"
- Design physical space to reflect the culture, brand, and identity of the organization as a whole
- Prioritize access to natural light, views, and outdoor space when possible
- Deliver spaces that support health, wellness, and productivity

EFFECTIVE SPACE

- Increase the efficiency of space use through smart adjacencies
- "Optimize staff deployment per FOSM recommendations and how departments and staff will work in the future"
- Invest renovation funds strategically and creatively, focusing on high-impact areas while being mindful of the bottom line
- "Facilitate Midpen's ability to effectively provide services to the public and to execute projects to the highest capability of the organization"

Items in quotations are from the Board Approved Goals dated 11/18/15

BOUNDARIES

- Locate the AO in one building

- Fit all departments and functions in 5050 El Camino Road

- Build flexible capacity for duration of facility's expected lifetime (30 yrs)

- Reserve 10,000 sq. ft. to lease for the next 15 years at 5050 El Camino

- "Minimize relocation disruption to staff by thoughtful transition planning"

Items in quotations are from the Board Approved Goals dated 11/18/15