

**REPORT FROM**

**OFFICE OF THE CITY ADMINISTRATIVE OFFICER**

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Date: May 29, 2025

CAO File No. 0220-06282-0000  
Council District: All

To: Municipal Facilities Committee



From: City Administrative Officer Municipal Facilities Committee Staff

Subject: **ADOPTION OF NEW CITY OFFICE SPACE STANDARDS**

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**RECOMMENDATIONS**

That the Municipal Facilities Committee (MFC) recommends to the City Council, subject to approval by the Mayor:

1. Adopt the revised City Office Space Standards as outlined below:
  - a. Standardize each workspace area to a six feet by six feet for non-management classifications;
  - b. Amend the office space for managers to 10 feet by 12 feet from the current size of 12 feet by 15 feet;
  - c. Amend the space for executive offices to 12 feet by 15 feet from the current size of 15 feet by 17 feet; and,
  - d. Use the new recommended designs to accommodate desk sharing, hoteling, and telecommute/hybrid space needs included in Attachment B, such as:
    - i. Focus Rooms/Phone Booths, and workstations;
    - ii. Collaboration Spaces such as huddle rooms, conference rooms, and open collaboration areas; and,
    - iii. Support space such as copy/print rooms, pantries, and wellness rooms.
2. Direct all City departments to comply with the new Space Standards and apply these standards to all new space and/or the repurposing of existing office space;
3. Direct all City departments to assign a designated office space as outlined in Recommendation 1 and Attachment B to staff who report into the office at least three days per week;
4. Direct all City departments to develop hoteling/shared space as outlined in Recommendation 1 and Attachment B to employees that telecommute three or more days per week;

5. Instruct City Departments that wish to deviate from the proposed Space Standards may initiate the discussion with the Department of General Services (GSD);
  - a. If GSD advises that the deviation is not consistent with the proposed Space Standards, the respective City Department may appeal the decision to the MFC in writing; and,
6. Instruct the City Administrative Officer (CAO) to release this report, if approved by the MFC, within 60 days to the City Council and Mayor, after the CAO Employee Relations Division meets and consults with the City labor unions on the Space Standards revisions.

## **SUMMARY**

The 1995 Workspace Standards (C.F. 92-1154-S4) (Attachment A) served as a guideline for new office space build-outs with employee workstation configuration based on job classification. These standards no longer align with modern office needs or the City's telecommute and hybrid work schedules. In addition, the current space standards do not consider workplace trends such as desk-sharing, hoteling, or advancements in technology such as video conferencing.

The City Administrative Officer (CAO) secured the services of a consultant to update the City's workspace standards with the goal of optimizing the use of City-owned properties and reducing reliance on leased office space. Over the past three fiscal years, the City's cost of leased office space has increased by 37.5 percent, from \$20.8 million in 2022-23 to \$27.8 million in 2024-25.

The current office space configurations were analyzed by the consultant, and new space standards were developed to reflect workplace dynamics and the opportunities presented by telecommuting to include:

- Shared workspaces, such as hoteling (reservation-based office setup) and hot-desking (first-come, first-served seating);
- Enhanced collaboration areas, including breakout and informal meeting spaces;
- Secure storage space for personal items and/or sensitive information;
- Design for energy-efficient lighting and ventilation; and,
- Standardized, smaller-sized workspaces.

## **BACKGROUND**

On March 20, 2024, the CAO issued a Task Order Solicitation to the Pre-Qualified Real Estate and Economic Development Consultants in Service Area Five: Master Planning, Site Planning, and Project Management (C.F. 12-1549) seeking the services of a qualified consultant to update and redefine the City's approach to office space planning, while aligning with current workplace trends. The selected consultant was also tasked with performing a test-to-fit analysis that incorporates the proposed standards at the Marvin Braude Municipal Building (Braude Building) to illustrate space efficiencies gained as a result of implementation. M. Arthur Gensler Jr. & Associates, Inc. (Consultant) was selected to perform this work.

The Consultant's final report dated January 1, 2025 (Attachment B) details the project, key findings for each space type, and test-to-fit cost analysis, which is summarized below.

### **Outreach to City Employees: Survey and Focus Group Findings**

#### **Employee Survey**

On July 23, 2024, the CAO released a memo to all departments entitled "City Employee Survey for Office Space Standards Study" requesting participation with an online survey prepared by the Consultant to understand how the current workspace supports City employees. The survey consisted of questions aimed to obtain feedback regarding current space needs and utilization within the respective departments. The City received over 1,100 responses to the survey by the August 2, 2024 deadline.

Key findings indicated that the majority of employees are working on a hybrid schedule, with most reporting to the office only one or two days per week to be effective. When asked about reporting in office, the most common preference was to report into the office full days, though many favored attending only for specific meetings, extended project-based periods, or partial-day schedules. In terms of desk preferences, most respondents indicated a preference to share a desk in exchange for more remote work opportunities, while fewer preferred having a dedicated desk paired with greater in-office expectations. Technology and equipment needs also varied. While many employees use desktop-only setups, nearly as many are equipped with both a laptop and a desktop, highlighting a blend of stationary and mobile workstyles.

#### **Focus Group Findings**

The Consultant conducted a series of focus group meetings over a six-week period with City employees, representing seven general employee categories (call center, field, administrative/financial, executive/management, legal, public interfacing/counter, and technical staff) to understand the space needs that support day-to-day operations and to discuss the survey results. In general, all responding departments reported hybrid work schedules across employee categories, with in-office days ranging from one to four days. The majority of employees are assigned an individual cubicle as the predominant form. Most employees emphasized the need for secure personal storage and some level of privacy. Some focus groups require work related secure storage.

Based on survey and focus group responses, the reduction in office space does not have a significant impact on work performance both inside and outside City facilities. The proposed Space Standards present an opportunity for long-term cost savings by reducing the City's reliance on leased office space, particularly in locations where staff can be relocated into City-owned facilities by leveraging telecommute or hybrid work schedules.

To further evaluate and understand the space needs used by the seven employee categories, the Consultant participated in site tours of City Hall, City Hall East, the Police Administration Building, the Public Works Building, the Braude Building, and the City-leased facility at Industrious. The Consultant then prepared various architectural designs and concepts that include technology improvements, flexible workspaces, and collaborative areas for telecommuting and hybrid work schedules.

The Consultant also compared and analyzed trends with other large public and private organizations that are adopting new space standards in response to evolving work schedules. In this study, the Consultant found that cities such as New York, Phoenix, San Antonio, and Toronto have shifted towards flexible schedule policies and approaches to desk sharing. The Consultant prepared the proposed Space Standards in consideration of these broader industry practices while balancing the needs of the City's workforce.

### **Proposed City Office Space Standards**

In developing the proposed space standards, the Consultant focused on the following planning principles:

*Employee Experience* - Employee areas are more geared toward promoting focus and collaboration and may have a variety of open collaboration areas. Focus spaces should be provided throughout the space to accommodate individual and collaborative workstyles while ensuring quiet and secure needs. These spaces can include specific branding and messaging that is intended to be kept internal, such as individual/departmental achievements and other communications meant to foster a sense of community among colleagues.

*Client Facing/Visitor Areas* - Client-facing areas, such as lobbies, public counters, and conference rooms, should create a positive first impression while ensuring easy movement to prevent congestion. Individual focus spaces and external collaboration areas should be positioned next to public-facing spaces to maintain privacy and prevent intrusion into employee zones. Additionally, these areas can be located near support spaces and amenities, such as pantries, to enhance the overall visitor experience.

Upon the conclusion of the focus group meetings, the Consultant began to draft architectural designs for each workspace type, such as (1) Focus Spaces; (2) Collaboration Spaces; and, (3) Support Spaces.

1. *Focus Spaces - Non-Management Workstation (Attachment B, Pages 41-42)* - The Consultant prepared two types of furniture layouts to serve as hoteling space, hot-desking, desk-sharing, or individual cubicles that will standardize each workspace at 6 feet by 6 feet (36 square feet) for non-management employees. The current standards range from 6 feet by 6 feet (36 square feet) to 8 feet by 12 feet (96 square feet) depending on the job classification. The workspace configuration will result in space savings of up to 63 percent. This report further recommends that assigned space should only be provided to employees who report to the office at least three days a week. Employees who report into the office fewer than two days a week should participate in desk-sharing and/or hoteling options.

*Focus Spaces - Management Office (Attachment B, Page 39)* - The Consultant proposed a 120-square-foot private office layout for management staff, such as two guest chairs to accommodate meetings and confidential discussions. This

replaces the current 12-feet by 15-foot (180 square feet) standard, resulting in space savings of 33 percent.

*Focus Spaces - Executive Office (Attachment B, Page 40)* - The Consultant proposed a 180-square-foot private office for executive staff, incorporating four guest chairs, a meeting table, and a wardrobe. This replaces the current 15-by-17-foot (255 square feet) standard, resulting in a 29 percent space savings.

*Focus Spaces - Phone Room (Attachment B, Page 38)* - The Consultant also recommends a 60-square foot private “phone room” for temporary use by non-management staff that are designed to support confidentiality and short-term focused tasks. This space includes glass walls, acoustic treatments, a height-adjustable desk, and two chairs.

2. *Collaboration Spaces* - Other space considerations would include collaboration space designed to support communication and teamwork, collaboration spaces offer technology-enabled environments to allow employees to transition between individual and group work throughout the day. The following room types represent solutions tailored to meet the varying needs of departments based on staff size and intended use.
  - Huddle Room (Attachment B, Page 44) (120 square feet) - Supports quick, small-group meetings and brainstorming sessions for two to four people, including a table, chairs, monitor, and whiteboard, with flexible layouts and screen sharing technology;
  - Small Conference Room (Attachment B, Page 45) (180 square feet) - Space for six to eight people, designed for meetings, discussions, presentations, and collaborative work;
  - Medium Conference Room (Attachment B, Page 46) (360 square feet) - Space for up to 20 people, designed for meetings, discussions, presentations, and collaborative work;
  - Large Conference Room (Attachment B, Page 47) (480 square feet) - Space for up to 25 people, designed for meetings, discussions, presentations, and collaborative work;
  - Training Room (Attachment B, Page 48) (900 square feet) - Space for educating employees on new skills and relevant information for their roles. Flexible space that can accommodate different formats, such as classroom or theater style; and
  - Open Collaboration Space (Attachment B, Page 49) - Informal areas designed to support a variety of functions such as ad-hoc teamwork, quiet focus time, and can serve as multipurpose spaces like informal meeting zones or waiting areas for guests. This area would be designed with lounge seating, high tables, whiteboards, and wireless connection, offering layout flexibility but located away from workspaces.
3. *Support Spaces* - Designed to house equipment, supplies, and shared resources, these areas provide functional layouts that support daily operations while

minimizing disruption to primary work areas. While City offices often include support spaces, there are currently no standardized guidelines in place for the design, size, or function of these areas.

- Copy/Print Room (Attachment B, Page 51) (120 square feet) – Equipped with multi-functional devices and storage for quick, efficient access to printing and office supplies;
- Kitchen/Pantry (Attachment B, Page 52) (120 square feet) – Break area located along main circulation paths, offering basic kitchen amenities and informal space for meals and conversation; and,
- Mother's Room/Wellness Room (Attachment B, page 53) (120 square feet) – Private space for nursing, meditation, or prayer, featuring comfortable furnishings and storage, with a focus on privacy, acoustic control, and accessibility.

This report recommends compliance with these space standards for all new and/or repurposed office space. Departments that wish to deviate from the proposed Space Standards may initiate the discussion with the Department of General Services (GSD). If GSD advises that the deviation is not consistent with the proposed Space Standards, the respective City Department may appeal the decision to the Municipal Facilities Committee in writing.

### **Marvin Braude Building Test-to-Fit**

The Consultant was provided with a comprehensive set of materials such as historical documents, organizational charts, a programming questionnaire detailing staffing, space, and operational needs, existing space plans, and the current Workspace Standards (Attachment B) to conduct a test-to-fit analysis of the proposed Space Standards across all four floors of the Braude Building. Two renovation scenarios were explored: Option 1, a minimal renovation that retains existing walls; and Option 2, a full renovation involving the removal of all non-load-bearing walls (approximately 75 percent of the building). The analysis compared projected desk assignments under two models: one without desk sharing (1:1 seat-to-staff ratio), and one with desk sharing (staggered telecommute model allowing a 1.25:1 staff-to-seat ratio over the course of a week). The full test-to-fit analysis is shown in Attachment B, Pages 71-72.

Option 1 with desk sharing, allows for the addition of 55 workstations and an increased headcount of 205 plus 41 collaboration rooms at a cost of \$10.1 million for the tenant improvements and provides \$1.9 million in lease savings annually. Option 1 without desk sharing would cost \$9.96 million for tenant improvements and \$519,576 in lease savings. A full building renovation under Option 2 would cost \$36 million and annual lease savings of \$614,045 without desk sharing. Option 2 with desk sharing would increase the annual lease savings to \$2 million.

The analysis illustrates that Option 1 with desk sharing is the most cost-effective model for maximizing the use of underutilized space, which accommodates more employees, and reduces the cost and reliance on leased facilities. Although this option used a 1.25:1 staff-to-seat ratio, due to the City's pending telecommute policy and uncertainty of the

return-to-work schedule, it is anticipated that greater space efficiencies and savings will be obtained if the ratio was increased to 2:1, which is commonly used in other jurisdictions.

## **FISCAL IMPACT**

There is no General Fund impact resulting from the adoption of the revised Space Standards. The tenant improvement and furniture costs associated with space conversions would be considered on a case-by-case basis.

## **FINANCIAL POLICIES STATEMENT**

The recommendations in this report comply with the City's Financial Policies in that approval does not require a funding appropriation.

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Attachment A: Current Workspace Standards adopted in 1995, augmented in 2002

Attachment B: The City of Los Angeles City Office Space Standards, Gensler (Consultant) Report

Workspace Standards are spatial guidelines for individual enclosed offices and open plan workstations. The City Council adopted new Workspace Standards in 1995, and the standards were augmented in 2002, as shown in the chart on the following pages.

These Workspace Standards are consistently applied whenever new office space is built out where no prior office build-out exists. For example, Workspace Standards were consistently and rigorously applied in the Public Works Building renovation, resulting in very efficient space utilization throughout the entire 500,000 square foot building.

In cases where office space is to be occupied which was previously built out for others, cost considerations drive decisions regarding the degree of compliance with Workspace Standards, and pre-existing build-outs are adapted within the parameters of what can be achieved cost effectively to approximate Workspace Standards.

A few examples of these guidelines follow:

- Minor deviations applying a different shape but the same overall approximate square footage can be made to meet design requirements, floor layouts or impediments. A 9x7 cubicle (63 square feet) might be substituted for a standard 8x8 cubicle (64 square feet).
- Larger, unused workspaces may be assigned to employees in the next Space Standards category below, if applied fairly to those in the same or similar Civil Service classifications. As conditions change in the future (due to promotions, retirements, transfers, etc.), workspaces may be reassigned to meet the Council-approved Workspace Standards wherever possible.
- If there are not a sufficient number of correctly sized workspaces to accommodate the group needs, every effort must be made to provide the correct size workspace if at all possible. This might include construction of an office or modification of a cubicle. If this is not possible because of funding or in leased space that is limited in duration, use of a smaller work space than the standards provide may be justified, if applied fairly to those in the same or similar Civil Service classifications. As conditions change in the future (promotions, retirements, transfers, etc.), workspaces may be reassigned per the Council-approved Workspace Standards.
- If a management employee would ordinarily be allocated a standard 180 square foot private office but a pre-existing build-out already has a 165 square foot office, the office may be used in its current size rather than incurring renovation costs to enlarge it to meet the exact standard.
- If a pre-existing build-out provides a 270 square foot office but an executive's standard allocation is a 250 square foot office, the office will be occupied in its current size rather than incurring renovation costs to reduce it to meet the standard.

## WORKSPACE STANDARDS

Deviations from the Workspace Standards above must be presented to and approved by the Municipal Facilities Committee (MFC). If GSD is aware of specific space standard deviations at the time it requests MFC approval for the backfill or reassignment of space, GSD will include such notification in the space request report. If deviations occur after MFC has already approved the backfill or reassignment of space, GSD will still notify the MFC that these deviations occurred.

### **"Rule Of Thumb" Guideline**

Since 1996, GSD has found that for typical office space that is efficiently planned and without atypically large spaces for public functions, a factor of 200 square feet per employee has served the City well as a rough estimate for stacking and block plan purposes only. This guiding measurement would include not only individual employee work stations and private offices, but file, storage and copier areas, small conference spaces, reception, circulation, etc. It is often used to provide initial estimates on square footage requirements for new groups or relocations.

Detailed programming will consider each individual workspace as well as auxiliary rooms and service spaces, resulting in a more accurate understanding of the actual space requirements. These actual figures will be the basis for the design and space planning of the actual space.

# EMPLOYEE CATEGORY / WORKPLACE STANDARDS

CF 92-1154 S.4 (5/16/1995)

Rev: CF 01-2337 (1/15/2002)

Job Category	Description	Space Code	Workspace Type	Usable Sq. Ft. (USF)	Size
I	Inspection and Field	OS1A	Open systems workstation	36	6'-0" x 6'-0"
	Includes inspection, investigative and other field-type personnel who spend most of their time out of the office. Typical classes include Tax Compliance Officer, Police Detective, and Building Inspector. This allocation provides for an open area assignment.				
IA	Call Center Operators	OS1A/B	Open systems workstation	36 - 64	6'-0" x 6'-0" up to 8'-0" x 8'-0"
	Allocation between 36 and 64 square feet will be determined at the discretion of the user department by the amount of paperwork generated and/or need for physical storage of reference materials and degree of occupancy.				
II	Clerical	OS1B	Open systems workstation	64	8'-0" x 8'-0"
	Sub-professional	OS1B	Open systems workstation	64	8'-0" x 8'-0"
	Includes all positions requiring desk space that are not provided for in other category standards. Typical classes include all clerical (Sr. and below), Student Worker shared station, Accounting Clerk, Management Aide and System Aide.				
III	Engineering	OS2B	Open systems workstation	64	8'-0" x 8'-0"
	Drafting	OS2B	Open systems workstation	64	8'-0" x 8'-0"
	Includes engineering, architectural, drafting and other personnel requiring use of a drafting table or working with employees using them. Typical classifications include Architectural Associate. Engineering management positions should use allocations provided in Categories IV-VII.				
IV	Administrative	OS2A	Open systems workstation	64	8'-0" x 8'-0"
	Includes positions requiring college graduation or equivalent that spend most of the day in the office. Typical classes include Personnel Analyst I and II, Accountant, Data Processing Technician, Systems Analyst I and II, Management Analyst I and II, Construction Estimator, Senior Accountant I and II, and Police Sergeant I (non-field).				

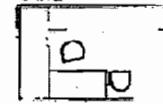
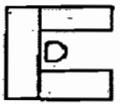
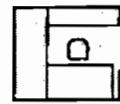
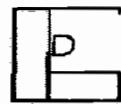
## EMPLOYEE CATEGORY / WORKPLACE STANDARDS

Job Category	Description	Space Code	Workspace Type	Usable Sq Ft (USF)	Size
IV	Supervisory Clerical/ Support	<b>OS2C</b>	Open systems workstation	64	8'-0" x 8'-0"
Includes position such as Principal Clerk, Chief Clerk, Payroll Supervisor, Title Examiner, Secretary, Executive Administrative Assistant, and Supervisory positions with interview responsibility. Work table allowance will be added when nature of work requires additional work surface in addition to basic furnishings.					
V	Supervisory	<b>OS3A</b>	Open systems workstation	96	8'-0" x 12'-0"
	Senior-Professional	<b>OS3A</b>	Open systems workstation	96	8'-0" x 12'-0"
	Administrative	<b>OS3A</b>	Open systems workstation	96	8'-0" x 12'-0"
	Engineering	<b>OS3B</b>	Open systems workstation	96	8'-0" x 12'-0"
	Drafting	<b>OS3B</b>	Open systems workstation	96	8'-0" x 12'-0"
This job category includes positions which supervise administrative and professional staff. The allocation provides for visitor seating and more spacious working arrangements. Positions include Architect, Engineer, Sr. Construction Estimator and Sr. Systems Analyst I, Sr. Management Analyst I, Sr. Personnel Analyst I, Police Sergeant II, Police Detective III, and Fire Captain I.					
VI	Middle Management	<b>OS5A</b>	Open systems workstation	96	8'-0" x 12'-0"
Category includes top level Senior or middle management positions in various administrative professional or engineering fields such as Sr. Engineer, Sr. Architect, Sr. Management Analyst II, Sr. Systems Analyst II, Police Lieutenant, Fire Battalion Chief, and Fire Captain II.					
VII	Management	<b>PO2</b>	Private Office	180	12'-0" x 15'-0"
This category includes highest level of departmental or division management positions in administrative, professional or engineering fields including Division or District Engineers (Principal Civil Engineer), Assistant Deputy Superintendent of building, and Principal City Planner, Chief Management Analyst, Police Captain, Police Commander, and Fire Assistant Chief.					
VIII	Executive	<b>PO3</b>	Private Office	250	15'-0" x 17'-0"
This category includes Department and Public Works Bureau Heads, some Assistants at the first management level below the Manager, and the City Engineer. The inclusion of Assistants will be based on department size and amount of non-departmental contact. Normally included will be those executive officer and comparable level positions in large line or staff departments and bureaus who have frequent meetings with non-departmental personnel.					

City of Los Angeles  
Department of General Services  
Workspace Standards

**workstations**

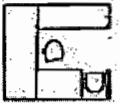
Job Category I	Job Category II	Job Category III	Job Category IV	Job Category V	Job Category VI
OS1A Field Inspection Open Systems Workstation 36 SF 8' x 6'	OS1B Clerical & Sub-professional Open Systems Workstation 64 SF 8' x 8'	OS2B Engineering & Drafting Open Systems Workstation 64 SF 8' x 8'	OS2C Administrative Support Open Systems Workstation 64 SF 8' x 8'	OS1A Supervisory - Professional & Administrative Open Systems Workstation 96 SF 8' x 12'	OS2A Middle Management Open Systems Workstation 96 SF 8' x 12'



OS1A-1 Field Inspection Open Systems Workstation 36 SF 8' x 6'
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OS1B CAD employee with drafting table & 2 monitors (max.) Open Systems Workstation 96 SF 8' x 12'
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OS2A Administrative Support Open Systems Workstation 64 SF 8' x 8'
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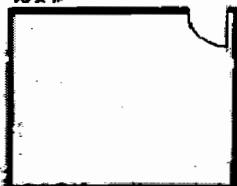
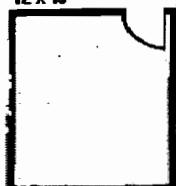


**private offices**

Job Category VII	Job Category VIII
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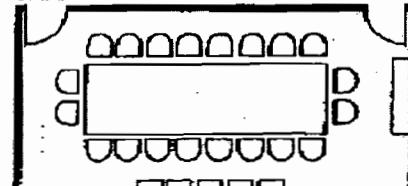
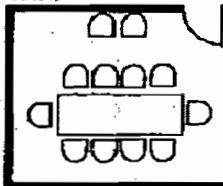
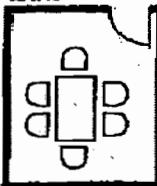
PO2 Management Private Office 180 SF 12' x 15'
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PO3 Executive Private Office 256 SF 19' x 17'
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**conference rooms**

Small (6 seats)	Medium (12 seats)	Large (25 seats)
180 SF 12' x 15'	256 SF 19' x 17'	510 SF 32' x 17'



# The City of Los Angeles

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## **City Office Space Standards**

May 20, 2025



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# OVERVIEW

# 01

About this Document

Document Guide

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# ABOUT THIS DOCUMENT

This document establishes the space standards for the City of Los Angeles ("City"), providing a comprehensive methodology and strategic approach to managing office space occupancy and utilization.

The goal of the space standards is to promote equity in space availability and utilization, addressing both the current and future needs of the City, while optimizing the City's existing office space resources. By developing a balance between individual focus workspaces, collaboration areas, and support spaces, these standards aim to enhance the City's ability to deliver exceptional service to City employees, outside City visitors, and public customers. Serving as a fundamental set of guidelines, this document outlines how the City can integrate a variety of space types across various departments and function areas based on research and data sourced directly from representatives and employees throughout the City.

Founded on insight from the City, the space standards aim to define performance criteria to improve business practices and ensure equitable access to office spaces for the City of Los Angeles.



# DOCUMENT GUIDE

## 01. Overview

A review of the purpose and material presented in this document in addition to typical processes and resources for space planning and standards

## 02. User Experience

Exhibit the City of Los Angeles' unique workplace experience including insights into various departmental group functions, department-specific workstyles and workflows, as well as overarching workspace criteria.

## 03. Benchmarking

Research and documentation focused on market trends and spatial principles informing the standards and criteria outlined in this document.

## 04. Space Standards

Space standards found within the City's workplace. This includes, but is not limited to:

- Planning Considerations
- Space Characteristics
- Furniture, Tools, and Physical Attributes

## 05. Marvin Braude Building Test-Fit

A pilot study utilizing the Standards to inform spatial programming focused within the City's Marvin Braude Building located in Van Nuys, CA.

## 06. Appendix

Reference documentation gathered during the project process substantiating upon the research, process and findings of this report.

### NAVIGATION & INTERACTIVE ELEMENTS

This document is designed to function similarly to a website, with a clickable navigation bar at the top of each page. For the best user experience, it is recommended this PDF be viewed in Adobe Acrobat.

### CLICKABLE LINKS

Text [highlighted in blue with underline](#) will navigate to pages within the document or online resources that provide more details.



# PROJECT VISION & PROCESS

In response to the ever-evolving workstyles of modern-day operations, the space standards emphasizes the focus of dynamic and adaptable work environments that cater to the diverse needs of departments and functions.

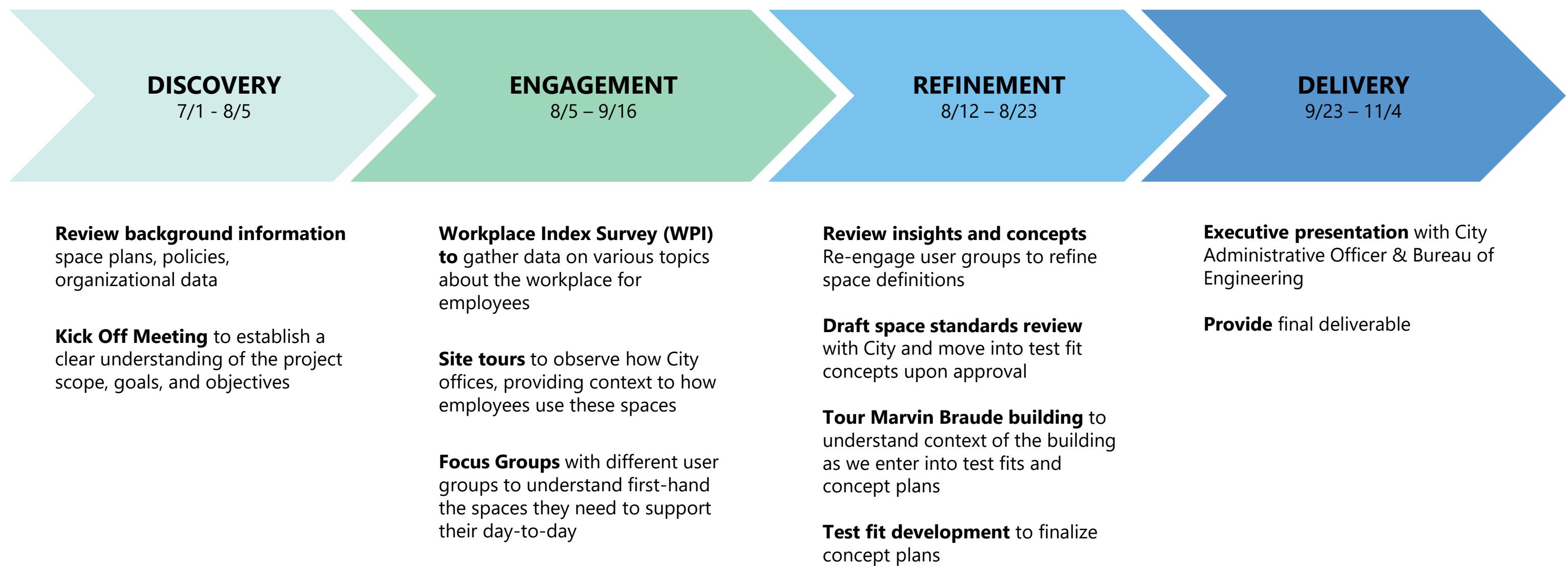
The spaces standards suggested in this report are strategically designed to support City-wide interaction, socialization, onboarding, training, collaboration, and access to specialized equipment and resources. The established guidelines and standards are centered on prioritizing and delivering effective, efficient, and integrity-driven workspaces tailored to the unique requirements of the City for years to come.



# Project Vision & Process

## Project Timeline

This initiative aimed to gather and document both qualitative and quantitative data to enhance the City's space standards. The data collection methods varied, including an Employee Survey with approximately 1,100 responses from City employees, site tours of existing City workspaces, and about 20 focus group sessions across 7 function groups with City employees throughout the project.





# USER EXPERIENCE

02

Function Groups  
Key Findings



# FUNCTION GROUPS

The term "Function Groups" refers to strategic clustering of specific departments based on similar workstyles and employee types. These systematic groupings were created to streamline data collection and focus group discussions, ensuring a more tailored and insightful approach to understanding departmental needs.

Categorization of departments was identified through examining common work patterns, interaction styles, and spatial requirements. Departments with similar operational functions were grouped to capture relevant feedback and insights that directly inform design decisions which may be applicable to more than one singular department.

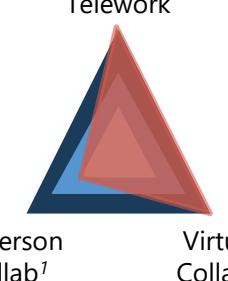
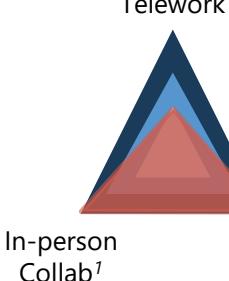
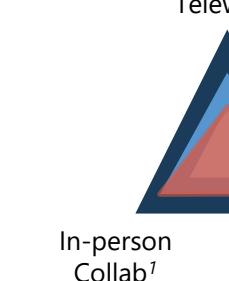
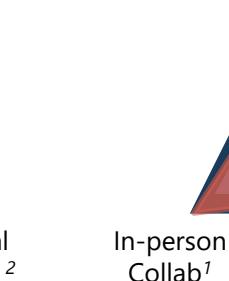
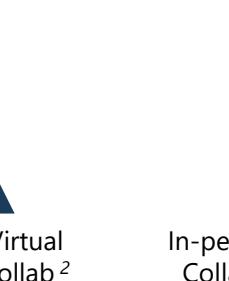
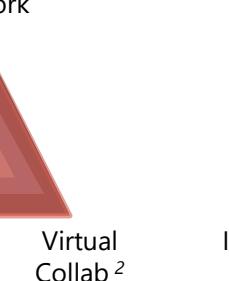
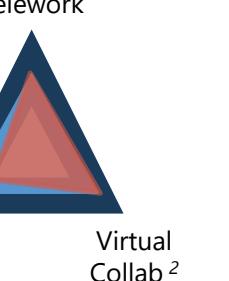
The seven function groups are as follows:

1. Call Center Operations
2. Technical Staff
3. Legal Staff
4. Field Staff
5. Executive / Management Staff
6. Administrative / Financial Staff
7. Public-Facing Counter Staff



# Function Groups

## Profiles

	Call Center Operations	Technical Staff	Legal Staff	Field Staff	Executive / Management Staff	Administrative / Financial Staff	Public-Facing Counter Staff
BEST DESCRIBED AS	Crucial roles responsible for <b>managing and responding to phone calls from the public</b> . They provide information, answer questions, and direct callers to appropriate departments or services within the City.	Professionals with <b>specialized technical skills who support various City operations</b> . They may include engineers, architects, IT specialists, and other technical experts who provide expertise in areas such as infrastructure development, building codes, and information technology services.	Legal professionals who <b>provide legal advice, draft policies, and handle legal matters for the City</b> . They ensure that all City operations comply with legal standards and regulations.	Employees who <b>primarily work outside the office environment</b> , performing tasks such as inspections, maintenance, and enforcement. They are essential for ensuring that City regulations and standards are met in various sectors such as building safety, public works, and environmental services.	<b>High-level officials</b> responsible for strategic decision-making, policy development, and overseeing the overall operations of the City. They are typically composed of senior managers and executives who direct departments and bureaus.	Group handles the <b>day-to-day administrative tasks and financial operations of the City</b> . They provide support services such as personnel management, budgeting, and financial reporting.	Employees who <b>interact directly with the public in person</b> , providing services such as issuing permits, answering inquiries, and handling customer complaints.
IDEAL DAYS IN THE OFFICE PER WEEK	1 day	2-3 days	3-4 days	3-4 days	2 days	2-3 days	2-3 days
TELEWORKING TRENDS & WORKPLACE ENGAGEMENTS	 Telework	 Telework	 Telework	 Telework	 Telework	 Telework	 Telework

**Note:** "In person Collab<sup>1</sup>" & "Virtual Collab<sup>2</sup>" refer to all internal collaboration as well as any external client-interfacing interactions that take place.



# KEY FINDINGS

An overview of the key organization and spatial requirements for each function group based on various Gensler-proprietary engagements with City-wide employees which included, but were not limited to:

- Workplace Performance Survey ("WPI") – 1,103 Responses.
- Multiple focus groups with all 7 function groups independently
- Site tours

The findings summary is based on feedback pertaining to a variety of workplace criteria and characteristic ranging from workflow and workstyle generalities to more attune workspace requests based on function-specific needs.

The following sections include metrics from the WPI survey and MentiMeter polling data as well as qualitative information identified through focus groups, meetings, and discussions. The following section is divided by function group and outline commonalities and specifics for workspace based on function operational features.



# Call Center Operators

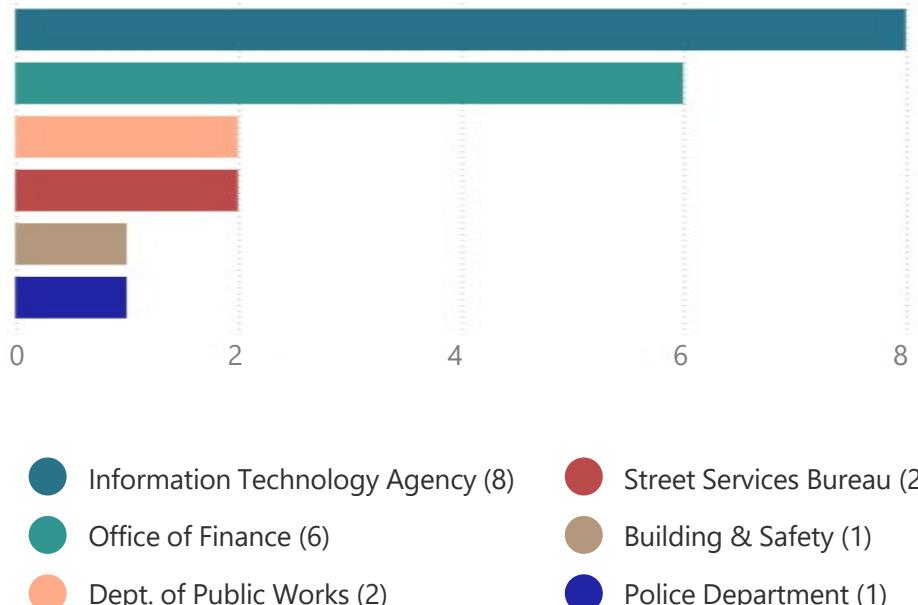
## Overview

The Call Center Operator function group is responsible for managing and responding to phone calls from the public. They provide information, answer questions, and direct callers to appropriate departments or services within the City. They play a crucial role in ensuring that public inquiries are handled efficiently and effectively.

### Participants [Los Angeles City] Gensler Facilitators

- Tita Zara
- Bryan Cowitz
- Bariela Ortiz
- Delilah Puche
- Elis Lee
- Ohaji Abdallah
- Mike Adkins
- Joyce Lo
- Riley Barkis
- Samuel Capozza

### Number of WPI Participants by Department

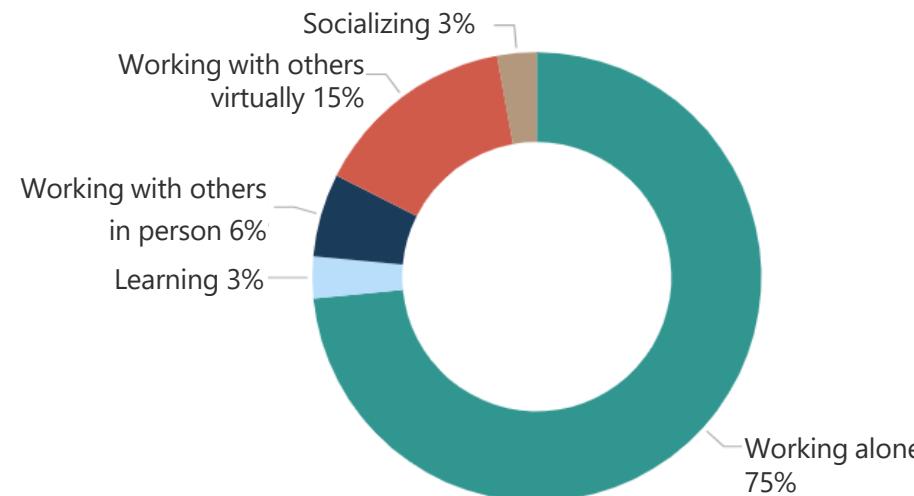


## Workflows & Work Styles

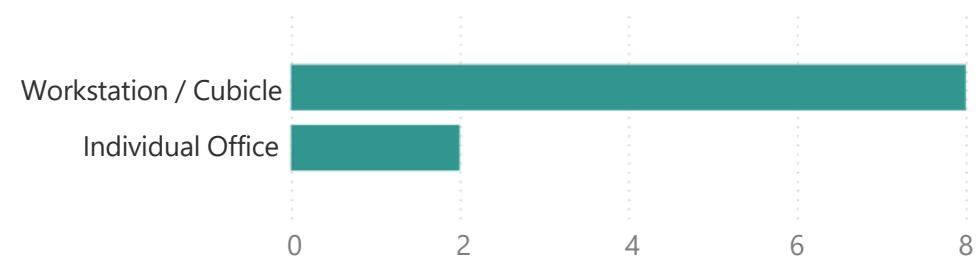
### Desk Sharing & Attendance

- Call Center employees primarily work remotely, except for those facing technical issues at home. A select few work full-time from the office.
- New hires must attend in-office training, and teams are required to meet in person once a month.
- ITA employees have a higher in-office presence, telecommuting 2-3 days per week while using hoteling cubicles.
- **83%** of individuals are assigned to a dedicated workspace.

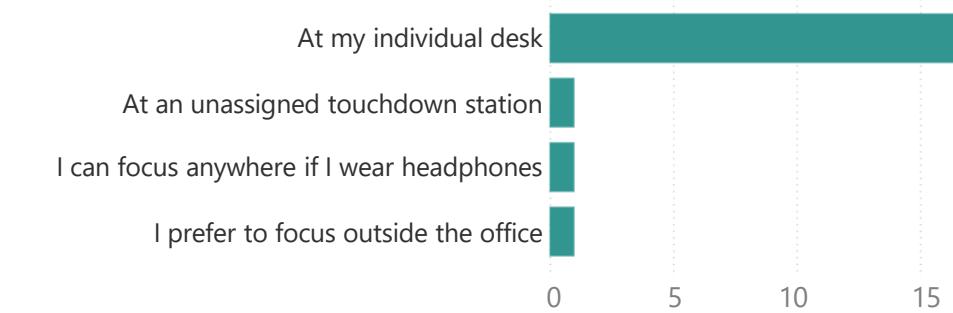
### During a typical week, how do you spend your time working?



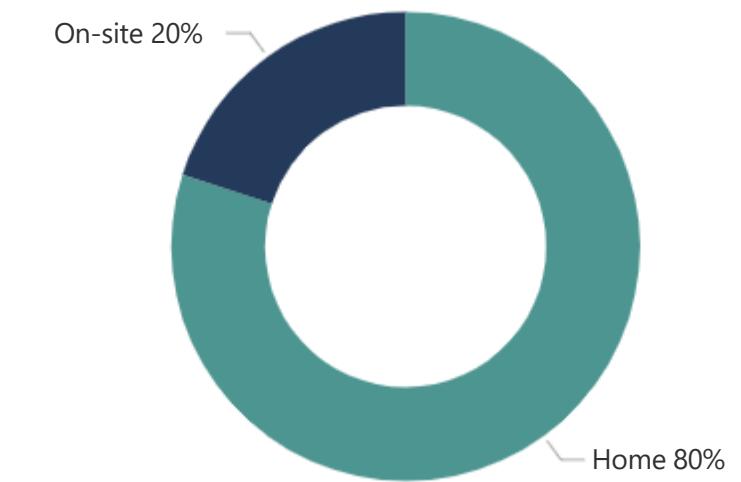
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- Offices are equipped with PCs, and personal laptops are provided for telecommuting. Fewer than 10 personal laptops are supplied by the City.
- Headsets are provided, and calls are managed through AWS.
- A new Salesforce CRM platform is currently being developed.

### Existing Attributes to Retain

- Maintain access to large meeting spaces and at least two training areas for the 311 staff.
- Ensure seamless communication and internet connectivity for continuous accessibility.

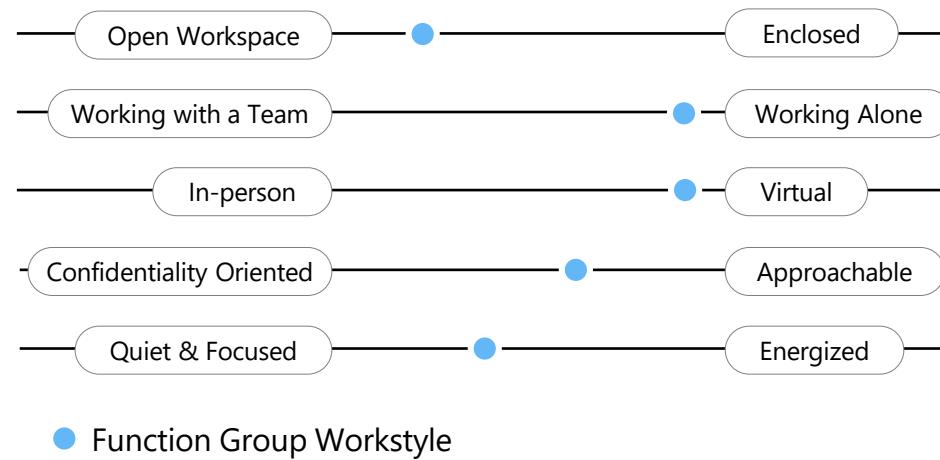


# Call Center Operators

## Top 5 Reasons to come into the office:



## Office Utilization

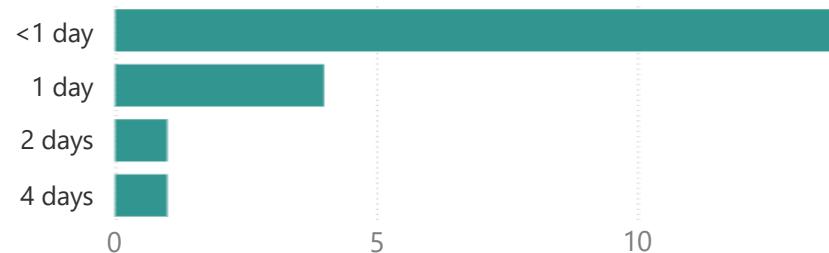


## Focus Space Key Insights

- Acoustic considerations are crucial, with high panels preferred for sound control.
- Existing cubicles are larger than necessary, apart from those for Troubleshooters who require extra surface space to prep equipment for deployment.
- Individuals spend an average of **88%** of their workday working from a dedicated workspace

## Days in Office to be Effective in Your Role?

- Individuals average **1 day** per week in the office.



## Support Space Key Insights

### Personal Storage Needs

- Some personal lockers provided to store individual belongings. Limited use of paper documents; file storage only at department level.

### Secure Storage Needs

- No secure storage needs identified.

### Interactions with Outside City Visitors

- No interactions with outside City visitors (to be verified).

### Interactions with Public Customers

- Customer support is conducted online and by phone.

## Collaboration Space Key Insights

- Impromptu collaboration occurs most frequently at workstations and enclosed offices.
- Training rooms are frequently in-use for onboarding, monthly meetings, and confidential tasks.
- Training rooms should have projectors, whiteboards, and secured PCs.

## Ideal Environment for Call Center Operators

- Ergonomic furniture with adjustable desks.
- Noise-controlled workspaces with privacy panels.
- Reliable internet connection.
- Spaces for decompression and socializing to enhance workplace positivity.



# Technical Staff

## Overview

The Technical Staff function group is comprised of professionals with specialized technical skills who support various City operations. They may include engineers, architects, IT specialists, and other technical experts who provide expertise in areas such as infrastructure development, building codes, and information technology services. Their work is primarily office-based, focusing on planning, design, and technical support.

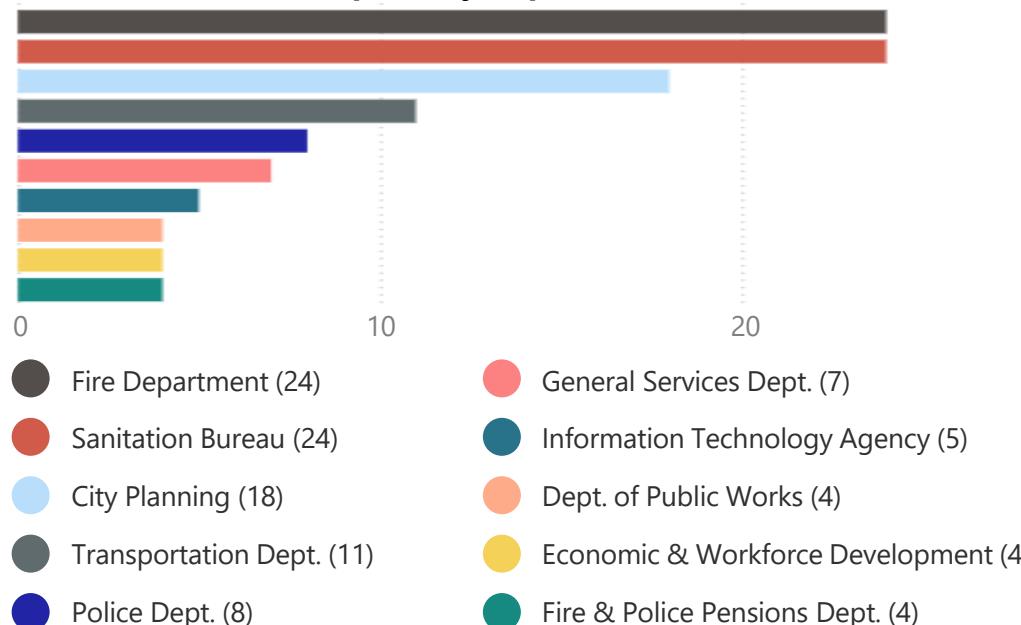
### Participants [Los Angeles City]

- Diana Gi
- Ethan Wong
- George Chen
- Jessica Lopez
- Joann Lim
- Jocelyn Estrada
- Patrice Lattimore
- Tita Zara
- Elis Lee
- Ohaji Abdallah

### Gensler Facilitators

- Michael Adkins
- Joyce Lo
- Riley Barkis
- Samuel Capozza
- Judy Frank

### Number of WPI Participants by Department [132 total]



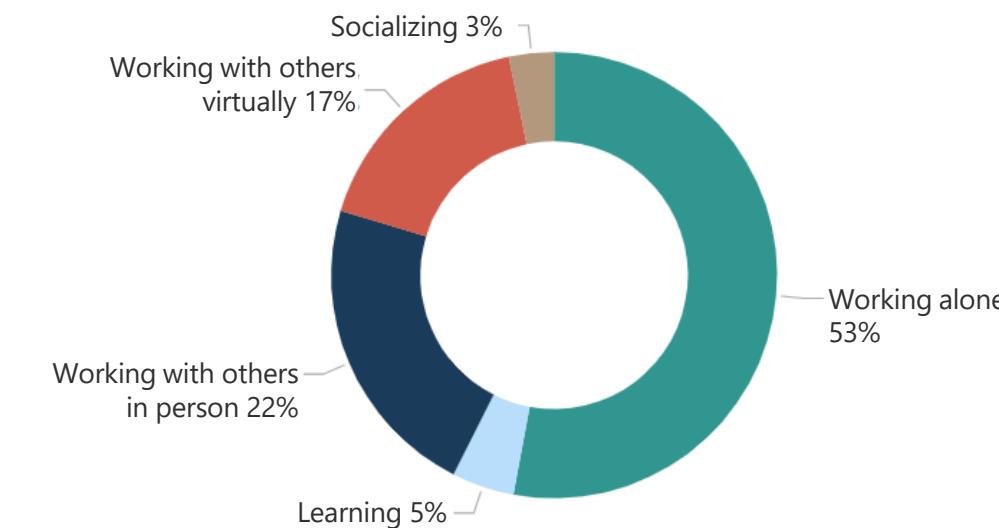
Additional Respondents: Personnel Dept., City Administrative Office, Building & Safety, Chief Legislative Office, Dept. of Disability, Housing Dept., Office of Finance, Contract Administration Bureau, Engineering Bureau, Los Angeles Zoo, Office of the City Clerk, Recreation & Parks, Street Lighting Bureau

## Workflows & Work Styles

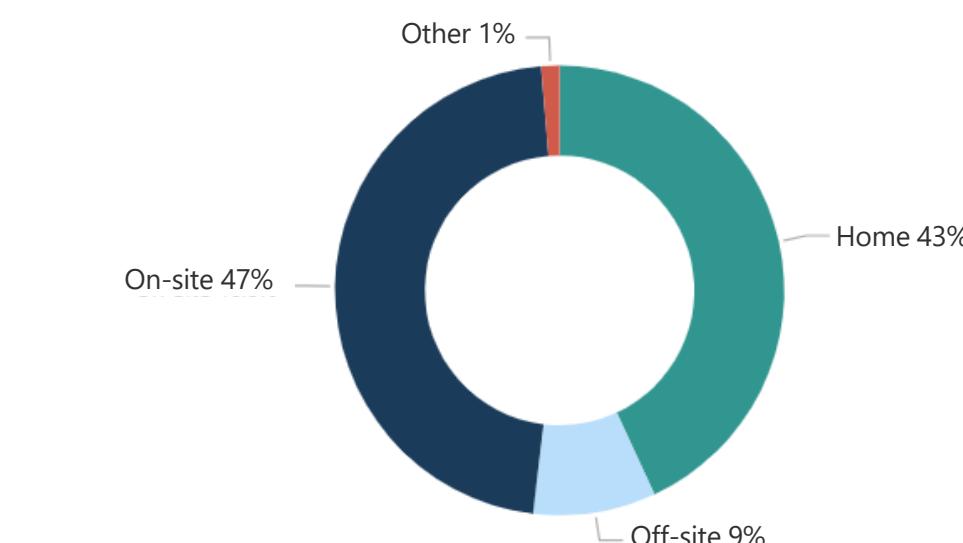
### Desk Sharing & Attendance

- Technical staff attendees noted that those who desk share do not use automated booking systems; management coordinates
- Expect the need for hoteling in the future as workforce grows
- 96%** of individuals are assigned to a dedicated workspace

### During a typical week, how do you spend your time working?



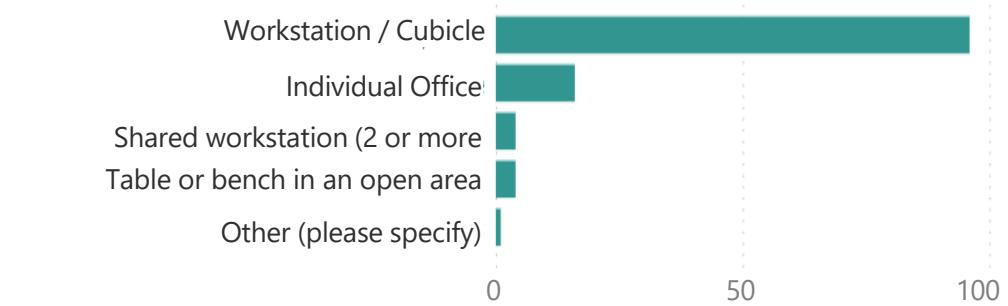
### During a typical week, how much of your time do you spend working in each of these locations?



### When you are working in the office, where do you prefer to concentrate or focus?



### Which best describes your individual assigned workspace?



### Tools & Resources

- Technology (printers, scanners, secured streaming connection, dual monitors, touchscreen monitors, BIM software)
- Quiet workspaces (sound absorption features and walls)
- Laptops (as opposed to desktops) to allow all employees to work and avoid overlap when attending a 'shared desk' simultaneously

### Existing Attributes to Retain

- Flexible workspace that supports collaboration whilst meeting privacy and confidentiality needs of teams and individuals.
- Amenity spaces (water stations, mental health spaces, lunch areas, gym, lounge spaces, natural light)
- Height-adjustable desks and docking stations for laptops

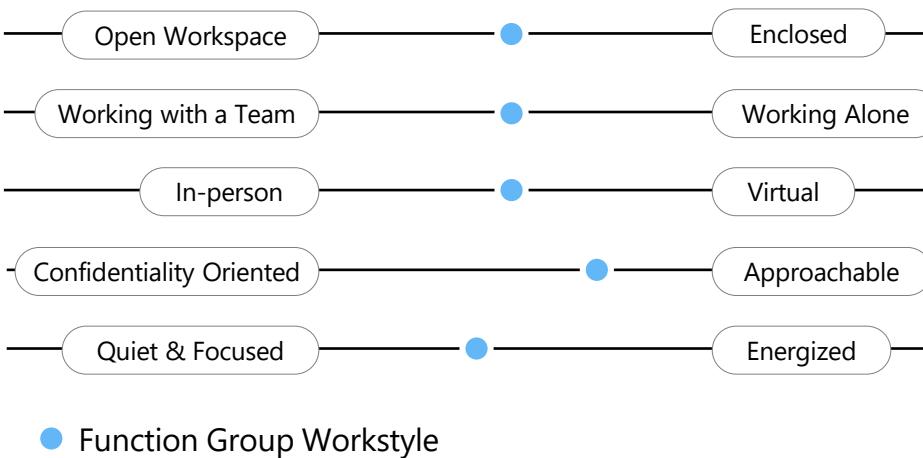


# Technical Staff

## Top 5 Reasons to come into the office:



## Office Utilization

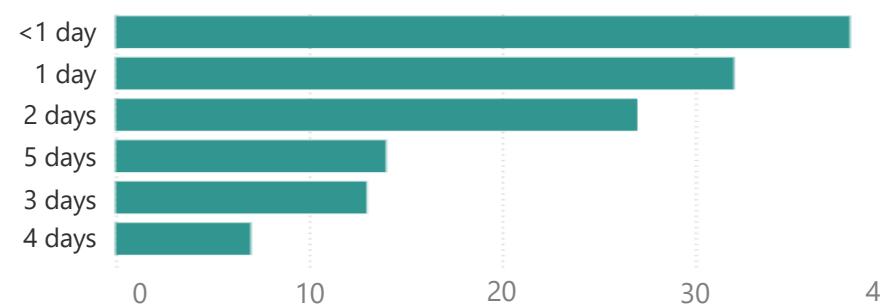


## Focus Space Key Insights

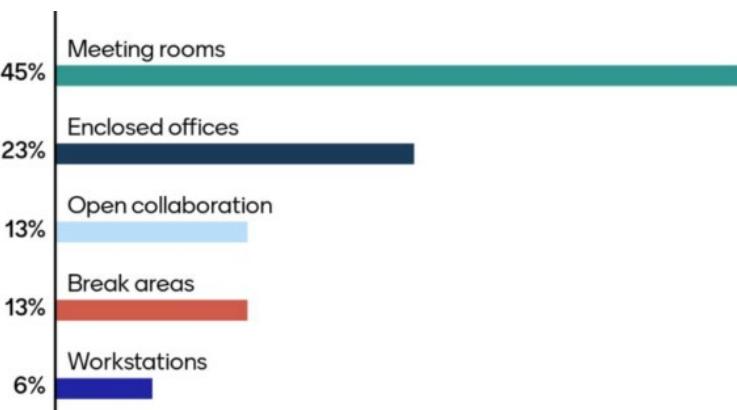
- Acoustic privacy is necessary - preference to separate physically
- Digitally oriented focus work (require adequate tech to support)
- Are open to moving away from cubical layout if sufficient private focus spaces are made available in the future
- Individuals spend an average of **82%** of their workday working from a dedicated workspace

## Days in Office to be Effective in Your Role?

- Individuals average **2-3 day** per week in the office.



## Percent of time spent in a typical week collaborating in person by Space Type



## Collaboration Space Key Insights

- Currently – collaboration is mainly digital
- Aspire for dedicated collaboration space. Current space shortage results in collaboration around meeting spaces
- Typical in person meetings include a range of 2-4 people

## Support Space Key Insights

### Personal Storage Needs

- Lockable desk drawers, filing cabinets, and personal lockers
- Racks for large format plan drawings / prints

### Secure Storage Needs

- Lockable (combination not key) drawers for laptops, passport services, money, legal documentation etc.
- Secure (preferably badge access) supply / storage room for medical clinic and ITA rooms for storing equipment

### Interactions with Outside City Visitors

- Typically, several times per month (typically larger ~10 people)
- Ideally take place in a private and secure meeting / conference room or digitally via video conferencing

### Interactions with Public Customers

- Typically conducted online on a daily basis

### Ideal Environment for technical Staff

- Height adjustable desks with dual monitors for workstations
- Access to amenities (water stations, breakrooms, mental health & wellbeing spaces)
- Private and noise-controlled workspaces (privacy panels or walls separated cubicles, etc.)
- Greenery and artwork to improve the environment and represent department occupying the space



# Legal Staff

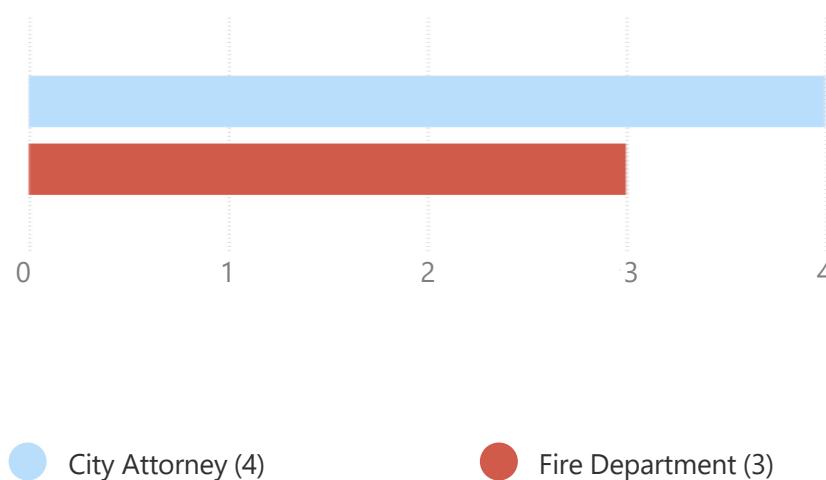
## Overview

The Legal Staff function group consists of legal professionals who provide legal advice, draft policies, and handle legal matters for the City. They ensure that all City operations comply with legal standards and regulations. The Legal Staff works closely with other departments to ensure that all actions are legally sound.

### Participants [Los Angeles City] Gensler Facilitators

- Sarkis Aleksanian
- Juan Martinez
- Delilah Puche
- Elis Lee
- Ohaji Abdallah
- Mike Adkins
- Joyce Lo
- Riley Barkis

### Number of WPI Participants by Department

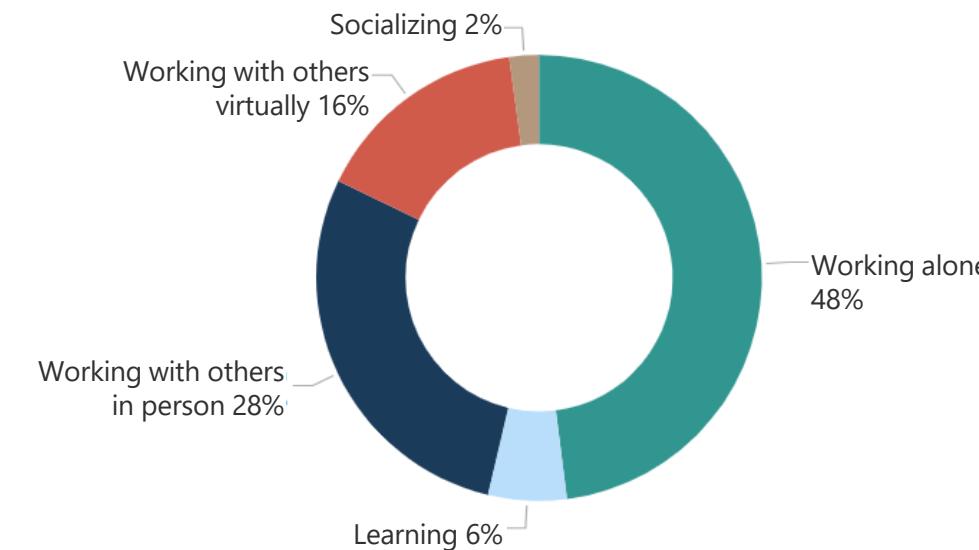


## Workflows & Work Styles

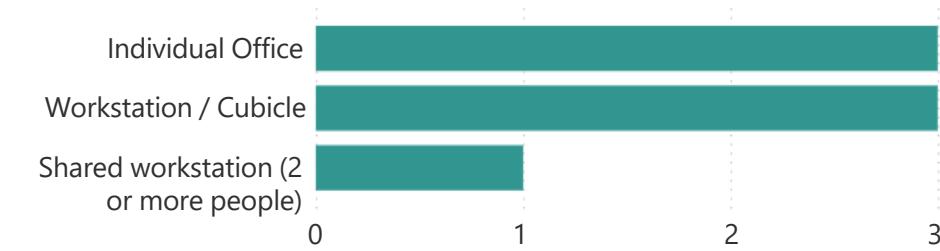
### Desk Sharing & Attendance

- Yes – due to combination of space shortage and teleworking
- Desk sharing well received by staff and is preferred
- **100%** of individuals are assigned to a dedicated workspace

### During a typical week, how do you spend your time working?



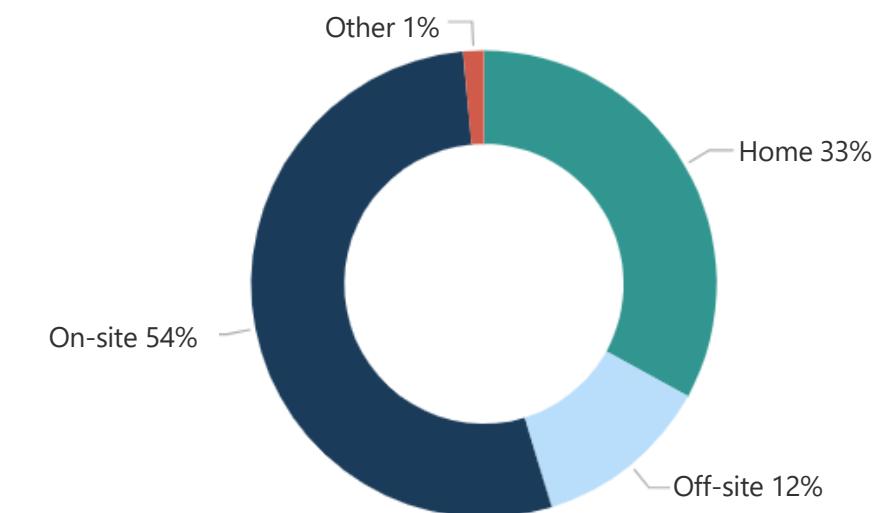
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- Situated physically close to Court and access to a law library
- Reservable conference and huddle rooms for confidential work
- Secured internet connection for digital work and telecommuting

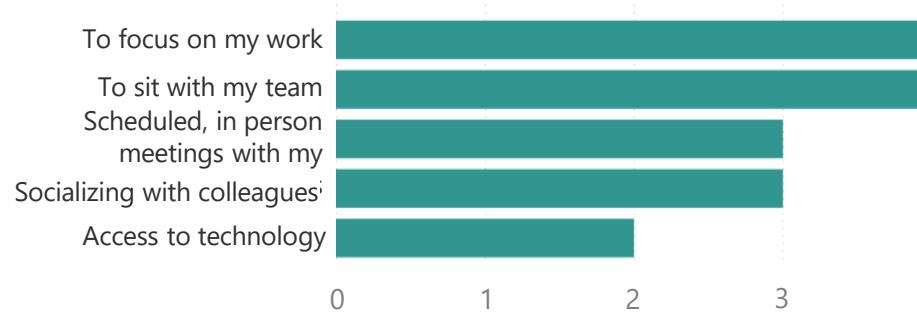
### Existing Attributes to Retain

- Windows and natural light in offices and workspace
- Private spaces for confidential meetings and content review

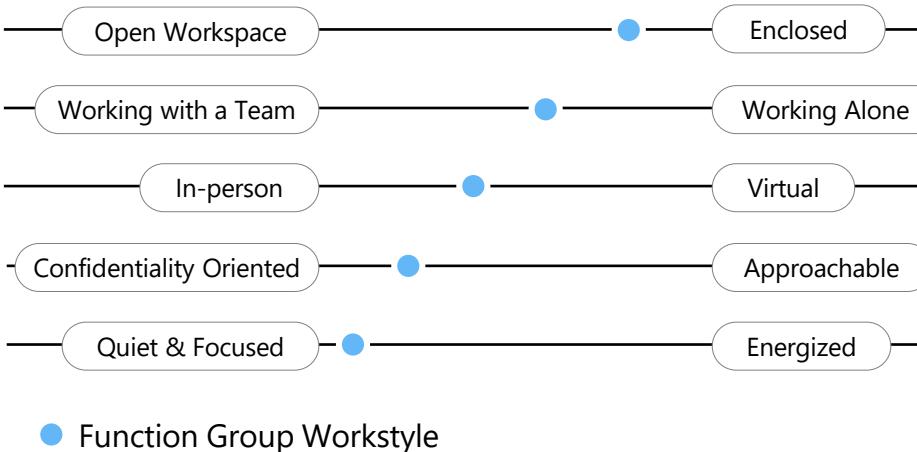


# Legal Staff

## Top 5 Reasons to come into the office:



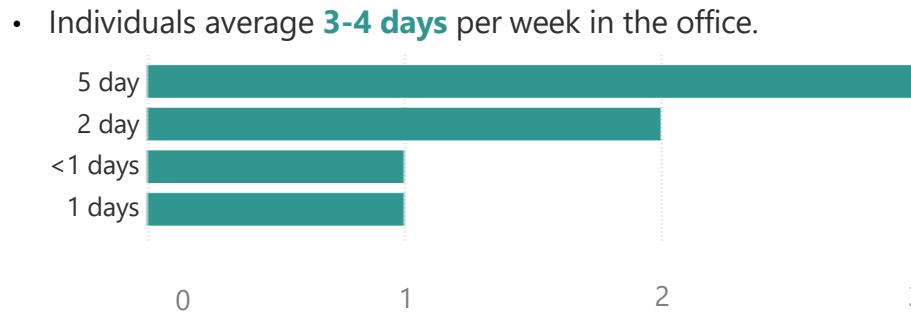
## Office Utilization



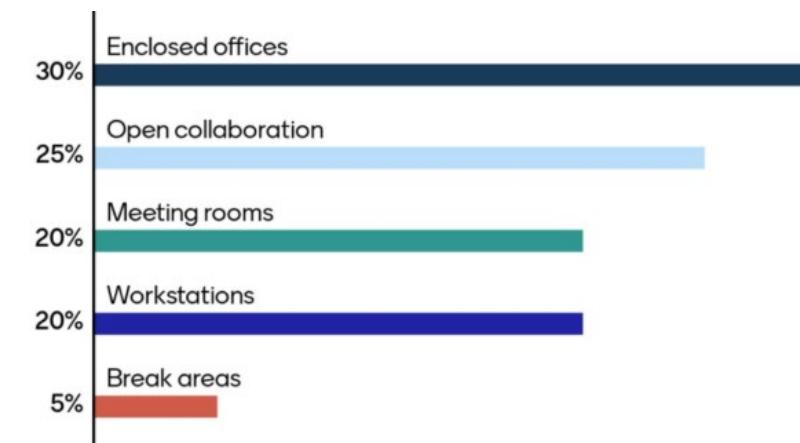
## Focus Space Key Insights

- Physical, visually and acoustically separated and private focus space for sensitive and confidential information / material
- Large desk space for filing and on-hand physical documentation
- Need a traditional dedicated / assigned workspace for privacy
- Individuals spend an average of **90%** of their workday working from a dedicated workspace

## Days in Office to be Effective in Your Role?



## Percent of time spent in a typical week collaborating in person by Space Type



## Collaboration Space Key Insights

- Conference / meeting rooms used for privacy and confidentiality during investigations, interviews
- Typically, first come, first serve basis for collaboration spaces and private meeting rooms but would like ability to reserve
- Internal collaboration happens at workspace (visit neighboring desk)
- Space needs to be acoustically and visually sealable (no curtains)

## Support Space Key Insights

### Personal Storage Needs

- Wardrobe lockers for personal items and courtroom attire
- Desk drawers, filing cabinets, personal lockers, and pedestals
- Bookcases / open shelving for legal binders and policy materials

### Secure Storage Needs

- Lockable locker rooms and storage rooms / cabinets
- Secure firearm / weapon storage rooms / spaces

### Interactions with Outside City Visitors

- Interact with outside City visitors daily
- Ideally take place in multipurpose spaces with "flexible" layout configuration opportunities
- May require large groups of outside City visitors ~200 in a day.

### Interactions with Public Customers

- Requests typically submitted online and inquiries over the phone
- Face-to-face has proven to be the most efficient way of working with public customers. Prefer to have a full-time receptionist.
- Email inquiries allow time for legal team to troubleshoot / research

### Ideal Environment for Legal Staff

- [Criminal] legal branch able to telecommute (currently not feasible due to strict DOJ regulations for confidentiality)
- General amenities (stove, water stations, sinks, ice machines, etc.)
- Laptops for all legal staff + docking stations at all workspaces
- Adequate safety measures (panic buttons for all employees at desks, and other resources at disposal for security)



# Field Staff

## Overview

The Field Staff function group includes employees who primarily work outside the office environment, performing tasks such as inspections, maintenance, and enforcement. They are essential for ensuring that City regulations and standards are met in various sectors such as building safety, public works, and environmental services. Roles that involve more than 50% of time spent on-site would fall into this category.

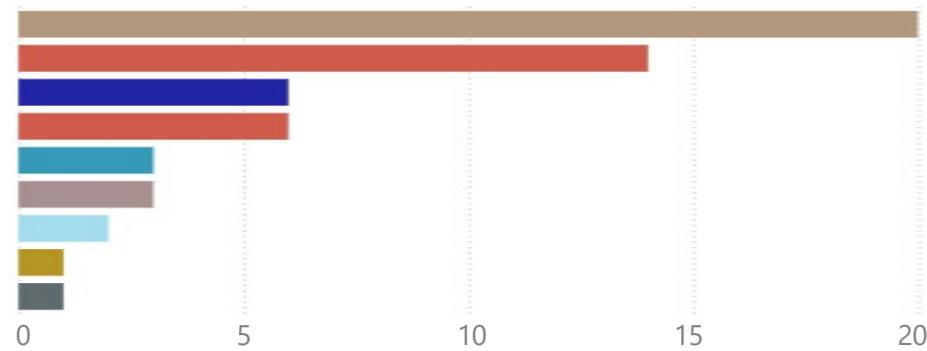
### Participants [Los Angeles City]

- Raoul Mendoza
- Sandra Russell
- Seffy Wiles
- Steve Embrich
- William Benson
- Christopher Porter
- Eric Jakeman
- Jennifer Ware
- Ohaji Abdallah
- Delilah Puche
- Elis Lee

### Gensler Facilitators

- Joyce Lo
- Riley Barkis
- Samuel Capozza
- Mike Adkins

### Number of WPI Participants by Department



Building & Safety (20)

Fire Department (14)

Police Department (6)

Sanitation Bureau (6)

Civil & Human Rights Dept. (3)

Los Angeles Zoo (3)

Recreation & Parks (2)

Contract Administration (1)

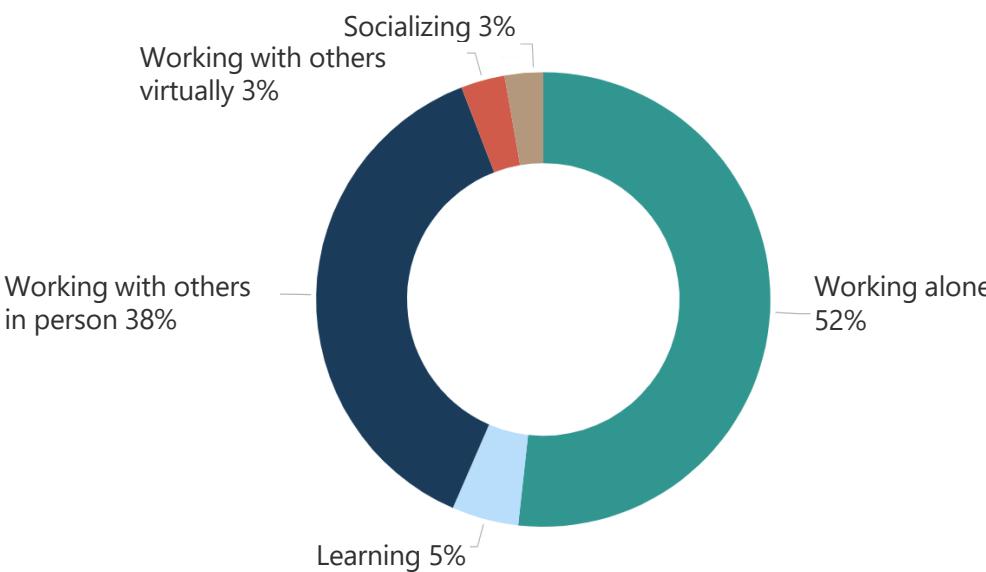
Transportation Dept. (1)

## Workflows & Work Styles

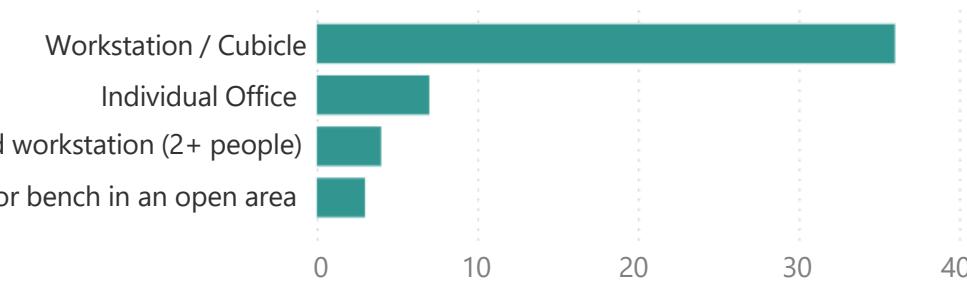
### Desk Sharing & Attendance

- Desk sharing for Field Staff is dependent upon department, job assignment/classification, and work hours.
- LADOT, BCA, and LAPD provide desk sharing to enable Field Staff to access emails and Workday.
- **89%** of individuals are assigned to a dedicated workspace

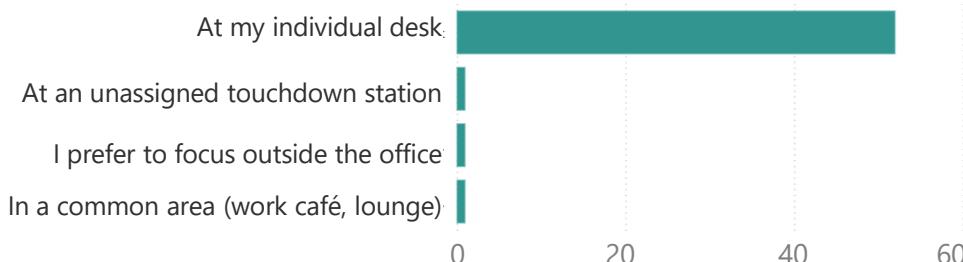
### During a typical week, how do you spend your time working?



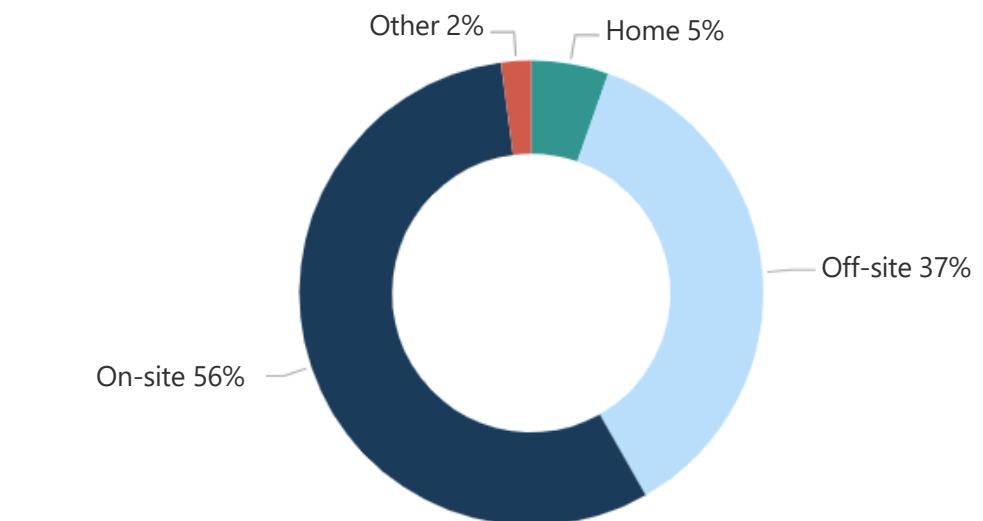
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- Essential tools include laptops, cell phones, tablets, chargers, and internet connectivity.
- Other specialty materials such as radio, PPE, safety materials, traffic cones, flares, traffic signs, fans or other cooling devices.

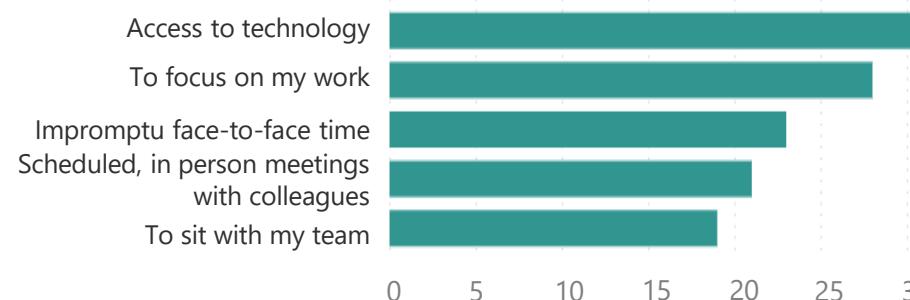
### Existing Attributes to Retain

- Maintain and expand shared workstations for Field Staff.
- Offer diverse meeting spaces for hybrid meetings.
- Ensure adequate storage for required equipment.
- Prioritize safety for both building and field environments.

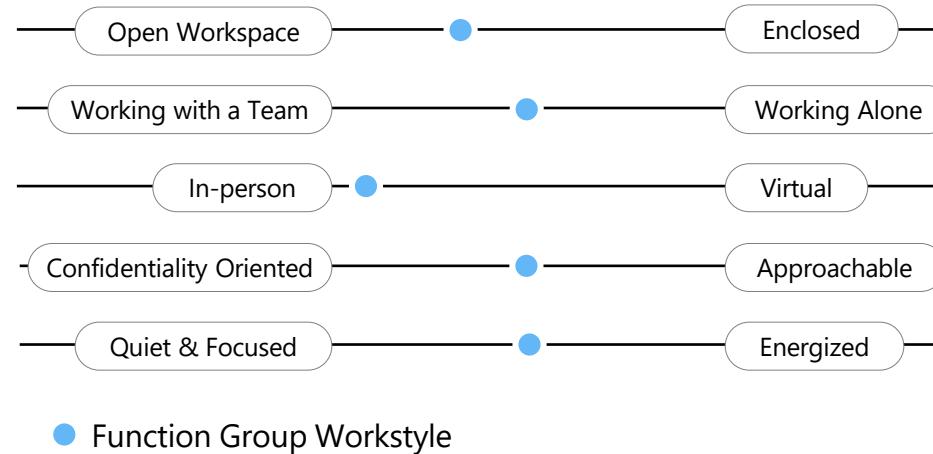


# Field Staff

## Top 5 Reasons to come into the office:



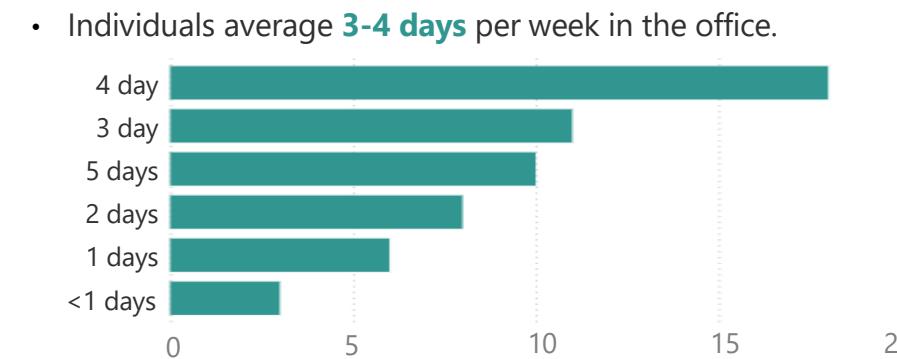
## Office Utilization



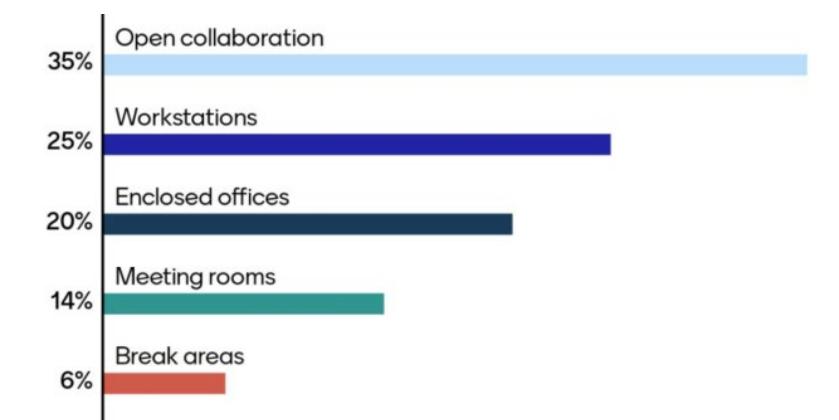
## Focus Space Key Insights

- Field Staff utilize the office for a variety of functions, including roll call, reports, research, returning phone calls and emails, meeting with Supervisors, restocking supplies, reviewing progress payments and closeout of project records.
- A mix of both assigned and unassigned seating is preferred.
- Acoustic privacy is a primary concern for workspace layouts.
- While working from the office, individuals spend an average of **68%** of their workday working from a dedicated workspace.

## Days in Office to be Effective in Your Role?



## Percent of time spent in a typical week collaborating in person by Space Type



## Collaboration Space Key Insights

- In-person collaboration mainly occurs in open collaboration areas, workstations, and enclosed offices.
- Meeting spaces should support interactivity with integrated monitors and whiteboards.

## Support Space Key Insights

### Personal Storage Needs

- Desk drawers, filing cabinets, bookcase / open shelving, personal lockers, and wardrobe lockers.

### Secure Storage Needs

- Lockable desk drawers for Field Staff storing firearms and ammunition (LAPD).
- Secure filing for confidential documents.

### Interactions with Outside City Visitors

- Typically occur outside of the office environment.

### Interactions with Public Customers

- Typically occur outside of the office environment.

### Ideal Environment for Field Staff

- Workstation layout to encourage staff interaction, collaboration, and knowledge sharing.
- More individual distraction-free meeting areas.
- Consider a mobility ratio for Field Staff hoteling.



# Executive / Management Staff

## Overview

The Executive / Management Staff function group includes high-level officials responsible for strategic decision-making, policy development, and overseeing the overall operations of the City. They are typically composed of senior managers and executives who direct departments and bureaus.

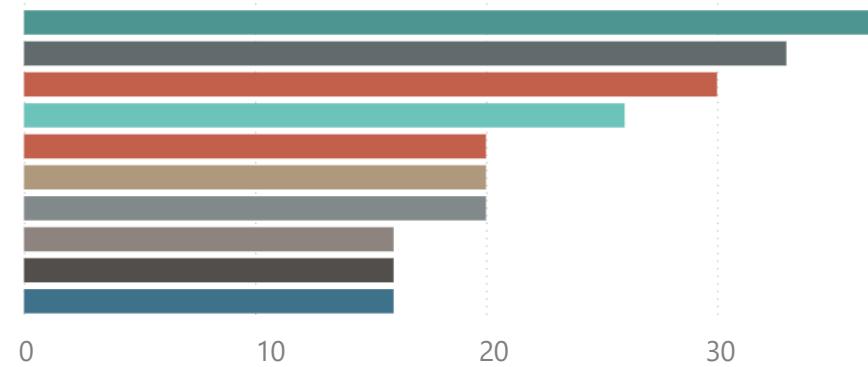
### Participants [Los Angeles City]

- Amy Benson
- Dana Brown
- Deborah Weintraub
- Howard Wada
- Leslie Herrig
- Melissa Velasco
- Melody J. McCormick
- Ohaji Abdallah
- Sandra Russell
- Ted Allen
- Delilah Puche
- Elis Lee

### Gensler Facilitators

- Mike Adkins
- Joyce Lo
- Riley Barkis
- Samuel Capozza
- Judy Frank

### Number of WPI Participants by Department



Sanitation Bureau (38)

Building & Safety (33)

Police Department (30)

Office of the City Admin. (26)

Fire Department (20)

General Services Dept. (20)

Housing Department (20)

Dept. of Public Works (16)

Information Technology Agency (16)

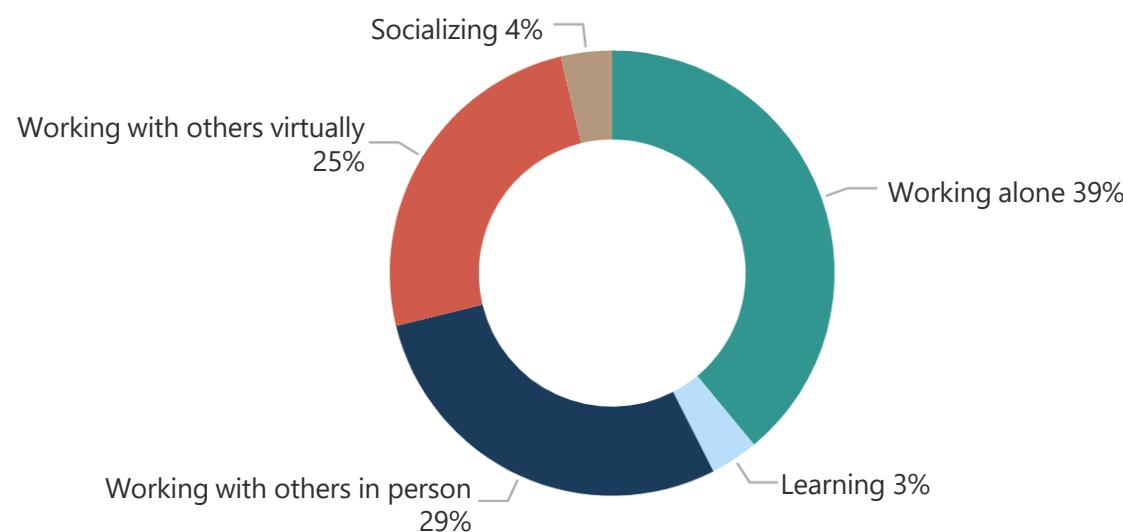
Los Angeles Zoo (16)

## Workflows & Work Styles

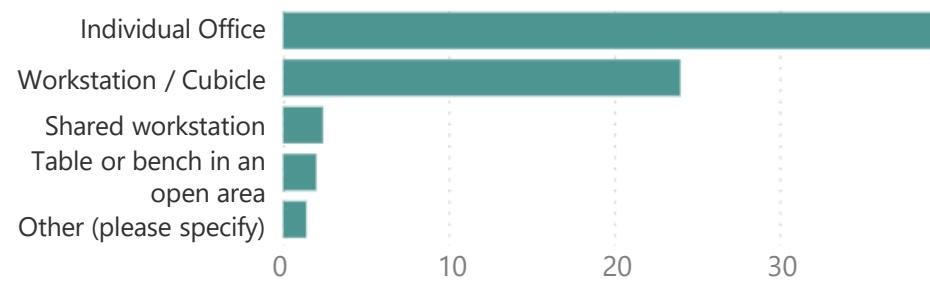
### Desk Sharing & Attendance

- Executive-level employees are assigned enclosed offices, while management staff receives designated workstations.
- Currently, desk sharing at the Executive/Management level is minimal, but there is openness to adopting it in the future.
- **97%** of individuals are assigned to a dedicated workspace.

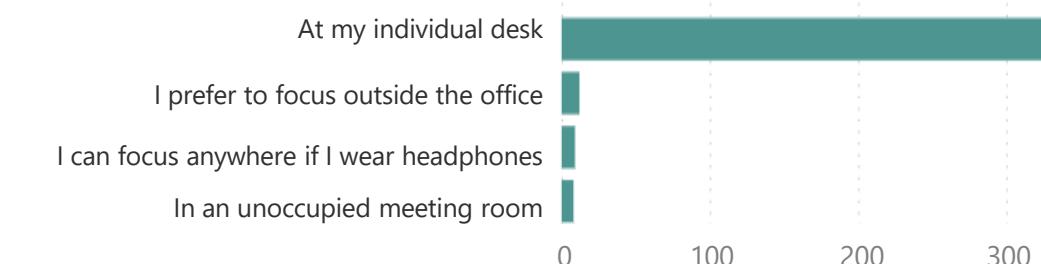
### During a typical week, how do you spend your time working?



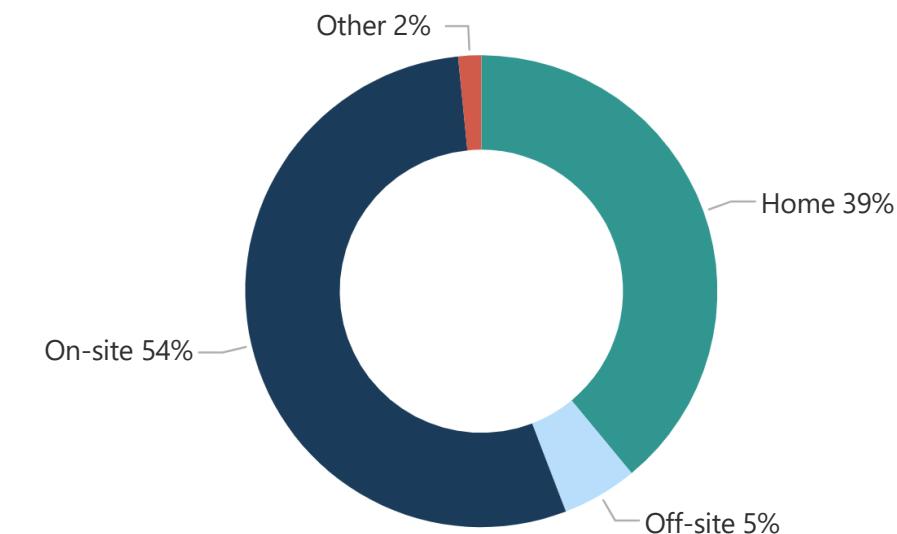
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- Executive/Management employees require access to a computer, cell phone, desktop phone, City network connection, and printer/copier.

### Existing Attributes to Retain

- Maintain spaces for in-person interactions, including areas for training, council/board meetings, and fostering office camaraderie.
- Ensure small and large meeting rooms are equipped for hybrid collaboration.
- Retain comfortable chairs and natural lighting.

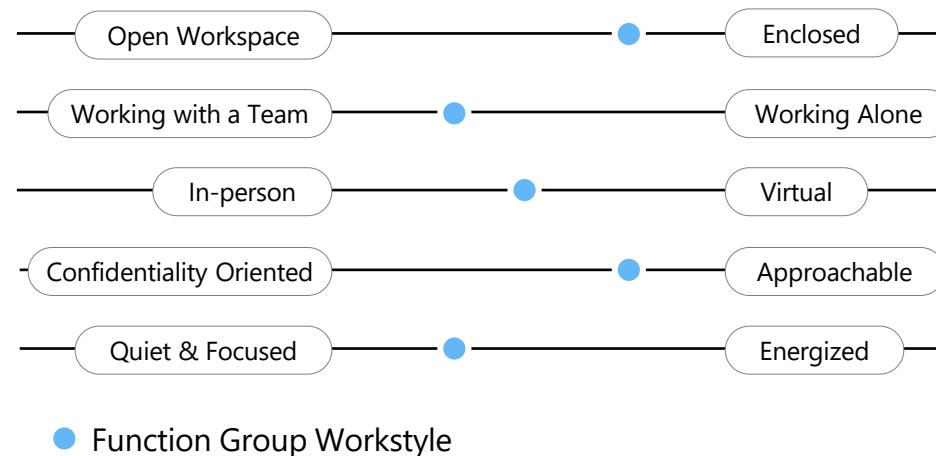


# Executive / Management Staff

## Top 5 Reasons to come into the office:



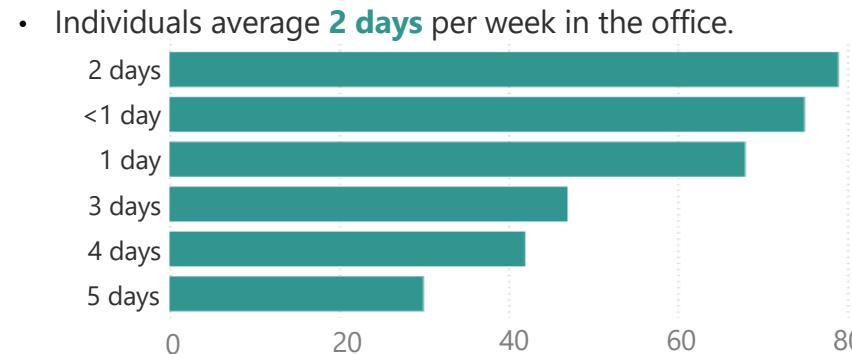
## Office Utilization



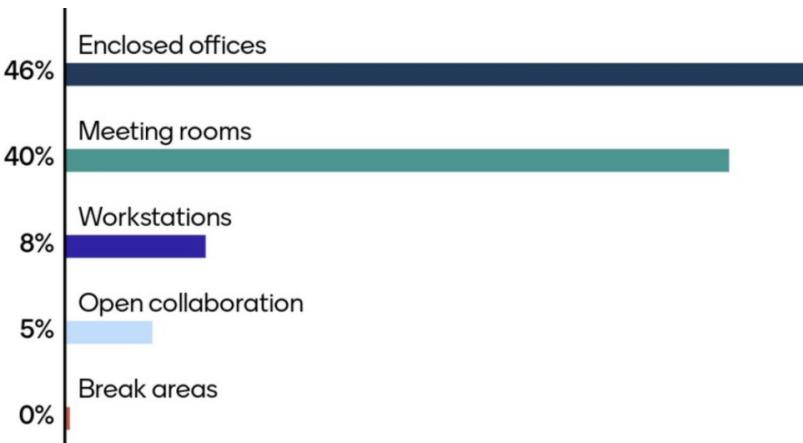
## Focus Space Key Insights

- Acoustic concerns due to frequent calls in workstations.
- Mid-to-low height cubicles with plexiglass panels balance noise reduction and daylight.
- Enclosed offices should support in-person meetings.
- Individuals spend an average of **73%** of their workday working from a dedicated workspace

## Days in Office to be Effective in Your Role?



## Percent of time spent in a typical week collaborating in person by Space Type



## Collaboration Space Key Insights

- Collaboration mostly occurs in enclosed offices and meeting rooms.
- Typical in person meetings involve small to mid-sized groups.
- Equip rooms for hybrid collaboration.
- Ongoing issues with microphones in meeting rooms, most critically in oversight meetings.

## Support Space Key Insights

### Personal Storage Needs

- Desk drawers, filing cabinets, bookcase / open shelving, personal lockers, and wardrobe lockers.
- Mobile pedestals have been an issue. Individuals will move them when their workspace assignment changes.

### Secure Storage Needs

- Lockable drawers or filing cabinet for personnel files.
- Secure storage for firearms and case packages (LAPD).

### Interactions with Outside City Visitors

- Frequency is dependent upon department and role. Some Executive/Management staff interact daily with outside City visitors, others rarely or never.
- Interactions typically occur in an enclosed office or conference room. No existing reception / waiting area.

### Interactions with Public Customers

- Usually conducted online or over the phone; sometimes occurs in person in the office or in the field.
- Interactions with public customers in the office are typically in an enclosed office or conference room.

### Ideal Environment for Executive/Management Staff

- Create spaces that encourage impromptu mentorship and networking in the office.
- Provide a diverse range of focus spaces to accommodate varying personalities and work styles.
- Implement noise-canceling between workstations.
- Prefer layouts with offices centrally located and workstations near windows for daylight access.



# Administrative / Financial Staff

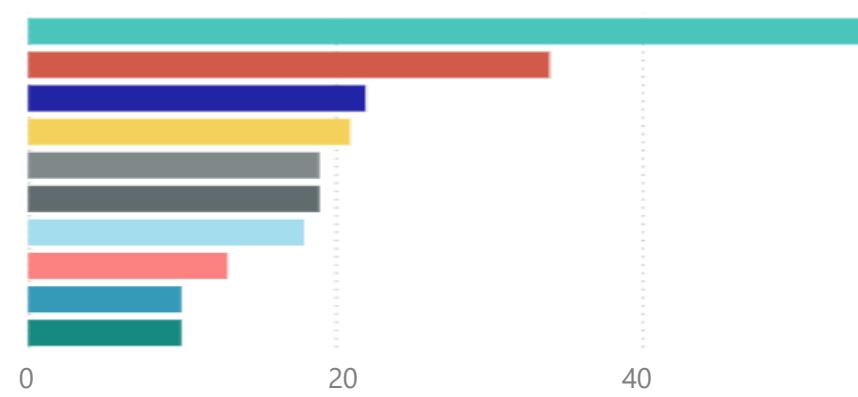
## Overview

The Administrative / Financial Staff function group handles the day-to-day administrative tasks and financial operations of the City. They provide support services such as personnel management, budgeting, and financial reporting. The division provides administrative support to the Executive Office and works closely with division managers to achieve department and division goals.

### Participants [Los Angeles City] Gensler Facilitators

- Melissa Velasco
- Blair Miller
- Robert Kadomatsu
- Sherry Cox
- Joshua Drake
- Delilah Puche
- Elis Lee
- Joyce Lo
- Riley Barkis
- Samuel Capozza
- Mike Adkins

### Number of WPI Participants by Department



- City Administrative Office (57)
- Fire Department (34)
- Police Department (22)
- Economic & Workforce Dept. (21)
- Personnel Dept. (19)
- Transportation Dept. (19)
- Recreation & Parks (18)
- General Services Dept. (13)
- Civil & Human Rights Dept. (10)
- Fire & Police Pensions Dept. (10)

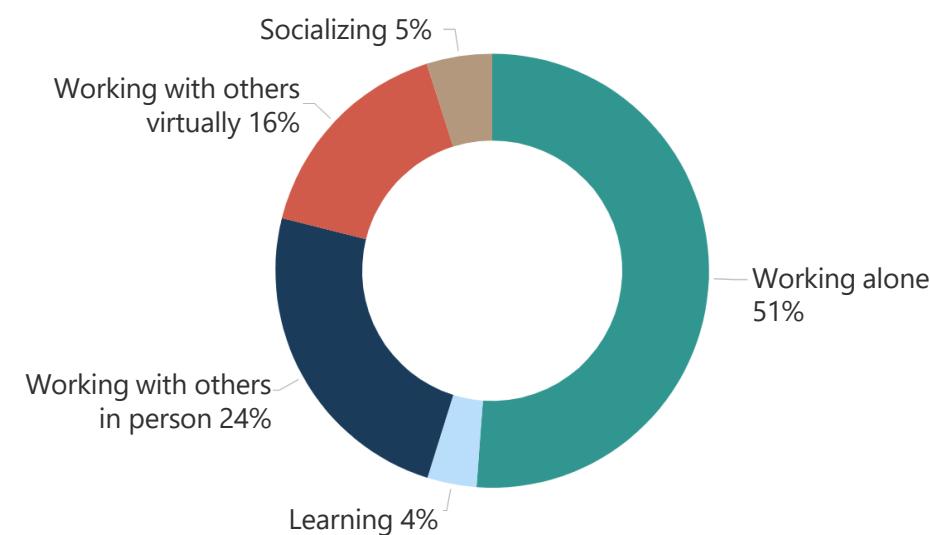
Additional Respondents: Housing Dept., City Attorney, Office of the City Clerk, Sanitation Bureau, Youth Development Dept., Dept. of Public Works, Los Angeles Zoo, City Planning, Dept. of Cannabis Regulation, Dept. of Disability, Cultural Affairs Dept., El Pueblo de Los Angeles Historical Monument Authority, Engineering Bureau, Street Lighting Bureau, Street Services Bureau, City Tourism Dept., Community Investment for Families Dept., Contract Administration Bureau, Dept. of Neighborhood Empowerment, Los Angeles City Retirement System, Office of Finance

## Workflows & Work Styles

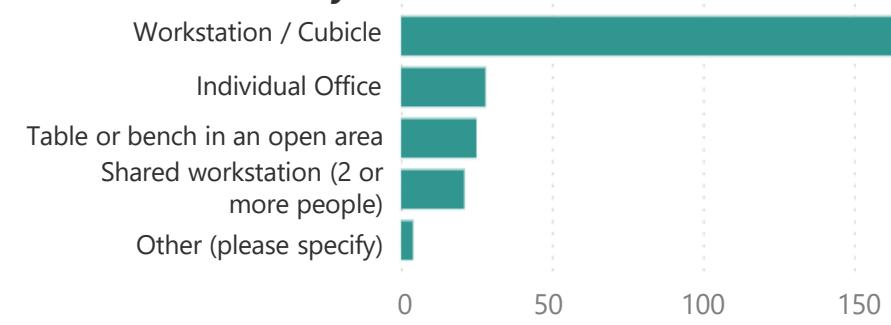
### Desk Sharing & Attendance

- Do **not** currently desk share but can see an opportunity to implement desk sharing into the future. In-person ~3 days a week
- Around 30% of attendees are in-person (new mobile app allows engineers to telecommute more compared to the past)
- 96%** of individuals are assigned to a dedicated workspace.

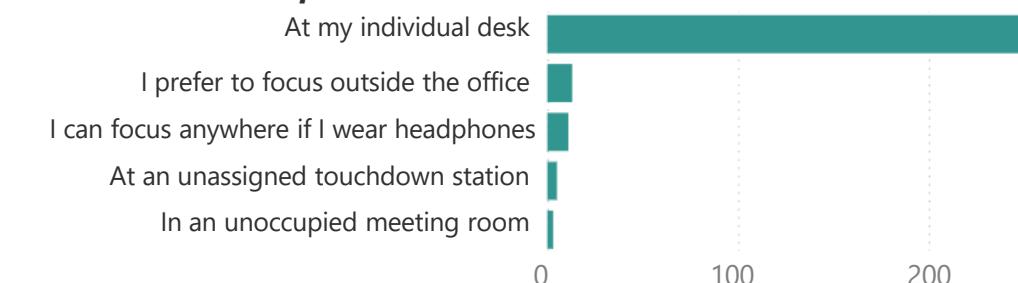
### During a typical week, how do you spend your time working?



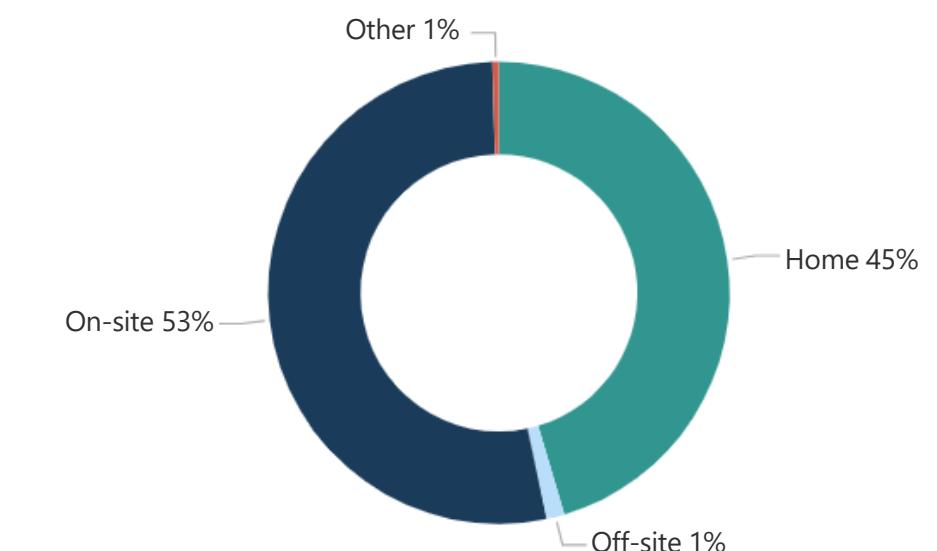
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- City-provided laptops with access to secure City network for applications such as Workday, etc.

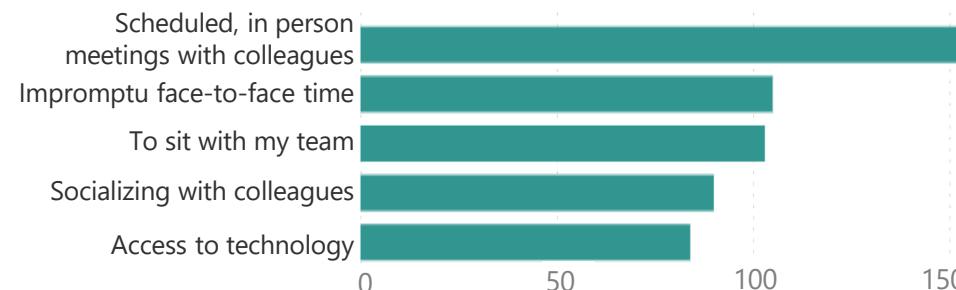
### Existing Attributes to Retain

- Height adjustable desks with dual monitors for workstations
- Access to amenities (water stations, breakrooms, mental health & wellbeing spaces)
- Private and noise-controlled workspaces (privacy panels or walls separated cubicles, etc.)
- Natural light and window access

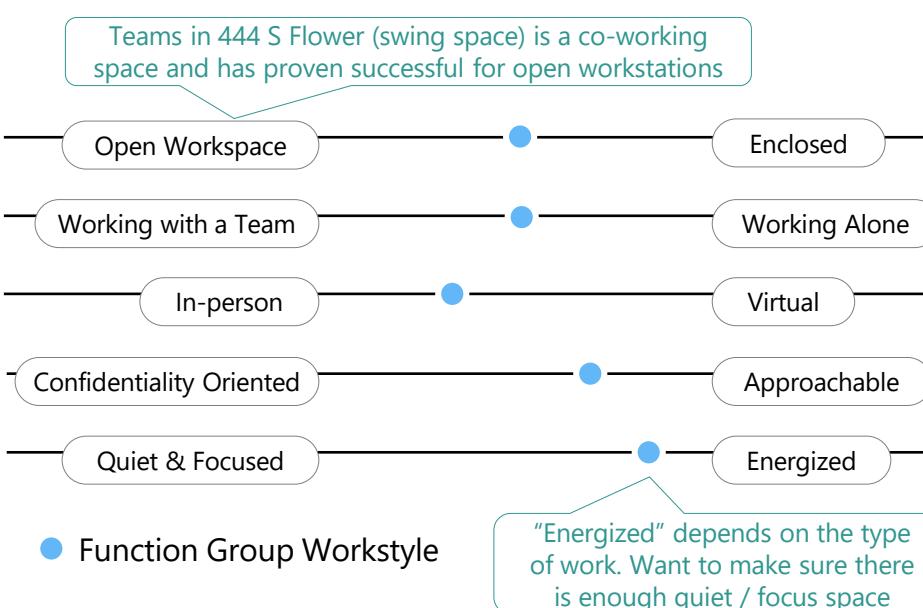


# Administrative / Financial Staff

## Top 5 Reasons to come into the office:



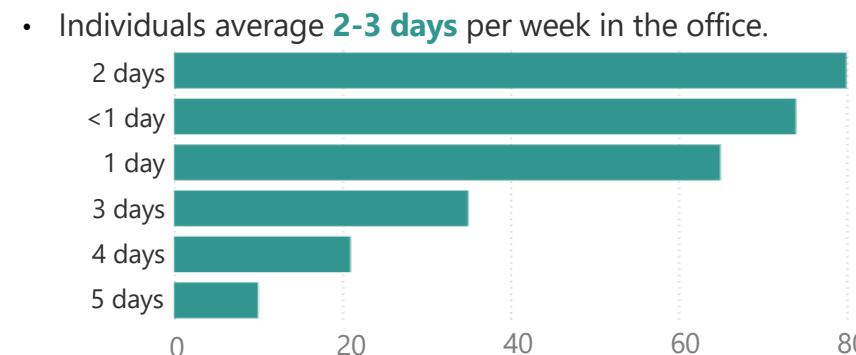
## Office Utilization



## Focus Space Key Insights

- Dependent on digital meetings so prefer enclosed workspace for focus work due to noise and acoustic privacy concerns
- Require monitor systems as current all on 13" laptops and need larger screens to work
- Individuals spend an average of **88%** of their workday working from a dedicated workspace

## Days in Office to be Effective in Your Role?



## Support Space Key Insights

### Personal Storage Needs

- Wardrobe lockers (suits required for counsel – need storage)
- Bookcase / open shelving for books and reference for working
- Fixed and lockable desk drawers, filing cabinets, personal lockers pedestals for confidential documents and belongings

### Secure Storage Needs

- Lockable storage spaces for physical documentation (5 year hold period before allowing disposal of documentation)
- Secure personal storage for laptops and other personal items

### Interactions with Outside City Visitors

- Rarely – couple times a year.
- Take place in private meeting / conference rooms.
- Need a lobby / reception area to receive visitors.

### Interactions with Public Customers

- To be confirmed

## Collaboration Space Key Insights

- Not dependent on collaboration for workstyle
- Prefer fixed (not movable) furniture for liability reasons as well as longevity issues with flexible furniture (financial costs incurred?)
- "Too comfortable doesn't seem conducive to being productive at work"

## Ideal Environment for Administrative / Financial Staff

- Ergonomic furniture (height adjustable desks with dual monitors) for workstations
- Private and noise-controlled workspaces and offices
- Consistent and equal spaces for individuals at similar levels
- Amenities (Breakrooms, lounges, etc.)
- Personalized decorative elements to exhibit department's mission



# Public Interfacing Counter Staff

## Overview

The Public Interfacing Counter Staff function group includes employees who interact directly with the public in person, providing services such as issuing permits, answering inquiries, and handling customer complaints. They are often the first point of contact for citizens seeking City services and information.

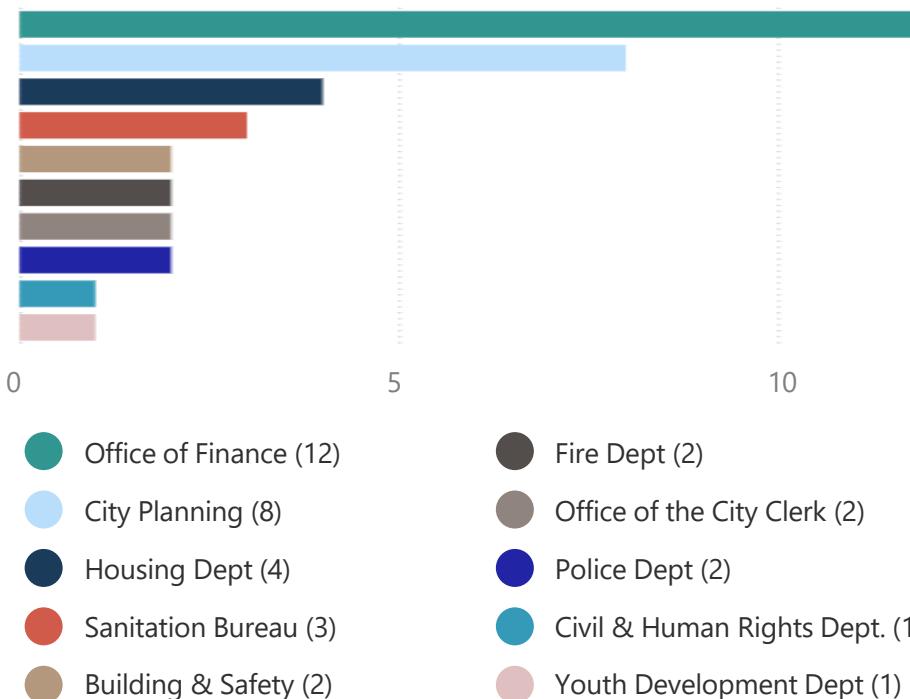
### Participants [Los Angeles City]

- Anna Ruiz
- Claude Gooding
- Claudia Luna
- David Rivera
- Eloisa Sarao
- Gary Harris
- LaRonda Lamothe
- Mario Interiano
- Patrice Lattimore
- Robert Sanchez
- Shaheen Akelyan
- Delilah Puche
- Elis Lee

### Gensler Facilitators

- Joyce Lo
- Riley Barkis
- Samuel Capozza
- Mike Adkins

### Number of WPI Participants by Department

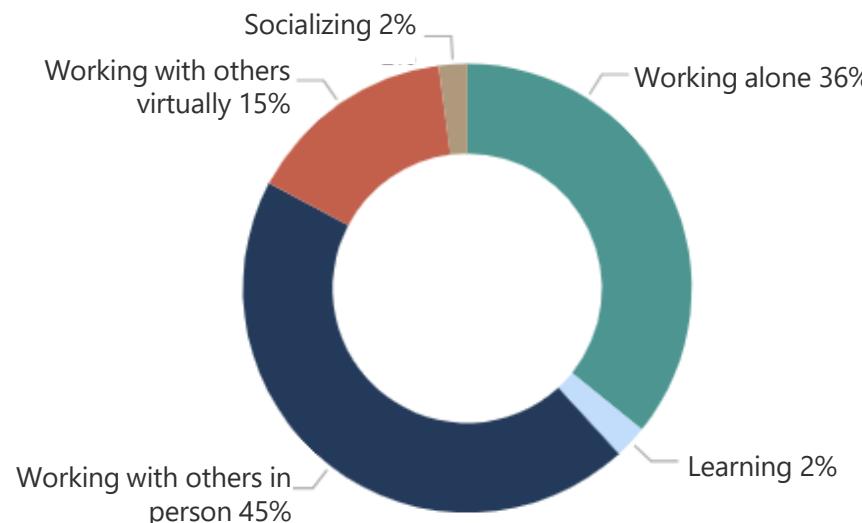


## Workflows & Work Styles

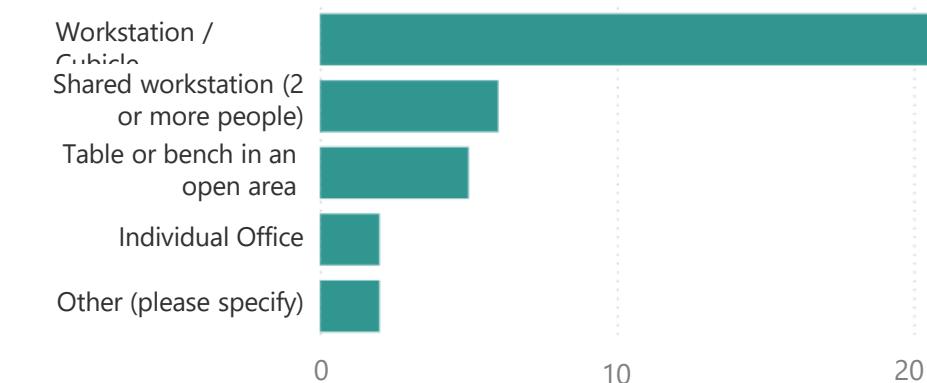
### Desk Sharing & Attendance

- No official employee designated entirely to the public counter
- Some departments have both a workstation and a public counter desk whilst other departments only have a workstation and no fixed public counter.
- **97%** of individuals are assigned to a dedicated workspace

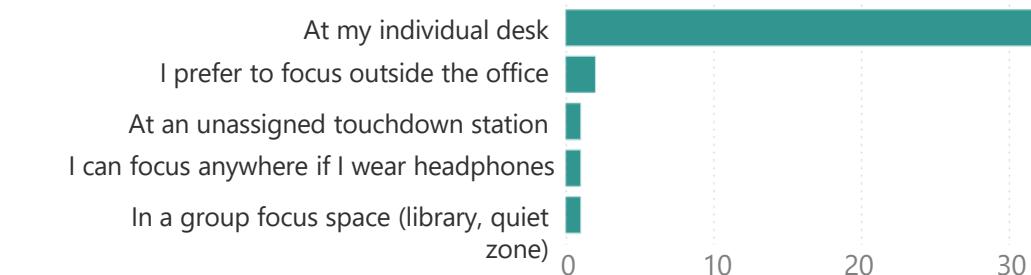
### During a typical week, how do you spend your time working?



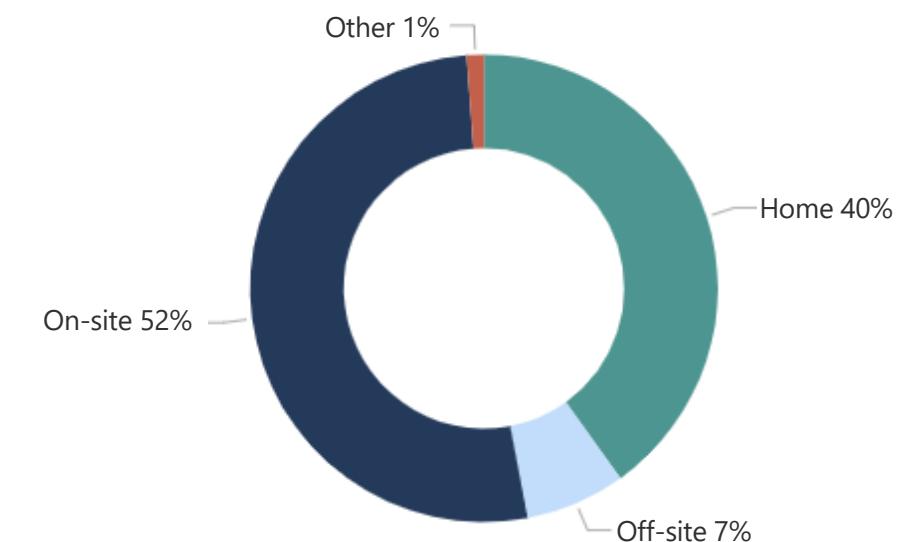
### Which best describes your individual assigned workspace?



### When you are working in the office, where do you prefer to concentrate or focus?



### During a typical week, how much of your time do you spend working in each of these locations?



### Tools & Resources

- Security checks and barrier [ballistic or Plexi] systems, cameras, panic buttons and other safety precautions
- Robust customer management systems for virtual inquiries.

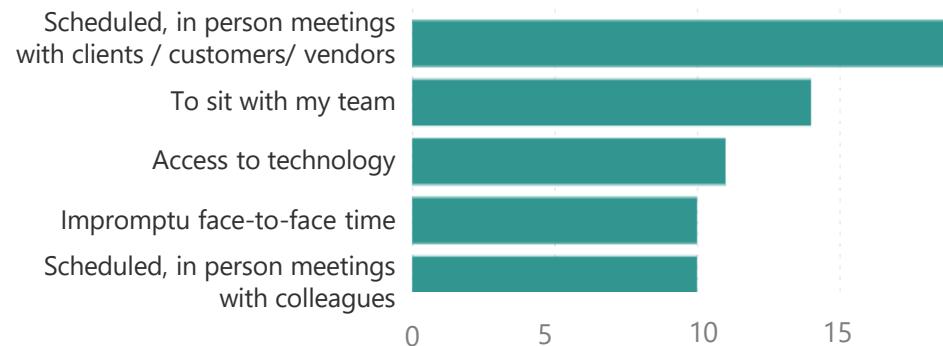
### Existing Attributes to Retain

- Individual workspaces away from public counter for focus work
- Access controlled areas between public and private spaces
- Adequate security resources and daily customer log.



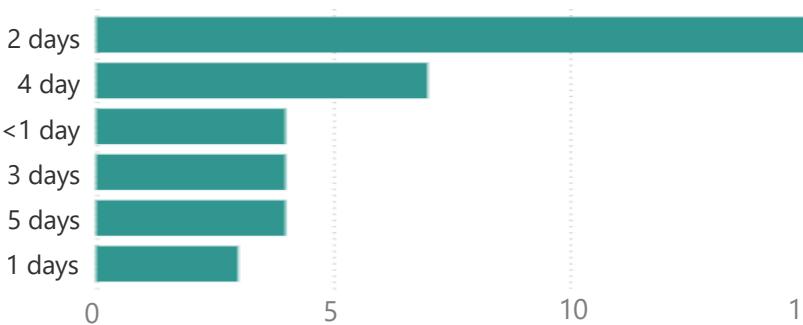
# Public Interfacing Counter Staff

## Top 5 Reasons to come into the office:

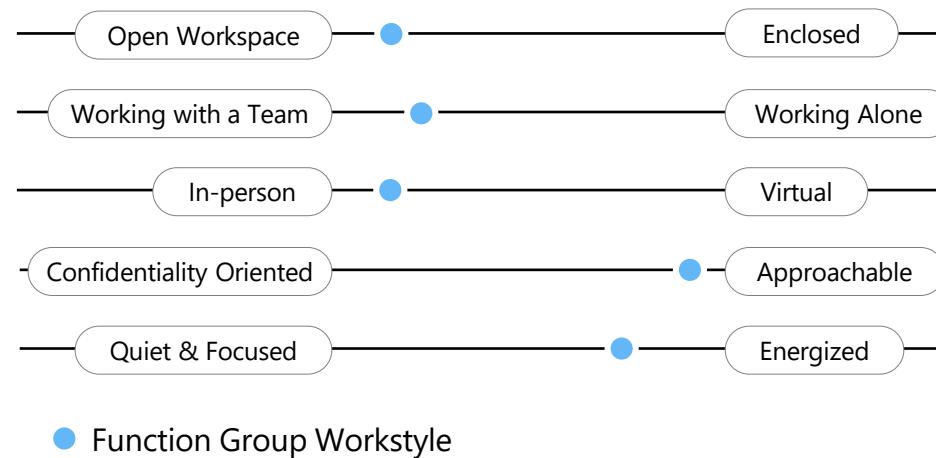


## Days in Office to be Effective in Your Role?

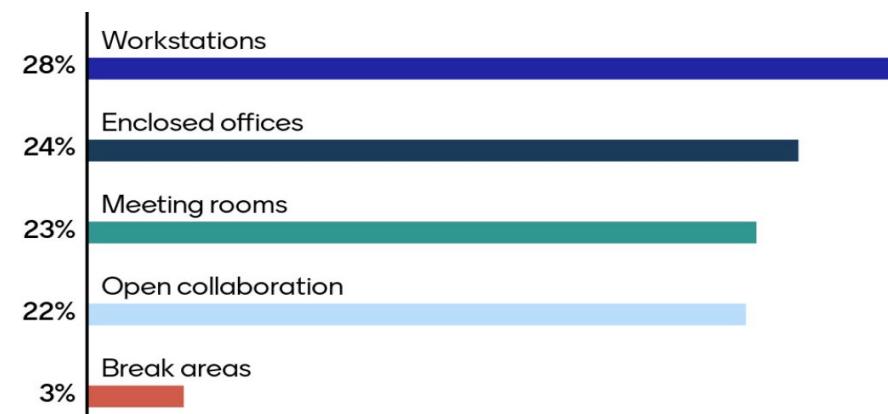
- Individuals average **2-3 days** per week in the office.



## Office Utilization



## Percent of time spent in a typical week collaborating in person by Space Type



## Focus Space Key Insights

- Focus space to be physical, visually and acoustically separated from public counter and collaboration spaces
- Digitally oriented for focus work (require adequate tech to support)
- Individuals spend an average of **73%** of their workday working from a dedicated workspace

## Collaboration Space Key Insights

- Aspire for dedicated collaboration space. Current space shortage results in conversion to workspace instead of collaboration space
- Typical in person meetings include a range of 5-9 people
- Confidentiality not a key concern for space segregation
- Videoconferencing collaboration spaces require better speaker systems

## Support Space Key Insights

### Personal Storage Needs

- Desk drawers, filing cabinets, bookcase / open shelving, personal lockers, and mobile pedestals,

### Secure Storage Needs

- Lockable drawers at public counter for received cash and cheque payments, legal or confidential documentation.
- Interim space for counting and storing cash payments

### Interactions with Outside City Visitors

- Typically, several times per month
- Ideally take place in a private and secure meeting / conference room or digitally via video conferencing

### Interactions with Public Customers

- Typically conducted online, over the phone, or in person in the office
- Online and phone interactions are most efficient and public counter or private meeting spaces when necessary to be face-to-face

### Ideal Environment for Public Interfacing Counter Staff

- Ergonomic furniture (height adjustable desks with dual monitors) for workstations and public counter locations
- Private and noise-controlled workspaces (privacy panels or walls separated cubicles, etc.)
- Security for all Public Counter locations (cameras, ballistic or plexi barrier systems, panic buttons, etc.)
- Reliable internet connection and updated technology



# BENCHMARKING

03

## Benchmarking Overview

- Market Trends & Key Findings
- Comparable Organizational Practices
- Comparable Space Standards



# BENCHMARKING OVERVIEW

As the global leader in designing workplaces, Gensler has drawn on its experience, research, and clients to present an overview of various market-comparable large public and private organizations that are adopting new space standards in response to these major shifts in the way people work when they are in the office.

This Benchmarking is based on interviews with accompanying data governed by tangential client documentation and covers topics including:

1. Teleworking Policies
2. Workplace Hierarchies
3. Space: Equity & Democratization
4. Hybrid “Optimization”
5. Equipment, Furniture, & Technology
6. Footprint expansion & contraction
7. Customer vs. Employee Focus

*Note:* A detailed version of Benchmarking can be found in the [appendix](#) section of this report.



# Benchmarking Comparable Organizational Practices

As the City of Los Angeles undertakes the update of its office space standards, the benchmarking data highlights key trends from various organizations that can inform this process. Many organizations, like New York City and Toronto, are experiencing a shift toward more employee-centric policies and teleworking flexibility, though some, like Chicago and Philadelphia, are still enforcing a full return to the office. Activity-based work standards are becoming more prevalent, with a focus on space equity and democratization to enhance employee engagement and productivity. Interestingly, while teleworking policies are widespread, there is variability in the adoption of desk sharing, reflecting differing approaches to space utilization. Additionally, real estate reduction is not always the primary focus, with some organizations prioritizing the integration of new technologies over space contraction.

For the City of Los Angeles, these benchmarks suggest a need for a balanced approach that accommodates both telework flexibility and the evolving needs of an employee-centered workplace. Integrating these insights will help ensure that the updated office space standards are aligned with broader industry practices while catering to the specific needs of the City's workforce.

A detailed version of Benchmarking can be found in the [appendix](#) section of this report.

Organization	Organization-wide Workplace Standards	Teleworking Policy	Desk Sharing
Arizona Department of Revenue (ADOR)	✓	✓	N/A
Arizona Public Safety Personnel Retirement System	✓	✓	N/A
Chicago, Illinois	N/A	✗	○
Contra Costa County, California	✗	✓	N/A
Cook County, Illinois	✓	✓	N/A
Harris County, Texas	✓	N/A	○
Houston, Texas	✓	✓	○
New York City, New York	✓	✓	○
Phoenix, Arizona	✓	✓	○
San Antonio, Texas	✓	✓	●
San Luis Obispo County, California	✗	✓	○
Santa Clara County, California	✓	✗	○
Toronto, Ontario, Canada	✓	✓	●

**Legend**

- ✓ Yes
- ✗ No
- None
- Partial
- Full



# Benchmarking

## Market Trends & Key Findings

The following trends outline high-level findings from comparable private and public organizations based on criteria of their physical work environment. The goal was to more broadly understand the functional opportunities of the workplace to identify practices which may, or may not be, be of interest to the City and the future of their workplace.

### 1

#### Teleworking Policies

- Teleworking has become a norm, necessitating office space adaptations.
- Activity-based space standards are not necessarily aligned with teleworking policies.

### 2

#### Workplace Hierarchies

- Traditional hierarchical standards remain common, though there's a shift towards open spaces.
- Departmental management plays a key role in adapting these standards.

### 3

#### Space Equity & Democratization

- Organizations emphasize "employee equity" and democratizing space utilization.

### 4

#### Hybrid Optimization

- Collaboration, socialization, and learning spaces are central to drawing employees back to the office.

### 5

#### Equipment, Furniture, & Technology

- Key drivers in workspace design, overshadowing traditional hierarchical dimensions.

### 6

#### Footprint Expansion & Contraction

- Real estate footprint reduction is not a primary objective.
- Existing spaces are often retrofitted with new technologies rather than extensively renovated.

### 7

#### Customer vs. Employee Focus

- Space standards vary based on customer needs versus employee productivity and retention.

Note: A detailed version of Benchmarking can be found in the [appendix](#) section of this report.



# Benchmarking

## Comparable Space Standards

The following benchmarks are approximate net areas of each standard space type. Boxes highlighted in the green color note existing standards, which may include a range of sizes. Workstation may include touchdown and assigned individual workspaces. Offices also include standard and executive offices. (Note: Not all organizations that were interviewed were able to provide data for the specific metrics, as illustrated in grey.)

Organization	Office					Workstation				
	120 SF	150 SF	180 SF	200 SF	250 SF+	25 SF	36 SF	48 SF	64 SF	96 SF
City of Los Angeles	<i>Proposed future standard</i>		<i>Proposed future standard</i>				<i>Proposed future standard</i>			
Arizona Department of Revenue (ADOR)										
Arizona Public Safety Personnel Retirement System										
Chicago, Illinois										
Contra Costa County, California										
Cook County, Illinois										
Harris County, Texas										
Houston, Texas										
New York City, New York										
Phoenix, Arizona										
San Antonio, Texas										
San Luis Obispo County, California										
Santa Clara County, California										
Toronto, Ontario, Canada										



# 04

# SPACE STANDARDS

## Space Types Overview

- Space Application by Function Group

## Planning Principles

- Space Planning Adjacency Diagram
- Workstation Layouts

## Focus Space

- Focus / Phone Room
- Standards Office
- Executive Office
- Workstation (Type 1)
- Workstation (Type 2)

## Collaboration Space

- Huddle Room
- Conference Room (Small)
- Conference Room (Medium)
- Conference Room (Large)
- Training Room
- Open collaboration

## Support Space

- Copy / Print Room
- Pantry
- Mother's Room / Wellness Room



# SPACE TYPE OVERVIEW

This section details space standards for Focus Spaces and Collaborations Spaces. It specifies the requirements for the individual function groups that will occupy and utilize these areas.

## Focus Space Design Considerations

### Ergonomics and Comfort:

Adjustable furniture that supports long periods of focused work.

### Acoustic Privacy

Soundproofing or noise reduction features to minimize distractions and protect confidentiality.

### Security

Secure access controls and storage for sensitive documents or equipment.

## Collaboration Space Design Considerations

### Privacy and Confidentiality

Design spaces that ensure confidentiality for sensitive conversations and work, with secure meeting areas and technology to protect information.

### Technology Integration

Provide accommodations for seamless hybrid meetings, including necessary equipment such as cameras, microphones, and speakers.

### Versatile Layouts

Consider benefits and drawbacks of modular furnishings, allowing for adaptive use of space without creating additional liability.



## Space Type Overview

### Space Application by Function Group

Each Function Group expressed requirements for specific space types based on independent operational needs and function workstyles.

	Call Center Operations	Technical Staff	Legal Staff	Field Staff	Executive / Management Staff	Administrative / Financial Staff	Public-Facing Counter Staff
Focus Spaces	x	x	x	x		x	
Focus / Phone room	x						
Standard Office					x		
Executive Office					x		
Workstation [Type 1]	x	x		x		x	x
Workstation [Type 2]		x	x	x			x
Collaboration Spaces	x	x	x	x	x	x	x
Huddle Room	x	x	x	x	x	x	x
Conference Room [Small]	x	x	x	x	x	x	x
Conference Room [Medium]	x	x	x	x	x	x	x
Conference Room [Large] / Training Room	x	x	x	x	x	x	x
Open collaboration	x	x	x	x			



# PLANNING PRINCIPLES

The general planning approach includes a balance of open and enclosed spaces that support a flexible work experience that accommodates the seven function groups.

Specialized and technical spaces may be considered and planned separately based on specific needs.



## Planning Principles

### Space Planning Adjacency Diagram

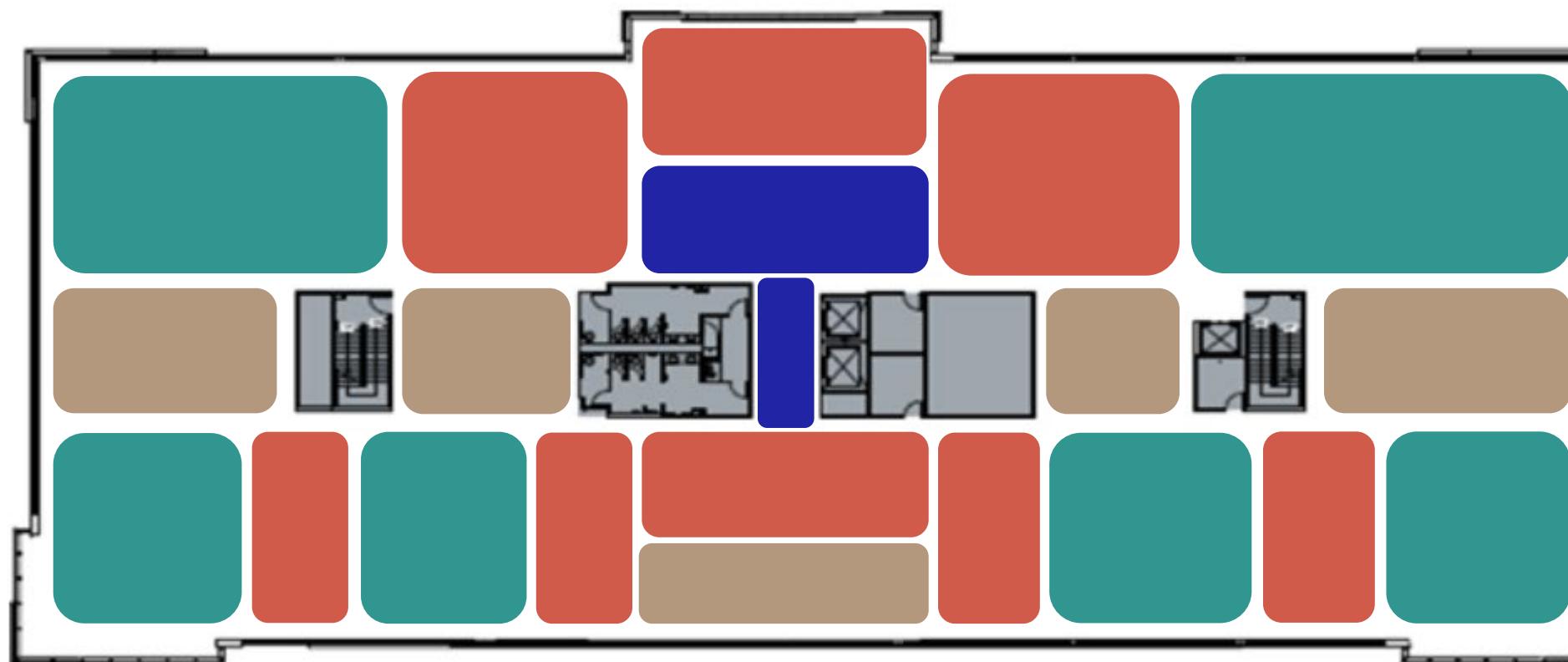
#### Employee Experience

Employee areas are more geared toward promoting focus and collaboration and may have a variety of open collaboration areas. A variety of focus spaces should be provided throughout the space to accommodate individual and collaborative workstyles while ensuring quiet and secure needs.

These spaces can include specific branding and messaging that is intended to be kept internal, such as individual / departmental achievements and other communications meant to foster a sense of community among colleagues.

#### Client Facing / Visitor Areas

Client-facing areas, including lobbies, public counters, and conference rooms, should create a positive first impression while ensuring easy movement to prevent congestion. Individual focus spaces and external collaboration areas should be strategically positioned next to public-facing spaces to maintain privacy and prevent intrusion into employee zones. Additionally, these areas can be conveniently located near support spaces and amenities, such as pantries, to enhance the overall visitor experience.



#### SPACE TYPES

- FOCUS SPACE
- COLLABORATION SPACES
- SUPPORT SPACES + AMENITIES
- PUBLIC FACING
- BUILDING CORE

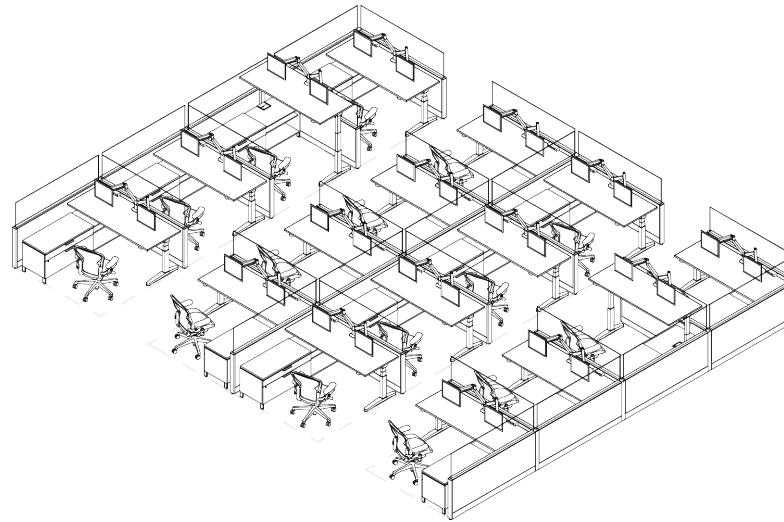
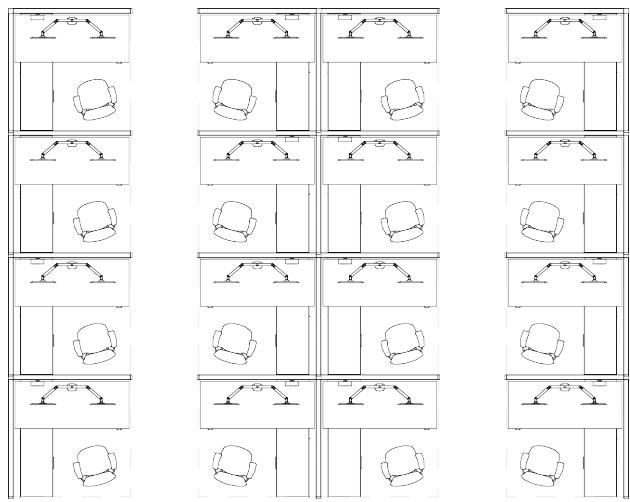


# Planning Principles

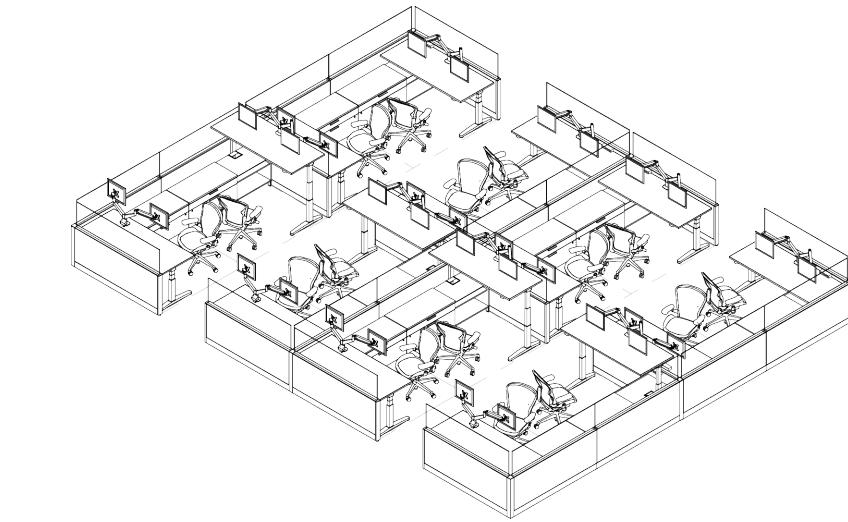
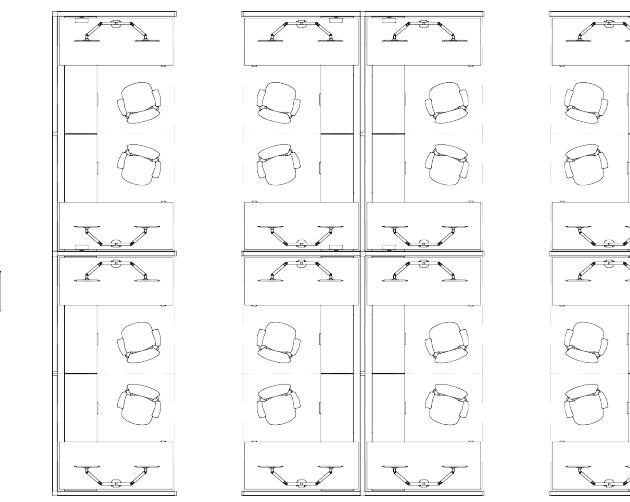
## Workstation Layouts

Different configurations of workstations.

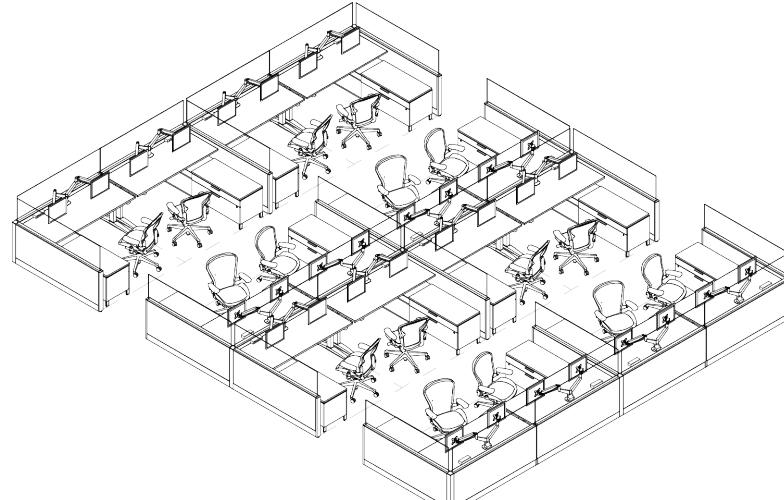
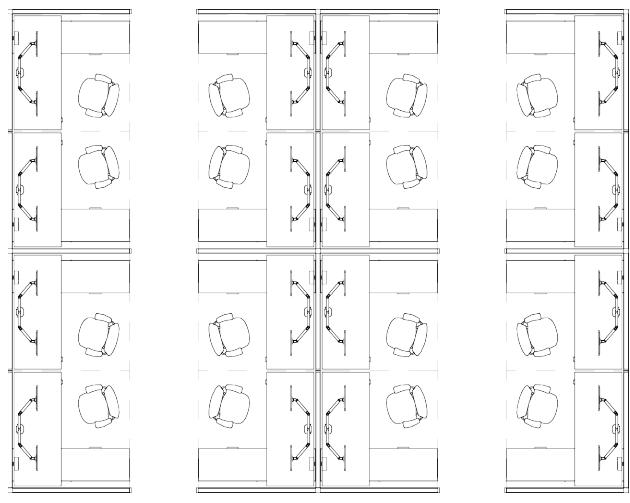
Linear



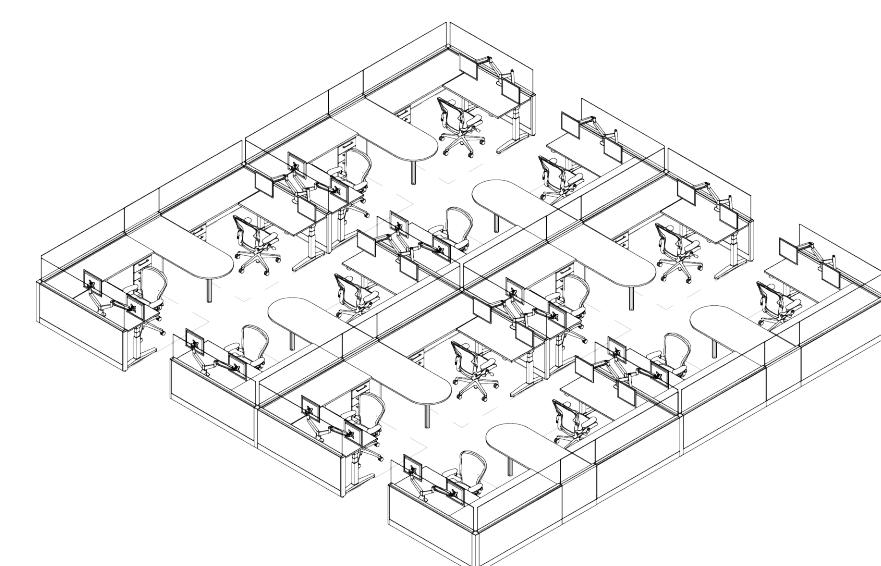
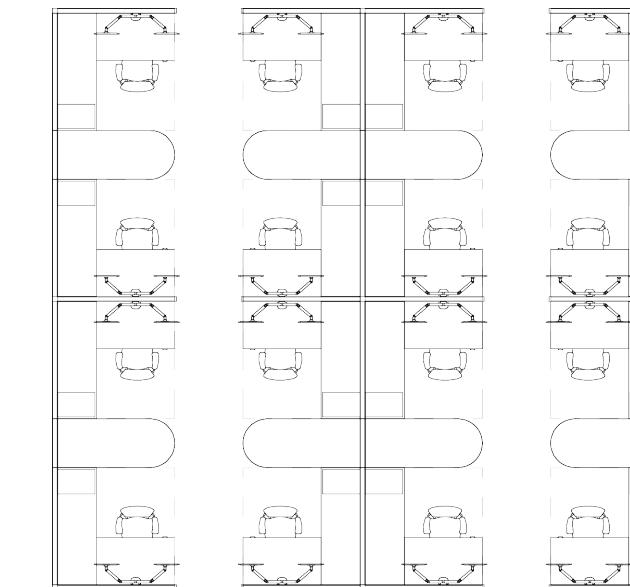
Pod



Collaborative



Additional Worksurface





# FOCUS SPACE

Focus spaces are dedicated areas designed to support individual work and privacy. These spaces often cater to tasks requiring high levels of concentration, confidential communication, or sensitive material handling. These environments balance the need for privacy with accessibility, ensuring that employees remain connected to their teams and resources.

## Focus Space Types

### **Focus Room / Phone Booth**

Small enclosed rooms that are available to support 1-2 individuals intended for heads-down focus work for short durations. These spaces augment open workspaces by providing an intimate location for privacy and concentration activities.

### **Enclosed Office [Standard & Executive]**

A private office space that provides a quiet environment for primary focused tasks, meetings, or confidential discussions.

### **Workstation [Type 1 and 2]**

An individual's primary workspace equipped with necessary ergonomic furniture and acoustic features to allow for focused daily work within a shared office work environment.



# Focus Space

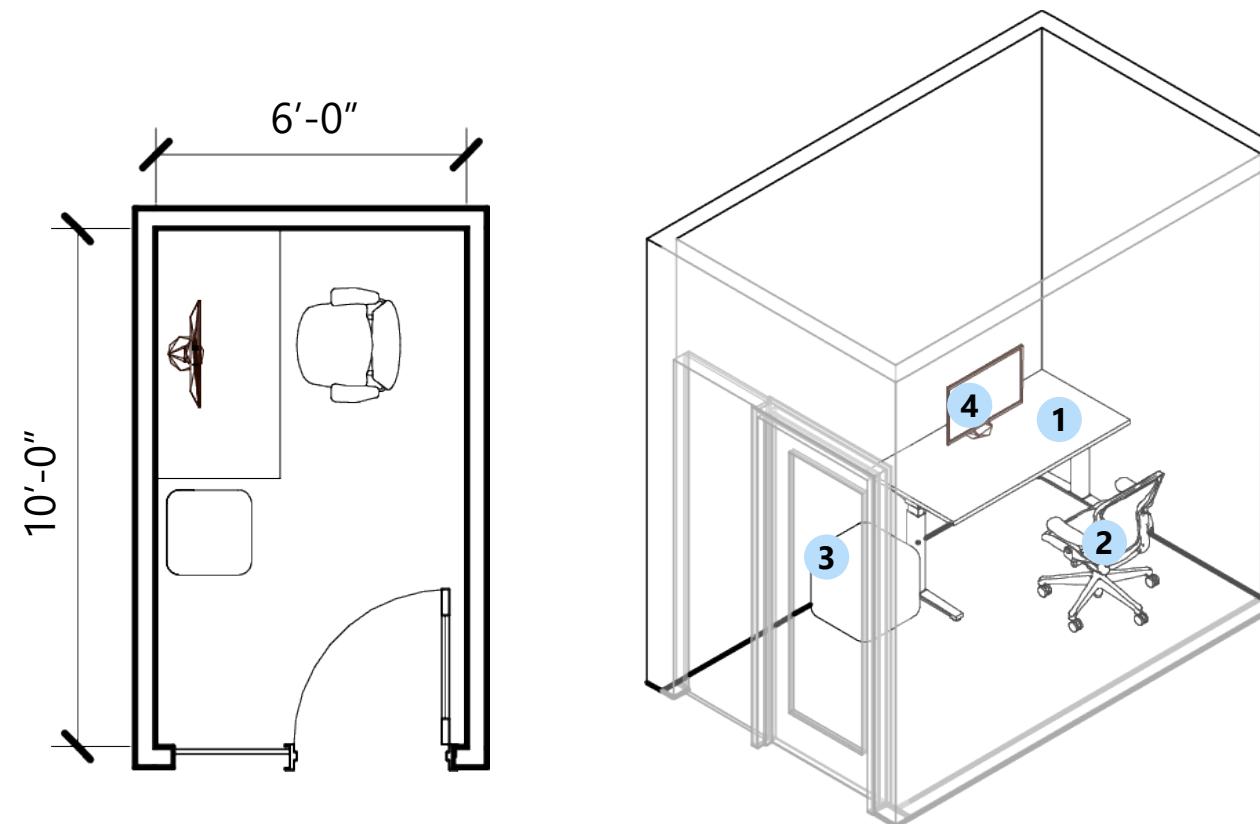
## Focus / Phone Room

### Description

Small enclosed rooms that are available to support 1-2 individuals intended for heads-down focus work for short durations. These spaces augment open workspaces by providing an intimate location for privacy and concentration activities.

### Planning Considerations

- Glass wall facing the open work areas to allow for visual accessibility to determine availability and allow natural light to filter into room.
- Desk orientation to be placed perpendicular to door / entry for user visibility and privacy / confidentiality of screen computer screen content.
- Seal air gaps around walls, windows, doors, and ceilings to lower sound transfer. Use sound absorption materials, acoustic ceiling tile and flooring installed for sounds prevention.
- Incorporate lighting feature(s) for adequate interior lighting.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 60 SF

### Capacity

1-2

### Furniture / Tools & Attributes



Work Surface



Task Chair



Monitor(s)

- 1 Powered height-adjustable work surface, 30"D x 60"W.
- 2 Ergonomic task chair
- 3 Guest chair or ottoman
- 4 Integrated monitor system

### Department and/or Function Group Specific Features

- Public Interfacing Counter Staff: Did not express requirement or interest for existing workstyles or workflows.
- Technical Staff: Require 2 chairs in Focus / Phone Room.
- LAPD: Could function as interview room if necessary.
- Bureau of Contract Administration: Monitor not required.



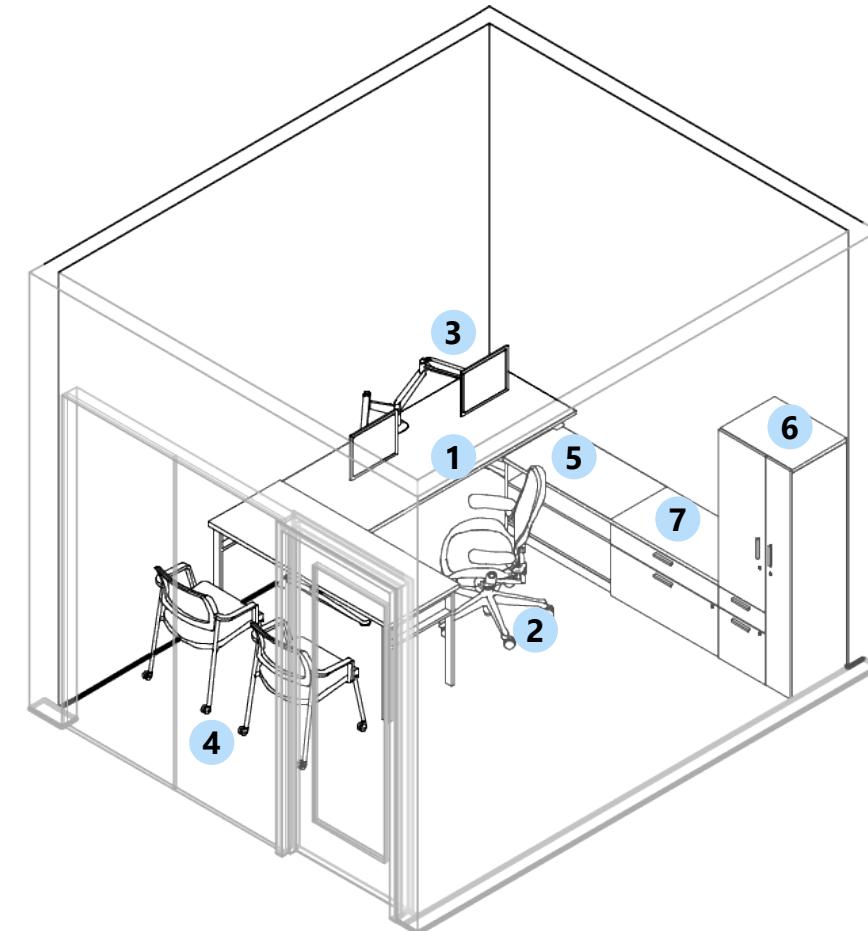
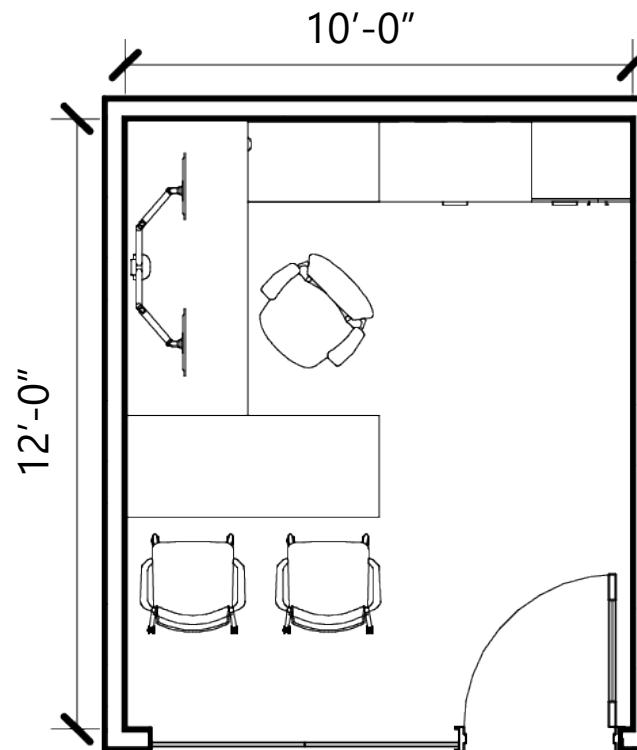
# Focus Space Standard Office

## Description

A private office space that provides a quiet environment primarily dedicated to focus tasks, meetings, or confidential discussions.

## Planning Considerations

- Internally situated to avoid blocking peripheral light flow into the workplace
- Seal air gaps around walls, windows, doors, and ceilings to lower sound transfer. Use sound absorption materials, acoustic ceiling tile and flooring installed for sounds prevention.
- Dual monitors, keyboard, mouse, and connection wiring / equipment (docking station)



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

## Space Characteristics

Total Area: 120 SF

## Capacity

1-3

## Furniture / Tools & Attributes



Work Surface



Task Chair



Monitor(s)



Lockable Storage



Guest Chair

- 1 Powered height-adjustable work surface, 30"D x 60"W.
- 2 Ergonomic task chair
- 3 Integrated monitor system
- 4 Guest chairs (2)
- 5 Open shelving
- 6 Wardrobe
- 7 2-drawer lateral file with lock
- 8 *Optional:* TV monitor system for meeting and hearing attendance

## Department and/or Function Group Specific Features

- LAPD: TV Monitor for hearing attendance / streaming.
- Administrative Staff: Require privacy means for glass front (frosted glass, curtains, privacy film, etc.)



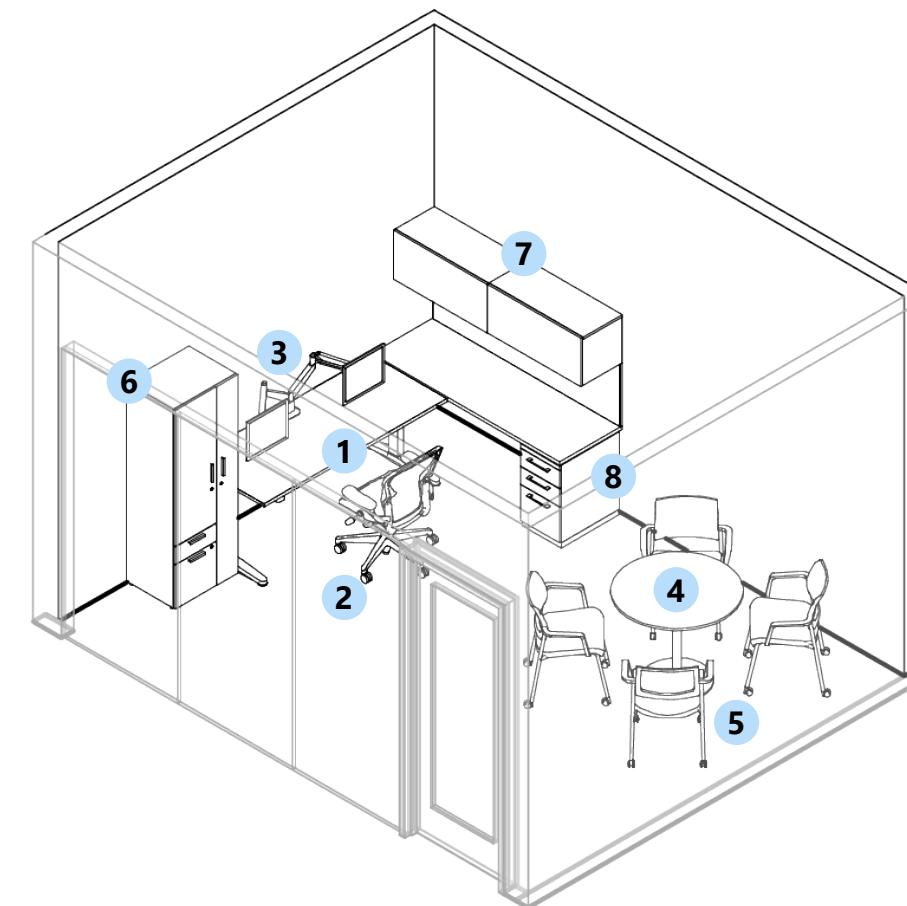
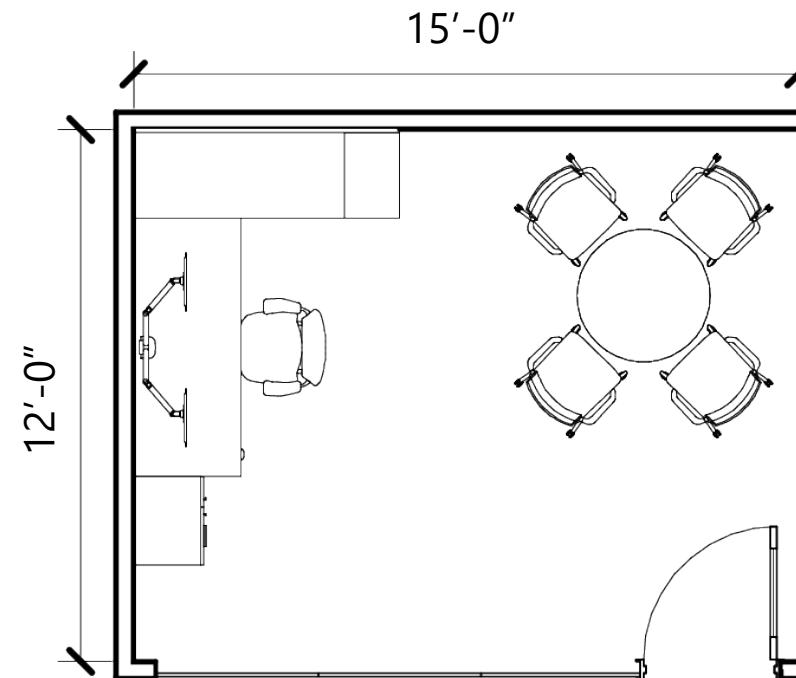
# Focus Space Executive Office

## Description

A private office space that provides a quiet environment primarily dedicated to focus tasks, meetings, or confidential discussions.

## Planning Considerations

- Internally situated to avoid blocking peripheral light flow into the workplace
- Seal air gaps around walls, windows, doors, and ceilings to lower sound transfer. Use sound absorption materials, acoustic ceiling tile and flooring installed for sounds prevention.
- Dual monitors, keyboard, mouse, and connection wiring / equipment (docking station)



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

## Space Characteristics

Total Area: 180 SF

## Capacity

1-5

## Furniture / Tools & Attributes



Work Surface



Task Chair



Monitor(s)



Lockable Storage



Guest Chair

- 1 Powered height-adjustable work surface, 30"D x 60"W.
- 2 Ergonomic task chair
- 3 Integrated monitor system
- 4 Meeting table
- 5 Guest chairs (4)
- 6 Wardrobe
- 7 Wall-mounted overheads with dimmable LED lighting and locks
- 8 Pedestal with lock
- 9 *Optional:* TV monitor system for meeting and hearing attendance

## Department and/or Function Group Specific Features

- LAPD: TV Monitor for hearing attendance / streaming.
- Administrative Staff: Require privacy means for glass front (frosted glass, curtains, privacy film, etc.)



# Focus Space

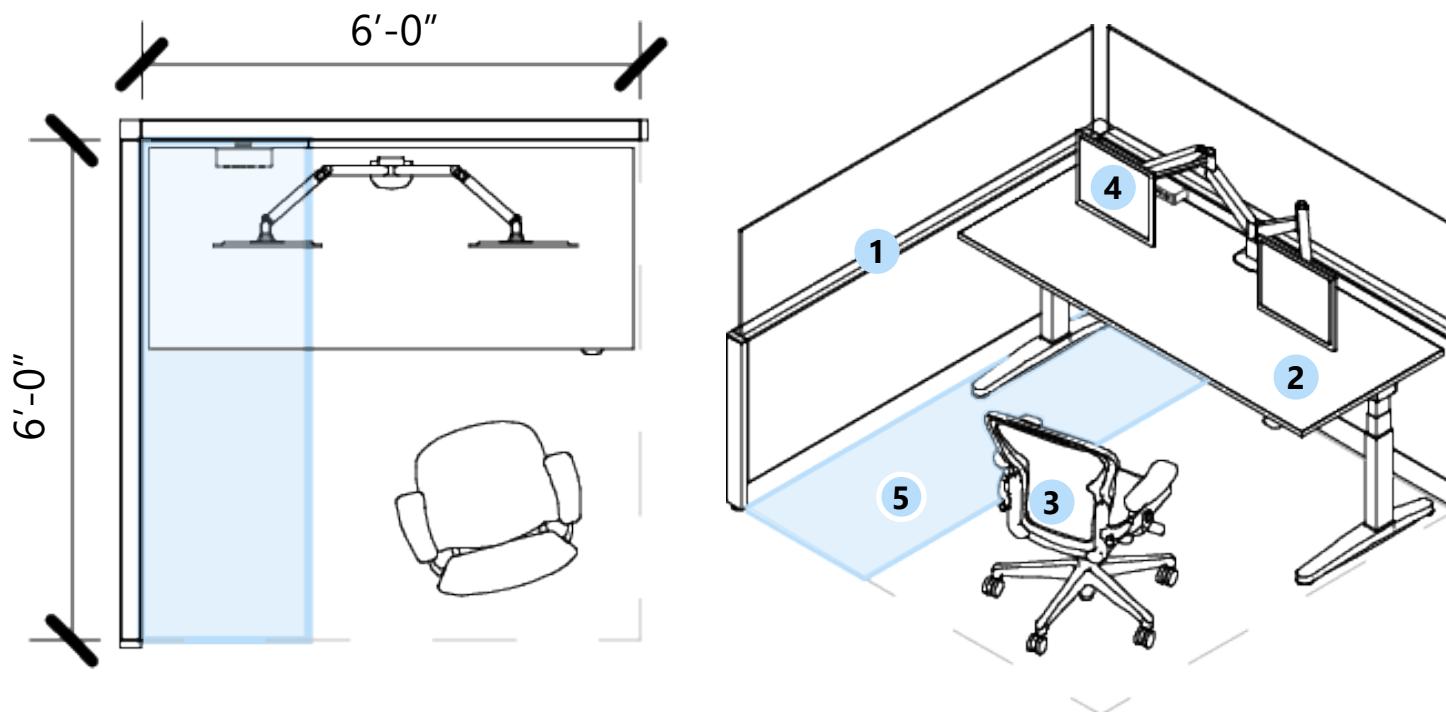
## Workstation [Type 1]

### Description

An individual's primary workspace equipped with necessary ergonomic furniture and acoustic features to allow for focused daily work within a shared office work environment.

### Planning Considerations

- Workstations should be arranged in pods or linear formation with the spine perpendicular to the perimeter walls.
- Furniture system spine and return will serve as electrical power distribution
- Orientation ranges from maximum privacy for the individual, where workstations are arranged in the same direction, privacy for pairs of individuals, where workstations are mirrored, to more collaborative opportunities
- If the workstation is used for hoteling purposes, these workstations should be in easily accessible areas with the necessary equipment and technical resources for hoteling user



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 36 SF

### Capacity

1

### Furniture / Tools & Attributes



Work Surface



Task Chair



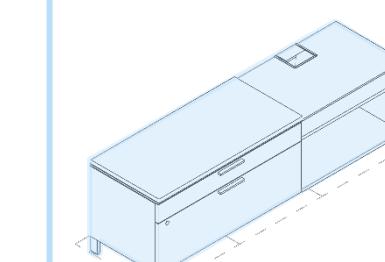
Monitor(s)



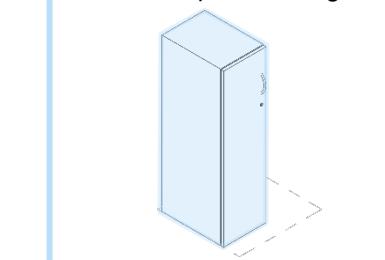
Lockable Storage

- 1 ~48"H panel system (*top tile can be either glass or fabric panel*)
- 2 Powered height-adjustable work surface, 30"D x 60"W.
- 3 Ergonomic task chair
- 4 Integrated double monitor system
- 5 Storage (see storage options)

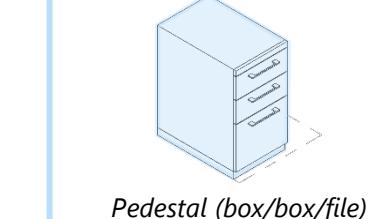
### Storage Options



Storage return with drawers and open shelving



Wardrobe storage



Pedestal (box/file)

### Department and/or Function Group Specific Features

- LAPD: Add additional secure wardrobe lockers and storage lockers for weapons, private tools, and confidential documentation.
- Field Staff (Optional): Remove panel systems around workstation to allow for more collaborative workstyle.
- Call Center Operators: No explicit need for filing storage but drawers for personal storage are necessary.



# Focus Space

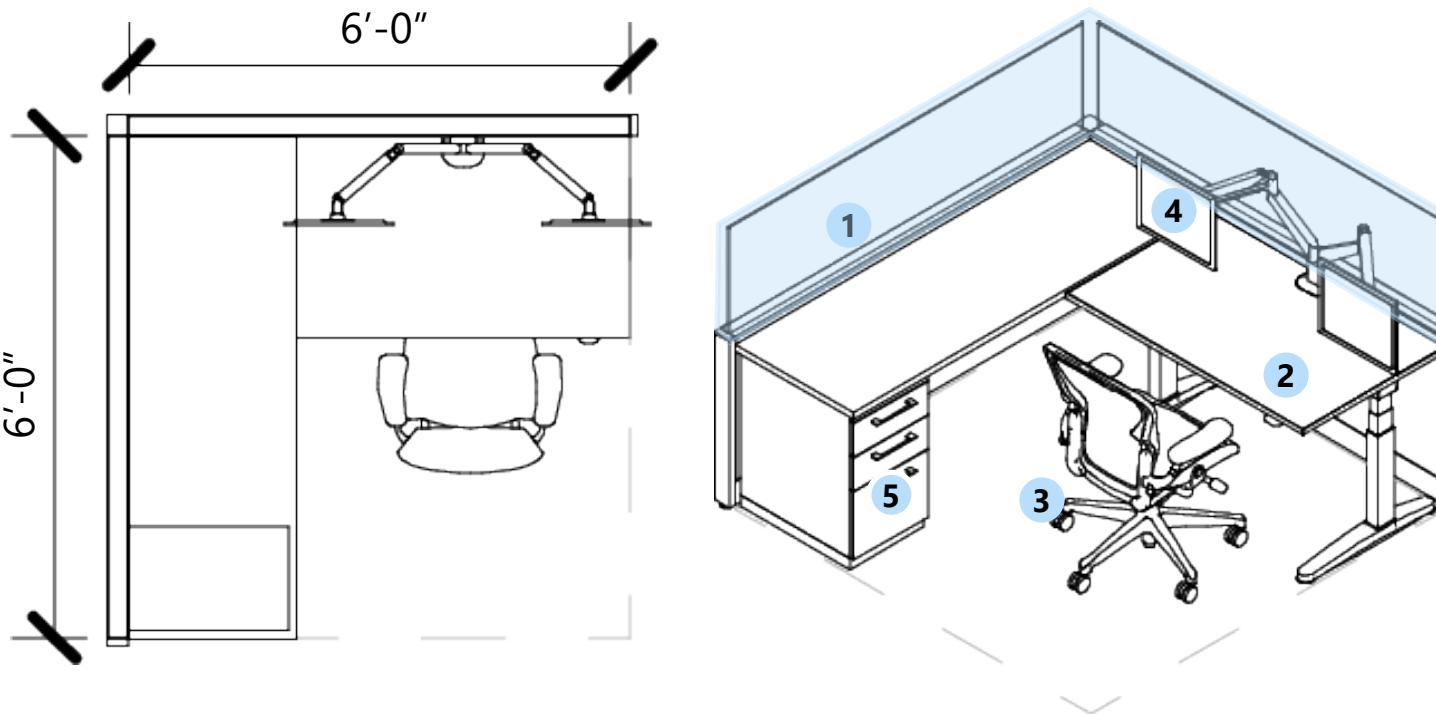
## Workstation [Type 2]

### Description

An individual's primary workspace equipped with necessary ergonomic furniture and acoustic features to allow for focused daily work within a shared office work environment.

### Planning Considerations

- Workstations should be arranged in pods or linear formation with the spine perpendicular to the perimeter walls.
- Furniture system spine and return will serve as electrical power distribution
- Orientation ranges from maximum privacy for the individual, where workstations are arranged in the same direction, privacy for pairs of individuals, where workstations are mirrored, to more collaborative opportunities
- If the workstation is used for hoteling purposes, these workstations should be in easily accessible areas with the necessary equipment and technical resources for hoteling user



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 36 SF

### Capacity

1

### Furniture / Tools & Attributes



Work Surface



Task Chair



Monitor(s)



Lockable Storage

1 ~48"H panel system (see *panel tile options*)

2 Powered height-adjustable work surface, 30"D x 48"W.

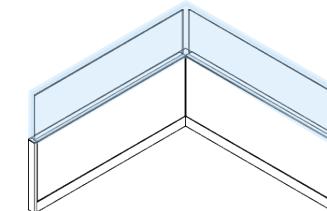
3 Ergonomic task chair

4 Integrated monitor system

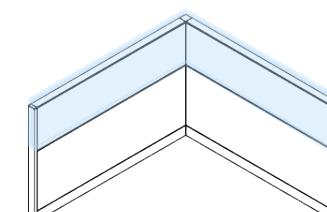
5 Under-counter fixed drawer with lock

6 *Optional:* Fixed-height side panel transaction / work surface

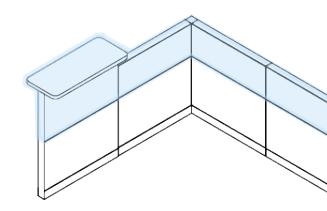
### Panel Tile Options (for top ~16"H tile)



Glass tiles



Fabric tiles



Transaction work surface  
with fabric tiles

### Department and/or Function Group Specific Features

- BCA (Optional): Potentially add additional work surface behind chair to create "U"-style layout allowing for more desk / workspace
- Legal Staff & Public Interfacing Counter Staff: Require additional to accommodate hard-copy documentation and materials and prefer this "Type 2" Workstation
- Public Interfacing Counter Staff: Require a transaction surface and fabric panels (#6) for secretary and clerk workstation setups
- BCA (Optional): Potentially add additional work surface behind chair to create "U"-style layout for more desk / workspace.



# COLLABORATION SPACE

Collaboration spaces are designed to foster communication and teamwork in the workforce. These settings are often adjacent to Focus spaces to support a range of work modes. Collaboration Spaces should be equipped with modern technology to support communication, information sharing, and ease in transitioning between space types throughout a day.

## Collaboration Space Types

### **Small Huddle Room**

A huddle room is an informal space designed for quick, impromptu meetings and collaborative work among small groups.

### **Conference Room [Small, Medium, & Large]**

Equipped for structured meetings with presentation capabilities and seating for larger groups.

### **Open Collaboration**

Furniture-based solutions that support a range of functions.



# Collaboration Space

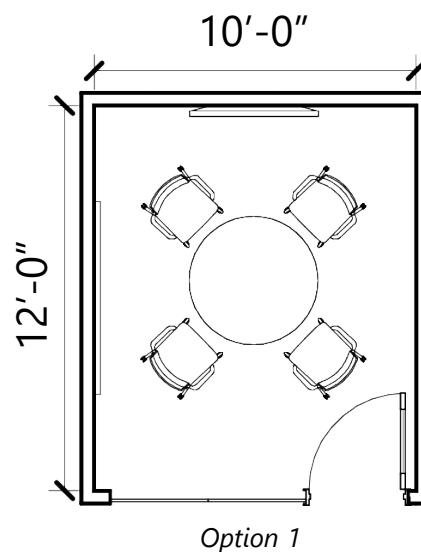
## Huddle Room

### Description

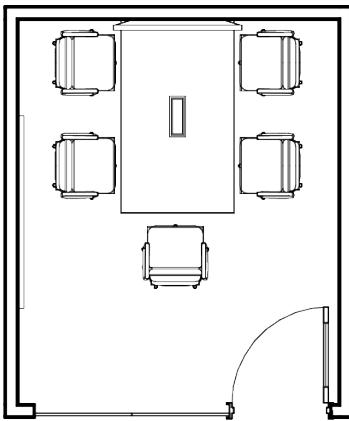
A huddle room is an informal space designed for quick, impromptu meetings and collaborative work among small groups. These rooms are typically less formal than conference rooms and are used for brainstorming sessions and team discussions.

### Planning Considerations

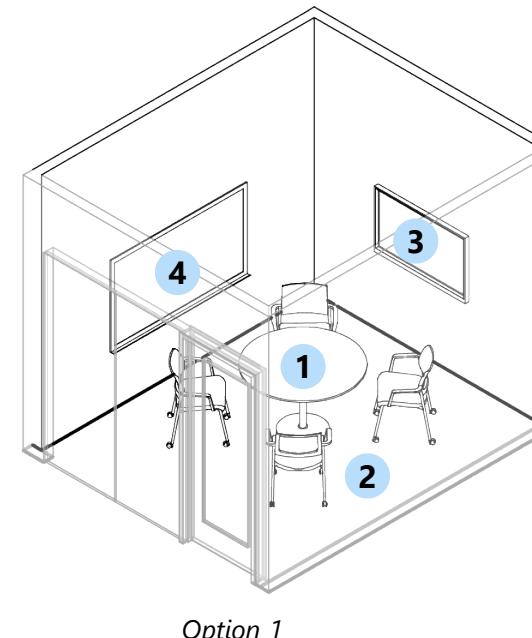
- Includes task chairs or soft seating, a small table, a whiteboard, and technology for screen sharing and video conferencing.
- The space should be adaptable to different types of meetings, allowing for easy reconfiguration of furniture.
- Should have wireless internet, outlets, and a monitor to facilitate collaboration.
- Ensure the space is easily accessible and comfortable for all users.



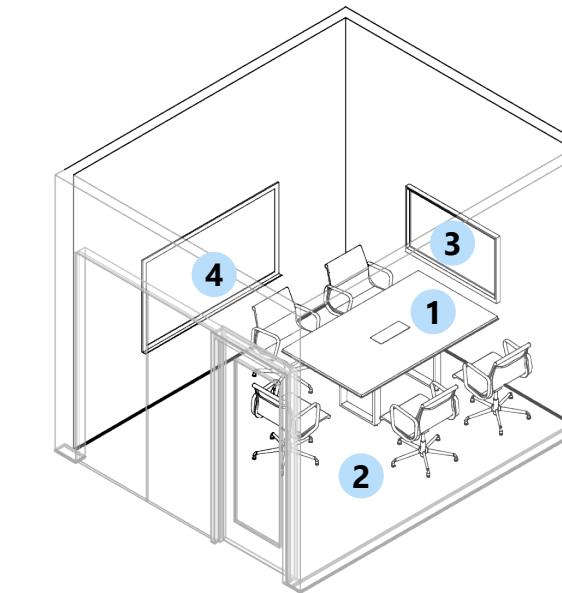
Option 1



Option 2



Option 1



Option 2

Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 120 SF

### Capacity

2 to 4

### Furniture / Tools & Attributes



Meeting Table



Conference Chairs



Monitor(s)



Whiteboard

- 1 Conference table
- 2 Task chairs with casters
- 3 Wall-mounted monitor
- 4 Magnetic whiteboard with magnetic marker tray

### Department and/or Function Group Specific Features

- Technical Staff: Prefer round or oval tables, as in Option 1.
- LAPD: Needs durable furniture due to frequent use. May prefer whiteboard paint over standard whiteboards.
- Public Interfacing Counter Staff: Prefer Small Conference Rooms. Currently use smartboards; prefer monitors and not whiteboards.
- Call Center Staff: Prefer the setup of Option 2.
- Legal Staff: Prefer Option 2, ideally with a smartboard. Could work for depositions/hearings.
- Administrative Staff: Prefer Option 2, specifically the grommets.
- Field Staff: Prefer the setup of Option 2.



# Collaboration Space

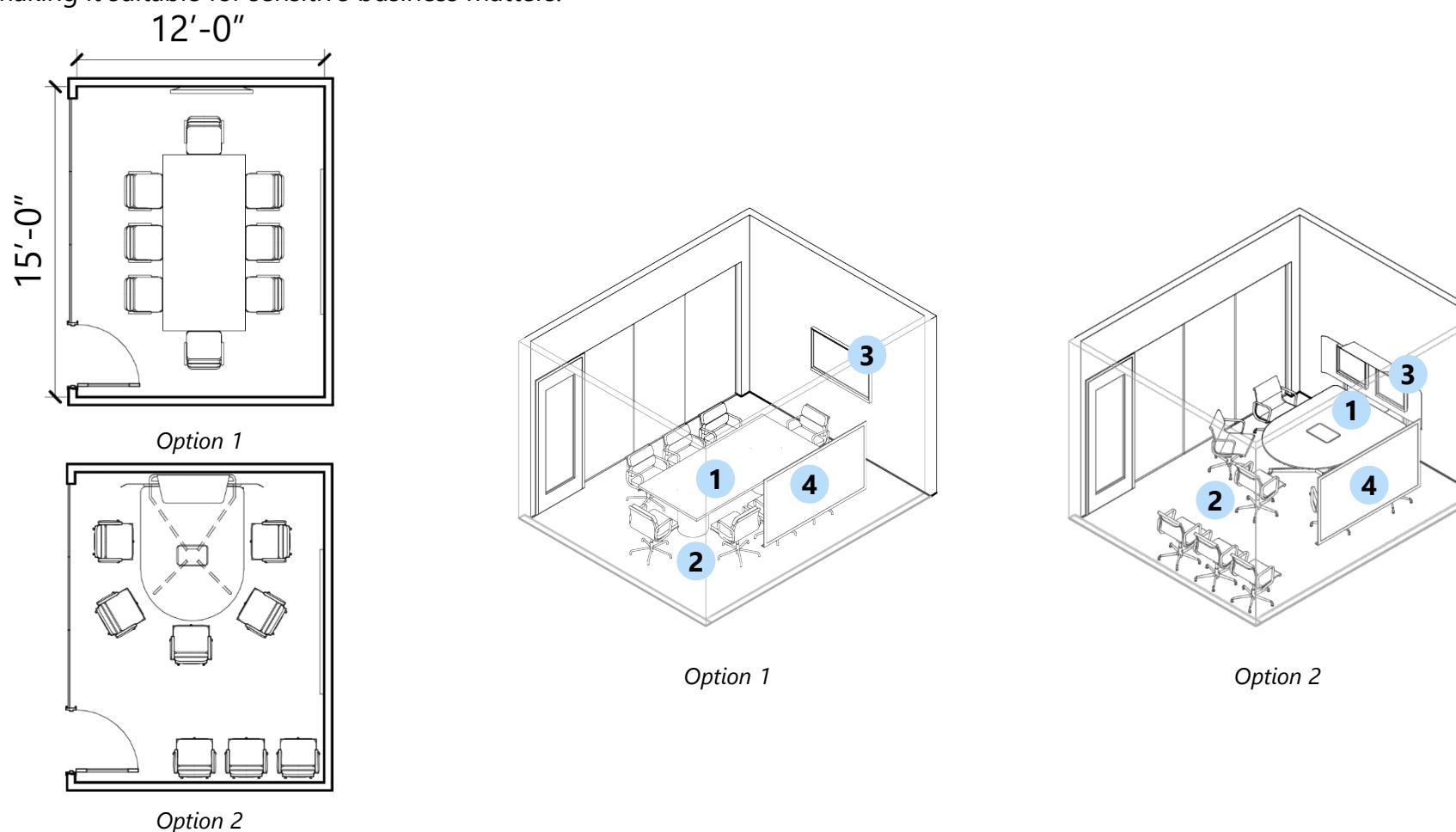
## Conference Room (Small)

### Description

Conference Rooms are a dedicated space designed for meetings, discussions, presentations, and collaborative work. They typically feature a large table, chairs, and technology such as audiovisual equipment, video conferencing tools, and interactive displays. These rooms are integral to facilitating communication and decision-making, serving as venues for business conferences, management discussions, client meetings, and other significant events.

### Planning Considerations

- The choice of layout should facilitate effective communication and visibility for all attendees.
- Equipped with video conferencing tools, one or more large monitors, and a whiteboard to support both in-person and virtual participants.
- Soundproofing is crucial to ensure confidentiality during discussions. The room should be isolated from external noise and distractions, making it suitable for sensitive business matters.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 180 SF

### Capacity

5 to 8

### Furniture / Tools & Attributes



Meeting Table



Conference Chairs



Monitor(s)



Whiteboard

- 1 Conference table
- 2 Conference chairs with casters
- 3 Wall-mounted monitor
- 4 Magnetic whiteboard with magnetic marker tray

### Department and/or Function Group Specific Features

- Technical Staff: Favor multiple monitors for diverse viewing angles. Both options function well for the team's needs.
- LAPD: Desire windows and natural lighting.
- BCA: Prefer to include side seating arrangement.
- Call Center Staff: Prefer the setup of Option 1.
- Legal Staff: Prefer the mobility provided in Option 1 with the side seating of Option 2. Could work for depositions/hearings.
- Administrative Staff: Prefer the setup of Option 1. Do not typically require whiteboards.
- Public Counter Staff: Prefer the setup of Option 1.
- Field Staff: Prefer the setup of Option 1.



# Collaboration Space

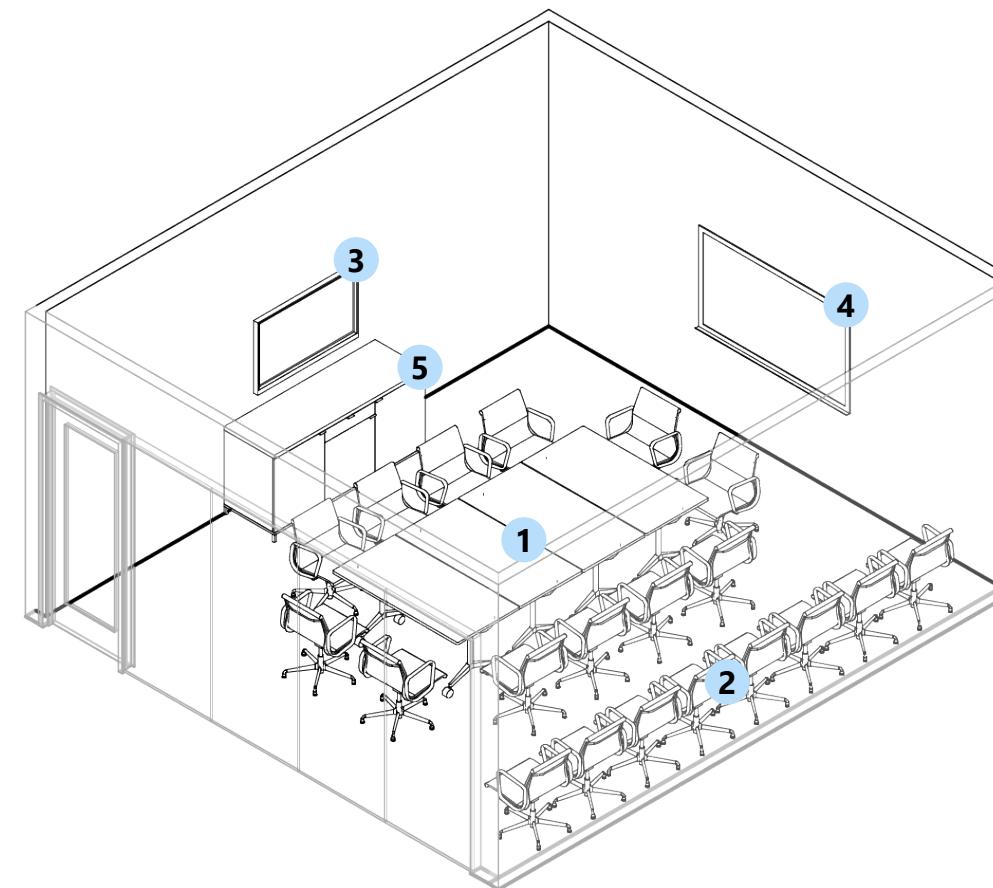
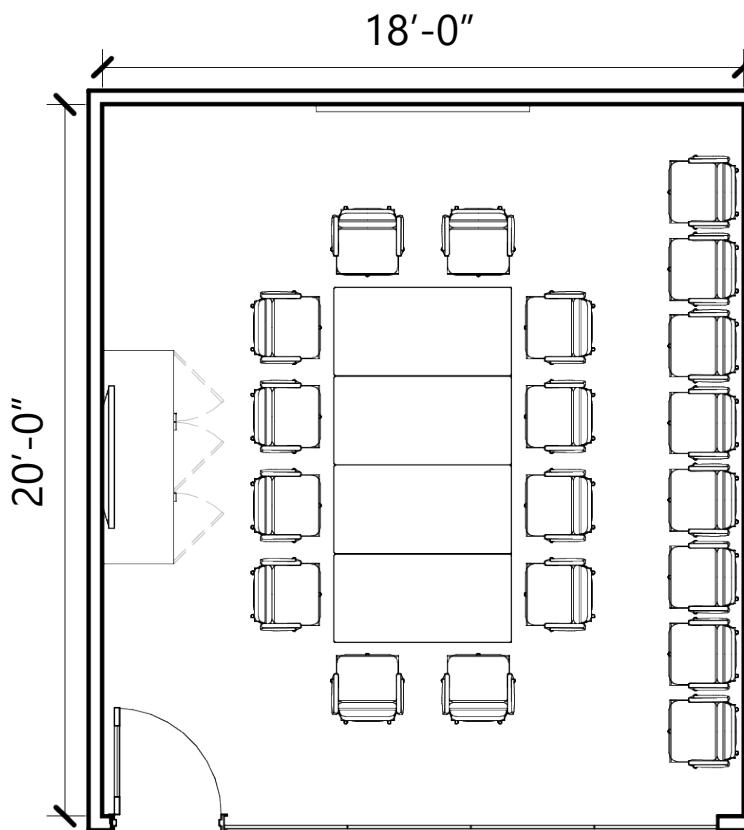
## Conference Room (Medium)

### Description

Conference Rooms are a dedicated space designed for meetings, discussions, presentations, and collaborative work. They typically feature a large table, chairs, and technology such as audiovisual equipment, video conferencing tools, and interactive displays. These rooms are integral to facilitating communication and decision-making, serving as venues for business conferences, management discussions, client meetings, and other significant events.

### Planning Considerations

- The choice of layout should facilitate effective communication and visibility for all attendees.
- Equipped with video conferencing tools, one or more large monitors, and a whiteboard to support both in-person and virtual participants.
- Soundproofing is crucial to ensure confidentiality during discussions. The room should be isolated from external noise and distractions, making it suitable for sensitive business matters.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 360 SF

### Capacity

9 to 15

### Furniture / Tools & Attributes



Meeting Table



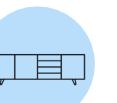
Conference Chairs



Monitor(s)



Whiteboard



Credenza

- 1 Flip-top tables on casters, 30"D x 60"W minimum
- 2 Conference chairs with casters
- 3 Wall-mounted monitor
- 4 Magnetic whiteboard with magnetic marker tray
- 5 Credenza (optional)

### Department and/or Function Group Specific Features

- Technical Staff: Open to adding high-top tables for varied seating during training sessions.
- LAPD: Favor fixed tables; mobile furniture and soft seating are prone to damage. Strongly oppose high-top tables.
- Administrative Staff: Presenters may require a podium. Fixed tables may be preferable to provide power access.



# Collaboration Space

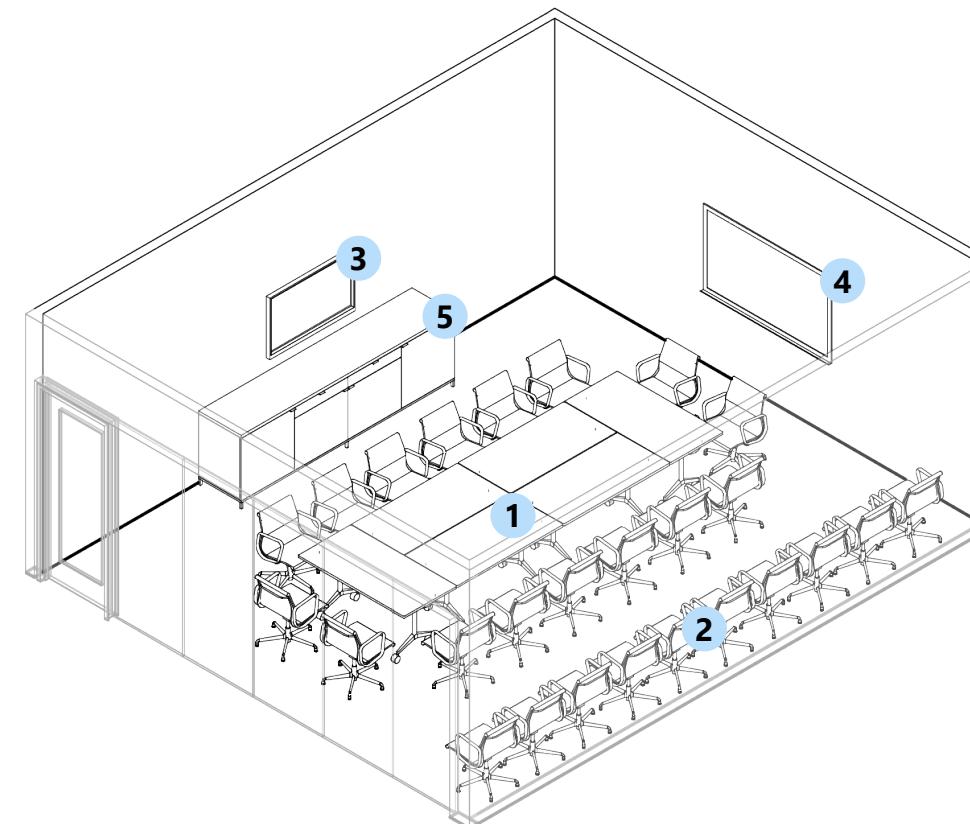
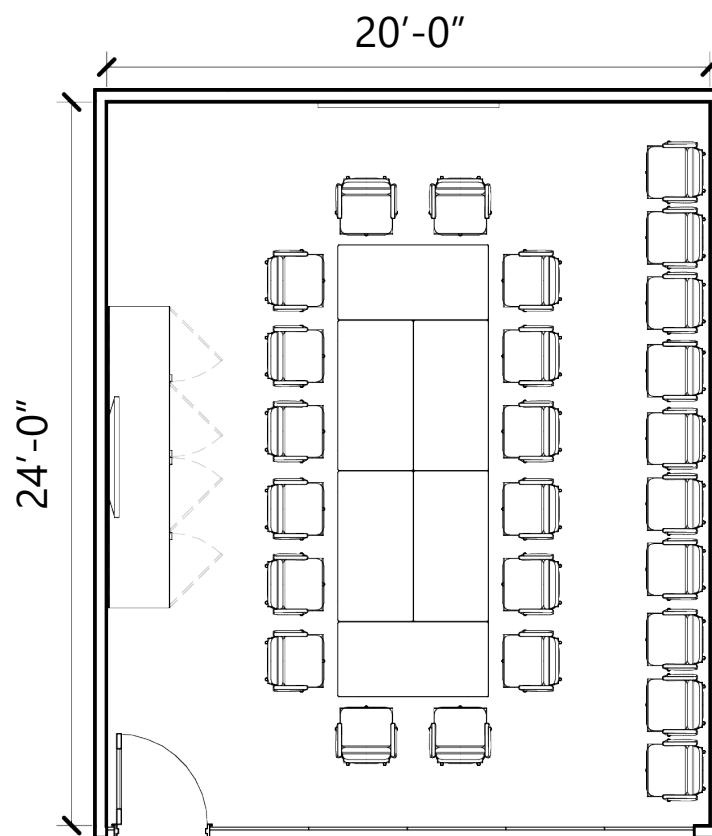
## Conference Room (Large)

### Description

Conference Rooms are a dedicated space designed for meetings, discussions, presentations, and collaborative work. They typically feature a large table, chairs, and technology such as audiovisual equipment, video conferencing tools, and interactive displays. These rooms are integral to facilitating communication and decision-making, serving as venues for business conferences, management discussions, client meetings, and other significant events.

### Planning Considerations

- The choice of layout should facilitate effective communication and visibility for all attendees.
- Equipped with video conferencing tools, one or more large monitors, and a whiteboard to support both in-person and virtual participants.
- Soundproofing is crucial to ensure confidentiality during discussions. The room should be isolated from external noise and distractions, making it suitable for sensitive business matters.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 480 SF

### Capacity

16 or more

### Furniture / Tools & Attributes



Meeting Table



Conference Chairs



Monitor(s)



Whiteboard



Credenza

1 Flip-top tables on casters, 30"D x 60"W minimum

2 Conference chairs with casters

3 Wall-mounted monitor

4 Magnetic whiteboard with magnetic marker tray

5 Credenza

6 Projectors (optional)

### Department and/or Function Group Specific Features

- Technical Staff: Open to adding high-top tables for varied seating during training sessions. Prefer monitors to projectors.
- LAPD: Favor fixed tables; mobile furniture and soft seating are prone to damage. Strongly oppose high-top tables.
- Legal Staff: Projectors are not necessary if large monitors are provided.
- Administrative Staff: Prefer to have a large board room and a separate flexible training room.
- Executive Staff: Possibility to use a tackable wall.



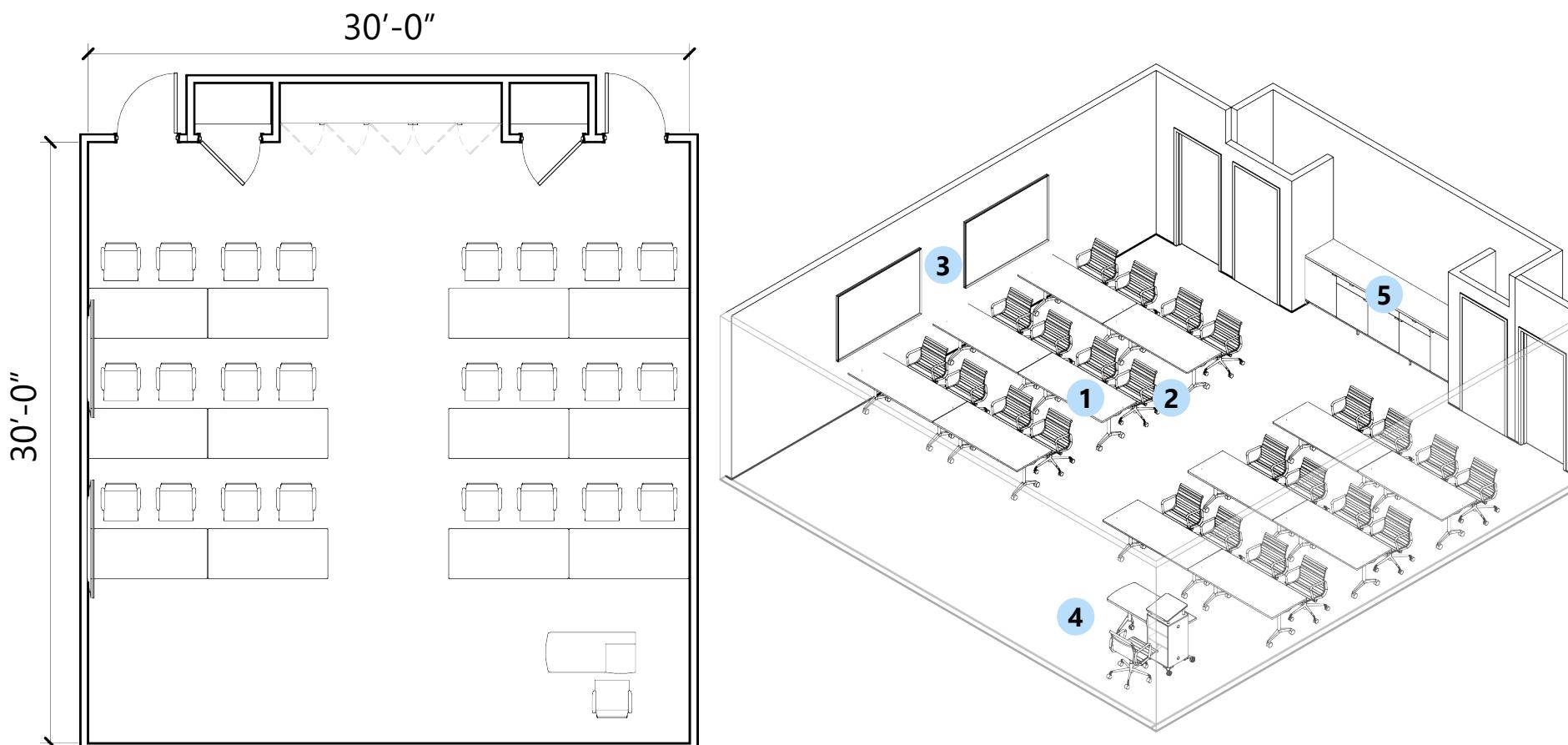
# Collaboration Space Training Room

## Description

A training room is a designated space used for educating employees on new skills and relevant information pertinent to their roles. These rooms are designed to facilitate interactive learning and can accommodate various training styles, from lectures to hands-on workshops. Training rooms often serve as flexible spaces that can also be used for meetings or brainstorming sessions, adapting to the diverse needs of different businesses.

## Planning Considerations

- By placing two large conference rooms next to each other with a demountable wall, the rooms can easily be combined into a larger space when needed, providing adaptability for various group sizes and activities.
- Design the training room with a flexible layout that can accommodate different formats, such as classroom-style or theater-style.
- Ensure seamless technology integration to facilitate smooth transitions between different training formats.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

## Space Characteristics

Total Area: 900 SF

## Capacity

24 or more

## Furniture / Tools & Attributes



Meeting Table



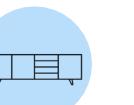
Conference Chairs



Monitor(s)



Whiteboard



Credenza

1 Flip-top tables on casters, 30"D x 60"W minimum

2 Conference chairs with casters

3 Wall-mounted monitor

4 Podium

5 Credenza

6 Projectors (optional)

## Department and/or Function Group Specific Features

- Technical Staff: Open to adding high-top tables for varied seating during training sessions. Prefer monitors to projectors.
- LAPD: Favor fixed tables; mobile furniture and soft seating are prone to damage. Strongly oppose high-top tables.
- Legal Staff: Projectors are not necessary if large monitors are provided.
- Administrative Staff: Prefer to have a large board room and a separate flexible training room.
- Executive Staff: Possibility to use a tackable wall.



# Collaboration Space

## Open Collaboration

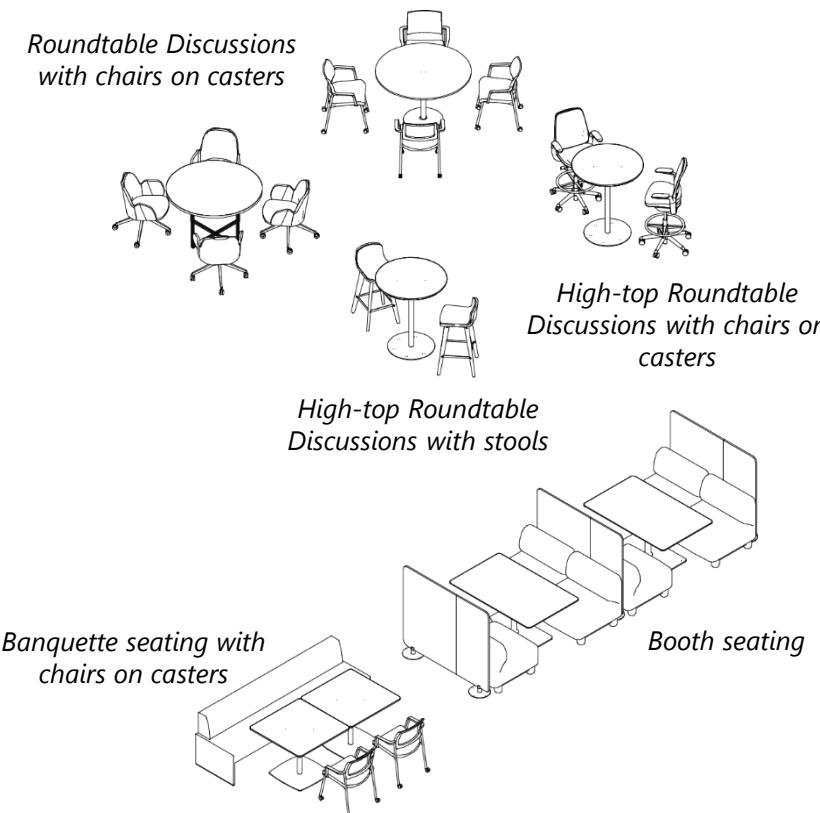
### Description

Open collaboration spaces are furniture-based solutions that support a range of functions including group work, individual/focus work, and meetings with technology. These spaces should provide the opportunity for ad-hoc engagements among colleagues.

### Planning Considerations

- These areas can accommodate varying numbers of people, depending on the size of the space and the nature of the activities.
- Should be easily reconfigurable to support different types of collaborative activities, from small group discussions to larger team meetings.
- While not as technology-heavy as formal meeting rooms, they should still provide access to wireless internet and power outlets.
- These settings should not be placed directly beside open workstations.
- Open collaboration spaces can be configured with a range of furniture and provide an opportunity to introduce variety into the workplace, such as: lounge seating, banquettes, high tables with or without stools, etc.

### Configuration Options



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: Varies

### Typical Dimensions

Varies

### Furniture / Tools & Attributes



Meeting Table



Task Chair



Lounge Seating



Monitor(s)



Whiteboard

- 1 Collaborative furniture solutions
- 2 Stools or lounge chairs
- 3 Whiteboard or other collaboration tools
- 4 Freestanding and/or wall-mounted monitors

### Department and/or Function Group Specific Features

- Technical Staff: Ensure the space is equipped for virtual collaboration. High-top communal tables would be ideal.
- Executive / Management: Require virtual collaboration capabilities. Do not like banquette or booth seating.
- LAPD: Opt for chairs without casters to minimize carpet wear.
- Field Staff: Prefer multiple individual spaces rather than a single open area.
- Administrative Staff: Less inclined to use this space type. Occasionally use regular-height roundtables for discussions.
- Call Center Staff: Not suitable for functional needs due to acoustics.
- Legal Staff: Lateral file storage with stools would be ideal.
- Public Counter Staff: Currently use partition screens to create visual privacy in open spaces.



# SUPPORT SPACE

Support spaces are essential for daily operations and efficiency within the workplace. These spaces should be designed to house equipment and materials that support the administrative functions of the office. Layouts should prioritize functionality and accessibility to ensure that employees can quickly and easily find what they need. These spaces should be located somewhere that minimizes disruption to the main work areas, while being easily accessible to the workforce.

## Support Space Types

### **Copy / Print Room**

A dedicated area equipped with printers, copiers, and office supplies that employees can use to enhance productivity, share resources, and store general items.

### **Pantry**

A dedicated space within a workplace designed for employees to take breaks, eat meals, and engage in casual conversations away from their workstations.

### **Wellness Room**

A private, secure space designed to support a variety of employee needs. This could include a nursing space, meditation space, or prayer room. The space should be designed and furnished with a mix of these uses in mind.



# Support Space

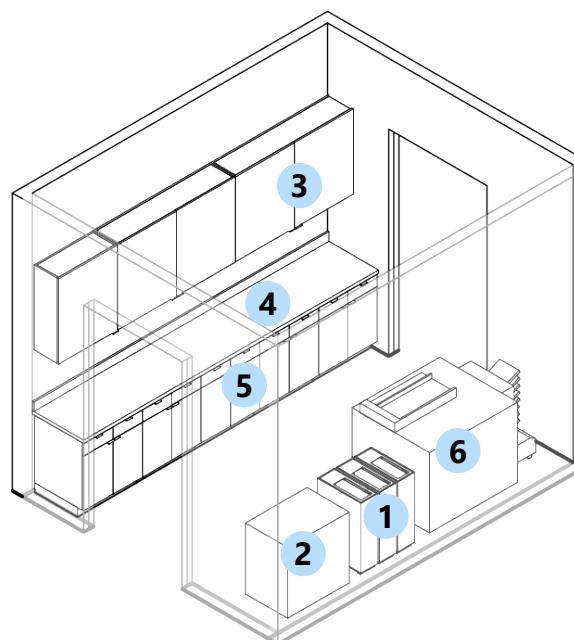
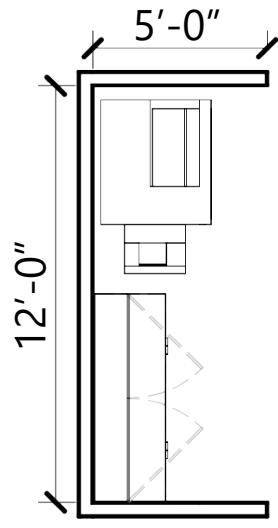
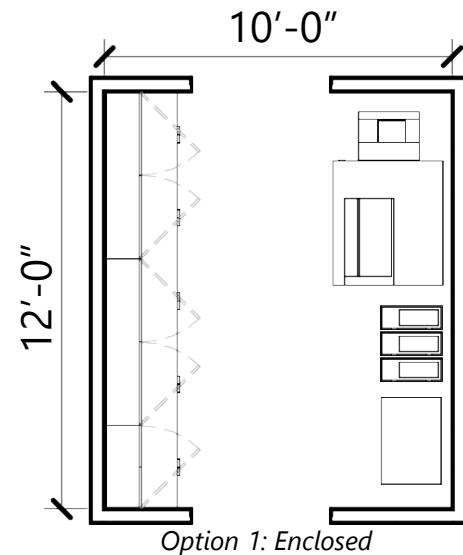
## Copy / Print Room

### Description

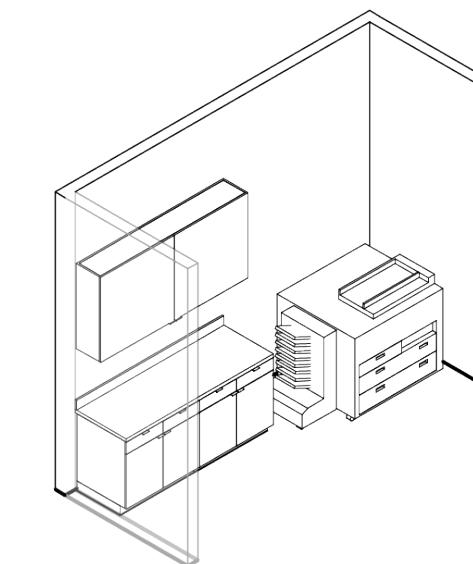
A dedicated area equipped with printers, copiers, and office supplies that employees can use to enhance productivity, share resources, and store general items.

### Planning Considerations

- Copy/Print rooms should be located in an easily accessible area, such as off the main circulation route, and can be located on the interior as they do not need daylighting, since a Copy/Print room is meant to be briefly occupied.
- Shared copy/print should be provided in lieu of personal printers to minimize energy use and optimize space utilization.



Option 1: Enclosed



Option 2: Open

Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 120 SF

### Capacity

-

### Furniture / Tools & Attributes



Trash & Recycling



Shred Bin



Multi-functional Device

- 1 Trash and recycling
- 2 Shred bin
- 3 Overhead storage
- 4 Work counter-top
- 5 Under counter storage
- 6 High-capacity multi-functional device (print/copy/scan/fax)



# Support Space

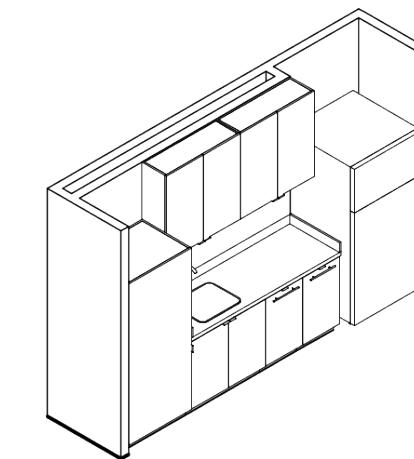
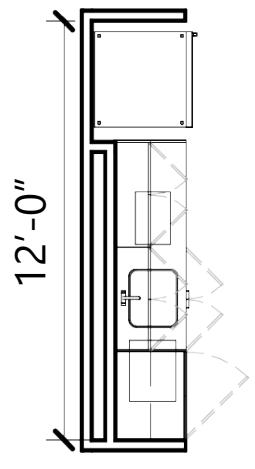
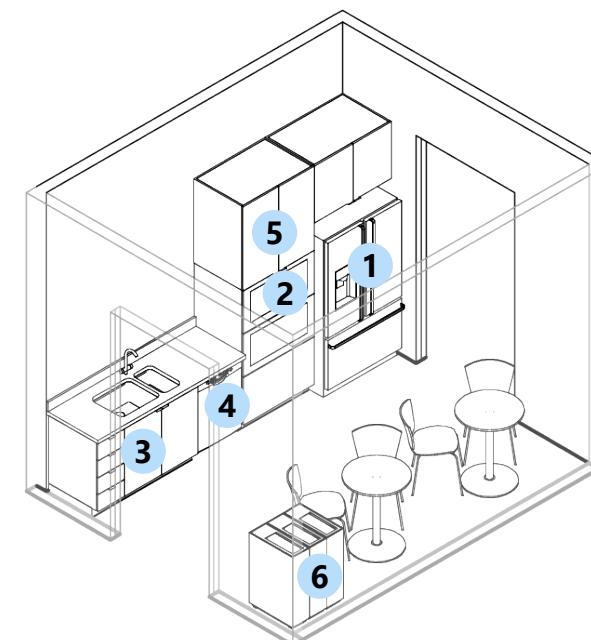
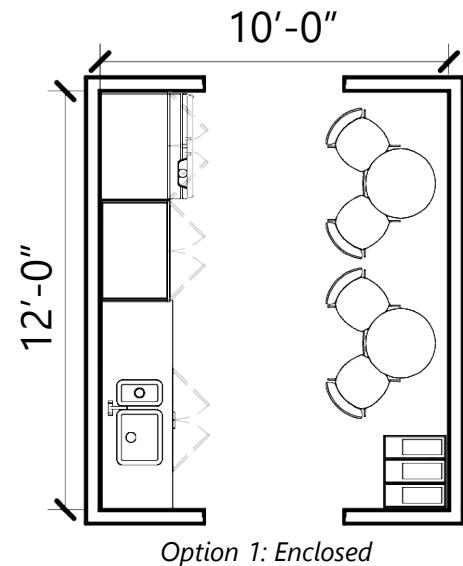
## Pantry

### Description

A dedicated space within a workplace designed for employees to take breaks, eat meals, and engage in casual conversations away from their workstations.

### Planning Considerations

- Pantries should be located away from individual workspaces but ideally along main circulation paths.
- Additional equipment or functionality may be added as determined by local conditions or requirements.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.



# Support Space

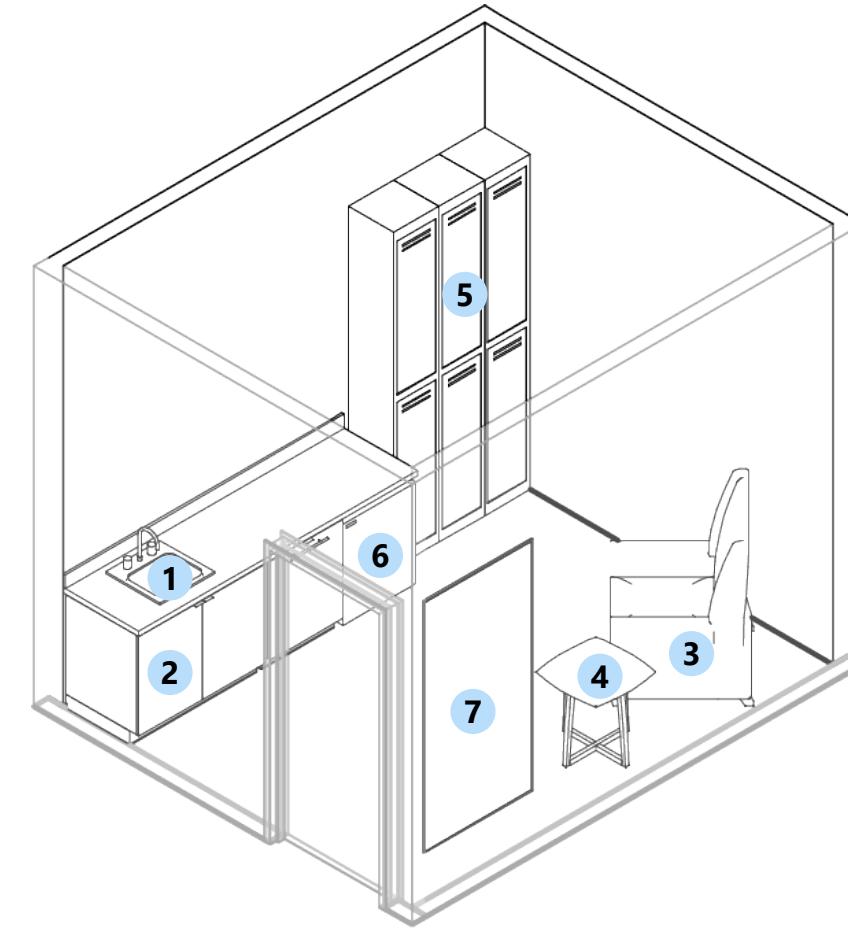
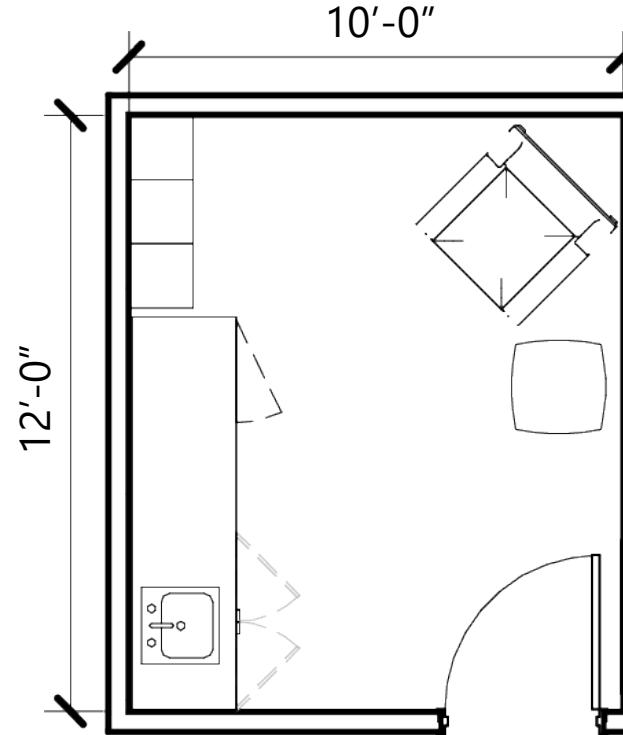
## Mother's Room / Wellness Room

### Description

A private, secure space designed to support a variety of employee needs. This could include a nursing space, meditation space, or prayer room. The space should be designed and furnished with a mix of these uses in mind.

### Planning Considerations

- Locate in an easily accessible area, such as off the main circulation route, but shielded from view and free of intrusion from coworkers and the public.
- Consider acoustics with respect to adjacent space types for privacy.
- Consider installing a room scheduling touch panel outside entry door to inform the status of the space when in-use.



Floorplans and axonometric views are not to scale. Furniture shown are for illustrative purposes only and require additional coordination.

### Space Characteristics

Total Area: 120 SF

### Capacity

1

### Furniture / Tools & Attributes



Sink



Lounge chair



Side table



Lockers



Refrigerator

- 1 Sink
- 2 Base cabinet
- 3 Lounge chair
- 4 Side table
- 5 Lockers for temporary personal storage
- 6 Under cabinet refrigerator
- 7 Full length mirror



# 05

# MARVIN BRAUDE TEST-FIT

## Summary Comparison

### Existing Conditions

- Existing Occupancy
- Existing Space Types

### Proposed Implementation

- Proposed Option 1
- Proposed Option 2
- Comparable



# SUMMARY COMPARISON

The table below compares the existing conditions of the Marvin Braude Building to the two different proposed options for the third floor. Usable Square Foot (USF) per seat is a standard metric for analyzing and comparing space efficiencies. This excludes core spaces such as: vertical shafts, elevators, stairs, restrooms, janitor closets, mechanical rooms, server rooms, etc. The available USF is estimated to be 29,200 SF.

	TOTAL SEATS	USF PER SEAT
EXISTING	110	266
<i>delta</i> between existing and option 1	+15	-32
<b>OPTION 1: MINIMAL RENOVATION</b>	125	234
<i>delta</i> between existing and option 2	+39	-70
<b>OPTION 2: FULL RENOVATION</b>	149	196



# EXISTING CONDITIONS

The Existing Conditions Overview of our space standards report provides a comprehensive look at the current occupancy and spatial layout within the Marvin Braude building. The first section, Existing Occupancy, offers a visual exploration of various work environments, including workstations, enclosed offices, and collaboration spaces. These images serve as illustrative examples to help understand the current space configurations. The second section, Existing Space Types, presents a detailed breakdown of each floor level. It includes a floorplan visualization with color-coded maps indicating different space types such as offices, workstations, and collaboration areas.



# Existing Conditions

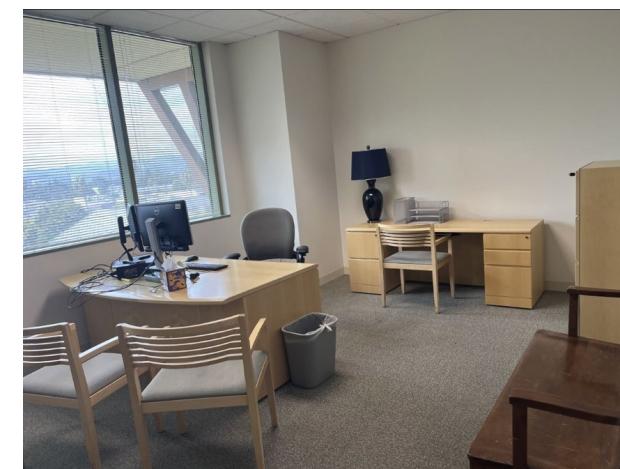
## Existing Occupancy

This page provides a visual overview of the existing occupancy conditions at the Marvin Braude building. The images showcase a variety of current work environments, including workstations, enclosed offices, and collaboration spaces. These photos serve as examples to illustrate the types of spaces currently in use and are not exhaustive. This selection is intended for illustrative purposes only, to aid in understanding the current space configurations.

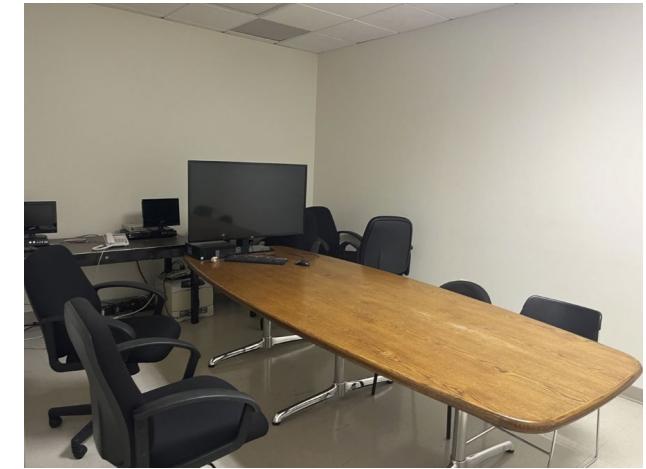
### Workstations



### Enclosed Offices



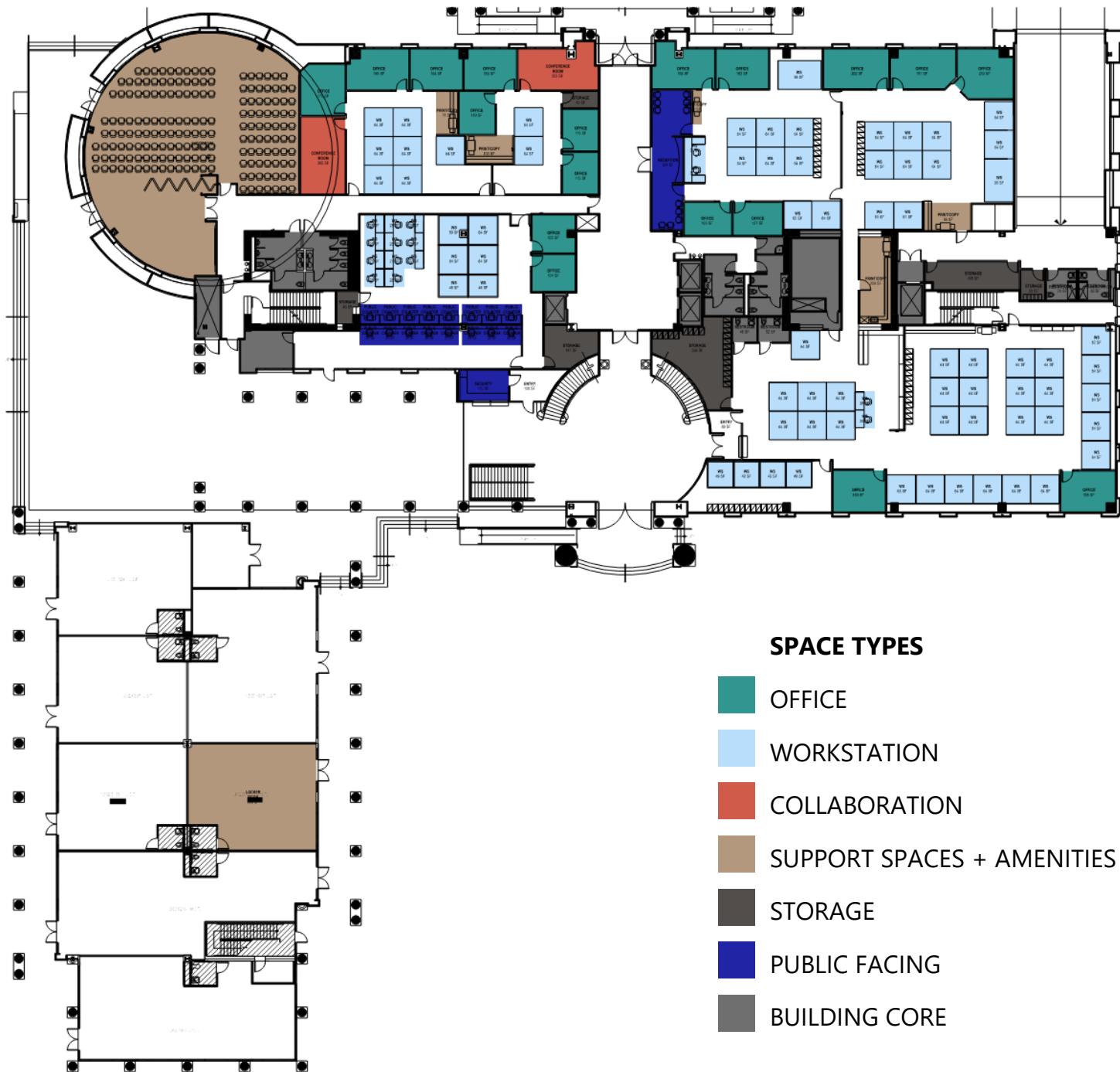
### Collaboration Spaces





## Existing Conditions

### Existing Space Types | Level 1



Floor plan is not to scale

SPACE TYPE	NET AREA	QUANTITY OF SPACES
OFFICE	120	7
	150	5
	180	3
	200	3
	250	-
<b>TOTAL OFFICES</b>	<b>18</b>	
WORKSTATION	25	13
	36	2
	48	6
	64	61
	96	2
<b>TOTAL WORKSTATIONS</b>	<b>84</b>	
<b>TOTAL COLLABORATION (ENCLOSED)</b>		<b>2</b>

Offices and workstation net area sizes highlighted in grey indicate a deviation from existing space standards.



## Existing Conditions

### Existing Space Types | Level 2



Floor plan is not to scale

SPACE TYPE	NET AREA	QUANTITY OF SPACES
OFFICE	120	-
OFFICE	150	-
OFFICE	180	2
OFFICE	200	2
OFFICE	250	2
<b>TOTAL OFFICES</b>	<b>6</b>	
WORKSTATION	25	-
WORKSTATION	36	101
WORKSTATION	48	9
WORKSTATION	64	28
WORKSTATION	96	49
<b>TOTAL WORKSTATIONS</b>	<b>187</b>	
<b>TOTAL COLLABORATION (ENCLOSED)</b>		<b>2</b>

Offices and workstation net area sizes highlighted in grey indicate a deviation from existing space standards.



## Existing Conditions

### Existing Space Types | Level 3



#### SPACE TYPES

- OFFICE
- WORKSTATION
- COLLABORATION
- SUPPORT SPACES + AMENITIES
- STORAGE
- PUBLIC FACING
- BUILDING CORE

Floor plan is not to scale

SPACE TYPE	NET AREA	QUANTITY OF SPACES
OFFICE	120	-
	150	6
	180	4
	200	9
	250	-
<b>TOTAL OFFICES</b>	<b>19</b>	
WORKSTATION	25	-
	36	-
	48	-
	64	61
	96	30
<b>TOTAL WORKSTATIONS</b>	<b>91</b>	
<b>TOTAL COLLABORATION (ENCLOSED)</b>		<b>6*</b>

Offices and workstation net area sizes highlighted in grey indicate a deviation from existing space standards.

\* Count includes interview rooms



## Existing Conditions

## Existing Space Types | Level 4



## SPACE TYPES

- OFFICE
- WORKSTATION
- COLLABORATION
- SUPPORT SPACES + AMENITIES
- STORAGE
- PUBLIC FACING
- BUILDING CORE

SPACE TYPE	NET AREA	QUANTITY OF SPACES
OFFICE	120	4
	150	4
	180	9
	200	5
	250	3
<b>TOTAL OFFICES</b>		<b>25</b>
WORKSTATION	25	40
	36	-
	48	2
	64	41
	96	29
<b>TOTAL WORKSTATIONS</b>		<b>112</b>
<b>TOTAL COLLABORATION (ENCLOSED)</b>		<b>8</b>

*Offices and workstation net area sizes highlighted in grey indicate a deviation from existing space standards.*

*Floor plan is not to scale*



# PROPOSED IMPLEMENTATION

Two options are proposed to test fit for the third floor of the Marvin Braude Building. This will give the City two options at different levels of effort to understand the impact of the new space standards. Option 1 assumes minimal renovation of existing walls, while Option 2 will require more construction, but may result in greater efficiencies. Both options will ensure that a secure suite exists to accommodate departments that require access control to their spaces. This approach will help quantify the efficiencies that could then be applied to other floors in the building, except for the 2nd floor, as it has a large public facing component that would need additional consideration outside of these space standards. With this new baseline for both options we can calculate the increase of efficiencies as a percentage of workstation variation from the existing plan.

## **Proposed Option 1: Minimal Renovation**

- Retain as many walls as possible for offices/support
- Retain demising walls
- Implementation of standardized planning ratios for collaboration spaces
- Predominantly furniture changes only to match new space standards

## **Proposed Option 2: Full Renovation**

- Demo all interior partition walls and demising walls, as needed
- Implementation of standardized planning ratios for collaboration spaces
- Full implementation of new space standards



## Proposed Implementation

### Proposed Option 1 Minimal Renovation | Level 1



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	7	-
OFFICE (STANDARD)	120	12	-
OFFICE (EXECUTIVE)	180	7	-
WORKSTATION	36	92	-
HUDDLE	120	1	-
CONFERENCE (SMALL)	180	-	-
CONFERENCE (MEDIUM)	360	1	-
CONFERENCE (LARGE)	480	1	-
OPEN COLLABORATION	-	6	730
PANTRY	-	-	-
PRINT/COPY	-	3	270
WELLNESS/MOTHERS	-	-	-

Floor plan is not to scale



## Proposed Implementation

### Proposed Option 1 Minimal Renovation | Level 2



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	14	-
OFFICE (STANDARD)	120	1	-
OFFICE (EXECUTIVE)	180	5	-
WORKSTATION	36	212	-
HUDDLE	120	1	-
CONFERENCE (SMALL)	180	3	-
CONFERENCE (MEDIUM)	360	-	-
CONFERENCE (LARGE)	480	1	-
OPEN COLLABORATION	-	12	1,040
PANTRY	-	2	1,020
PRINT/COPY	-	2	90
WELLNESS/MOTHERS	-	-	-

*Floor plan is not to scale*



# Proposed Implementation

## Proposed Option 1 Minimal Renovation | Level 3



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	12	-
OFFICE (STANDARD)	120	10	-
OFFICE (EXECUTIVE)	180	8	-
WORKSTATION	36	107	-
HUDDLE	120	3*	-
CONFERENCE (SMALL)	180	3	-
CONFERENCE (MEDIUM)	360	3	-
CONFERENCE (LARGE)	480	1	-
OPEN COLLABORATION	-	7	980
PANTRY	-	3	1,440
PRINT/COPY	-	5	510
WELLNESS/MOTHERS	-	-	-

\* The existing interview rooms adjacent to the core spaces are included in the counts for "Huddle".

Floor plan is not to scale



## Proposed Implementation

### Proposed Option 1 Minimal Renovation | Level 4



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	7	-
OFFICE (STANDARD)	120	9	-
OFFICE (EXECUTIVE)	180	15	-
WORKSTATION	36	121	-
HUDDLE	120	2	-
CONFERENCE (SMALL)	180	1	-
CONFERENCE (MEDIUM)	360	5	-
CONFERENCE (LARGE)	480	2	-
OPEN COLLABORATION	-	10	1,090
PANTRY	-	1	1,380
PRINT/COPY	-	4	280
WELLNESS/MOTHERS	-	-	-

*Floor plan is not to scale*



## Proposed Implementation

### Proposed Option 2: Full Renovation | Level 1



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	16	-
OFFICE (STANDARD)	120	9	-
OFFICE (EXECUTIVE)	180	5	-
WORKSTATION	36	99	-
HUDDLE	120	9	-
CONFERENCE (SMALL)	180	4	-
CONFERENCE (MEDIUM)	360	-	-
CONFERENCE (LARGE)	480	2	-
OPEN COLLABORATION	-	6	790
PANTRY	-	1	460
PRINT/COPY	-	1	40
WELLNESS/MOTHERS	-	-	-

Floor plan is not to scale



## Proposed Implementation

### Proposed Option 2: Full Renovation | Level 2



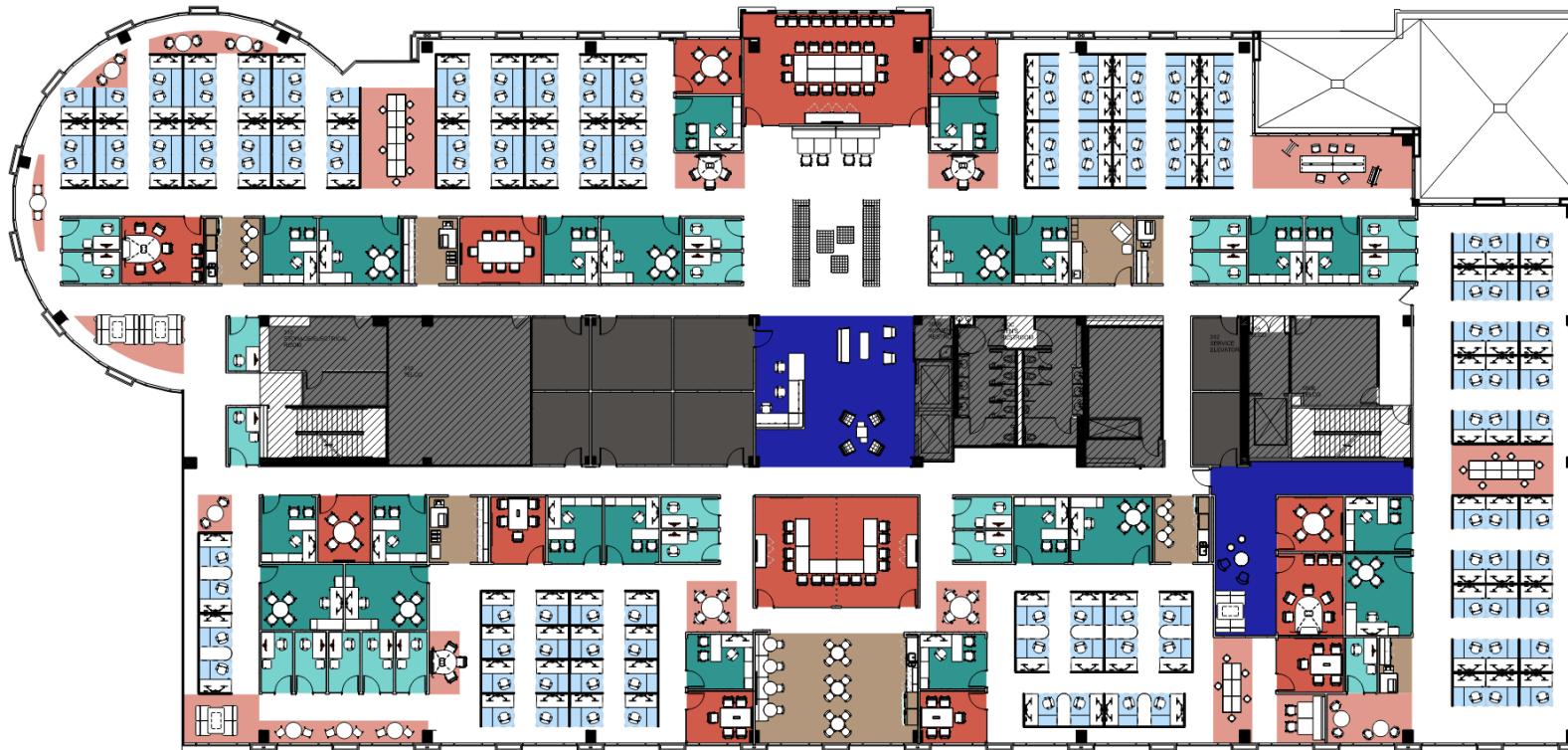
SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	17	-
OFFICE (STANDARD)	120	7	-
OFFICE (EXECUTIVE)	180	2	-
WORKSTATION	36	189	-
HUDDLE	120	2	-
CONFERENCE (SMALL)	180	4	-
CONFERENCE (MEDIUM)	360	-	-
CONFERENCE (LARGE)	480	-	-
OPEN COLLABORATION	-	11	1,430
PANTRY	-	3	920
PRINT/COPY	-	2	100
WELLNESS/MOTHERS	-		

*Floor plan is not to scale*



## Proposed Implementation

### Proposed Option 2: Full Renovation | Level 3



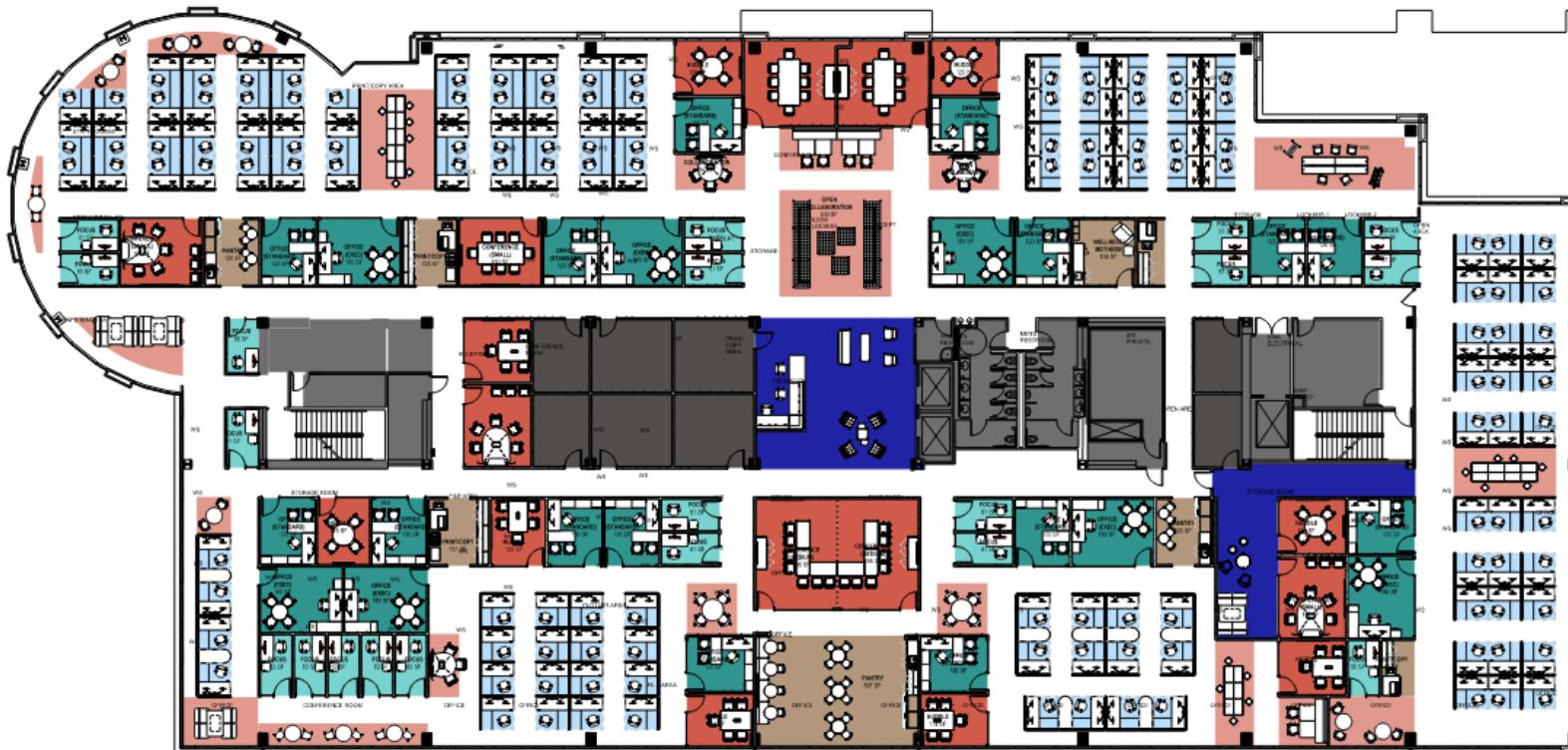
SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	20	-
OFFICE (STANDARD)	120	15	-
OFFICE (EXECUTIVE)	180	7	-
WORKSTATION	36	127	-
HUDDLE	120	8	-
CONFERENCE (SMALL)	180	3	-
CONFERENCE (MEDIUM)	360	2	-
CONFERENCE (LARGE)	480	1	-
OPEN COLLABORATION	-	20	2,620
PANTRY	-	3	840
PRINT/COPY	-	4	370
WELLNESS/MOTHERS	-	1	130

Floor plan is not to scale



## Proposed Implementation

### Proposed Option 2: Full Renovation | Level 4

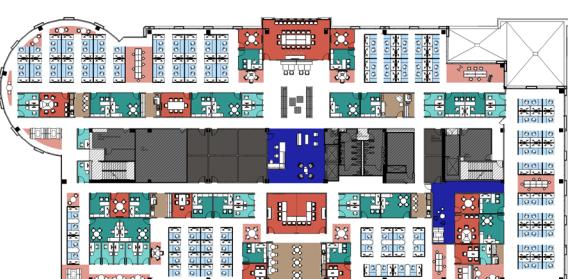


SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	QUANTITY OF SPACES	APPROXIMATE TOTAL NET AREA (SF)
FOCUS ROOM	60	20	-
OFFICE (STANDARD)	120	7	-
OFFICE (EXECUTIVE)	180	15	-
WORKSTATION	36	127	-
HUDDLE	120	9	-
CONFERENCE (SMALL)	180	4	-
CONFERENCE (MEDIUM)	360	4	-
CONFERENCE (LARGE)	480	-	-
OPEN COLLABORATION	-	21	2,630
PANTRY	-	3	840
PRINT/COPY	-	4	370
WELLNESS/MOTHERS	-	1	140

Floor plan is not to scale



# Proposed Implementation Option Comparison



SPACE TYPE	APPROXIMATE NET AREA PER SPACE (SF)	EXISTING QUANTITY OF SPACES	delta between existing and option 1			OPTION 1: MINIMAL RENOVATION QUANTITY OF SPACES	delta between option 1 and option 2			OPTION 2: FULL RENOVATION QUANTITY OF SPACES
FOCUS ROOM	60	0		+40	-	40		+33	83%	73
OFFICE (STANDARD)*	120*	44*		-1	-1%	32	-	+0	0%	46
OFFICE (EXECUTIVE)*	180*	24*				35				21
WORKSTATION	36	156		+56	12%	532		+10	2%	542
WORKSTATION	64-96	320				0				0
<b>Total Workstations</b>		544		+55	55	599		+10		609
HUDDLE (4 pers)	120	2		+3	150%	5		+23	460%	28
CONFERENCE (SMALL – 6 pers)	180	1		+6	600%	7		+8	114%	15
CONFERENCE (MEDIUM – 10 pers)	360	10		-1	-10%	9		-3	-33%	6
CONFERENCE (LARGE – 16 pers)	480	5	-	0	0%	5		-2	-40%	3
OPEN COLLABORATION (4 pers)	-	2		+33	1650%	35		+23	66%	58
<b>Total Collaboration</b>		202				372				542
<b>Workstation : Collaboration Ratio</b>		1 : 0.37				1 : 0.62				1 : 0.89
PANTRY	120**	4		+3	75%	7		+2	29%	9
PRINT/COPY	120**	16		-2	-13%	14		-3	-21%	11
WELLNESS/MOTHERS'	120	0		+1	-	1		+1	100%	2

\*Assumes existing offices between 120 SF to 180 SF are comparable to "office (standard)", while 200 SF to 250 SF are comparable to office (executive).



# Cost Assessment

## Option Comparison

		Without Seat Sharing				With Seat Sharing			
		Option 1: Furniture Only		Option 2: 75% Renovation		Option 1: Furniture Only		Option 2: 75% Renovation	
<b>Unit Cost</b>		<b>Multiplier</b>	<b>Total Cost</b>						
<b>TI costs for Option 1</b>	\$140.00/SF	66,930 SF	\$9,370,200.00			66,930 SF	\$9,370,200.00		
<b>TI costs for Option 2</b>	\$330.00/SF			107,402 SF	\$35,442,660.00			107,402 SF	\$35,442,660.00
<b>Box moves</b>	\$1,000.00/HC	599	\$599,000.00	609	\$609,000.00	749	\$749,000.00	761	\$761,000.00
<b>Total Cost</b>		<b>\$9,969,200.00</b>		<b>\$36,051,660.00</b>		<b>\$10,119,200.00</b>		<b>\$36,203,660.00</b>	
<b>Vacated Lease</b>	\$37.05/SF	14,025 SF	\$519,576.64	16,575 SF	\$614,045.12	52,275 SF	\$1,936,603.83	55,335 SF	\$2,049,966.00
<b>Total Costs in Year 0</b>		<b>\$9,449,623.36</b>		<b>\$35,437,614.88</b>		<b>\$8,182,596.17</b>		<b>\$34,153,694.00</b>	

<b>Total Additional Head Count</b>	<b>55</b>	<b>64</b>	<b>205</b>	<b>217</b>
<b>Total New Collab Rooms</b>	<b>61</b>	<b>110</b>	<b>61</b>	<b>110</b>

- TI Cost for Option 1 include: Renewal of existing finishes throughout as deemed necessary. Cost for purchasing and installing new workstations (where identified on the test fit).
- TI Costs for Option 2 include: Assume 75% of the building would require renovation to alter existing layout to maximize space standard application and workplace efficiency. Includes cost of construction and furniture.

- Operating and maintenance costs were not factored into the total cost since these costs are likely to remain consistent with the potential increase of employees in the building.



# APPENDIX

# 06

- Existing Space Standards
- Test Fits
- Benchmarking



# Appendix

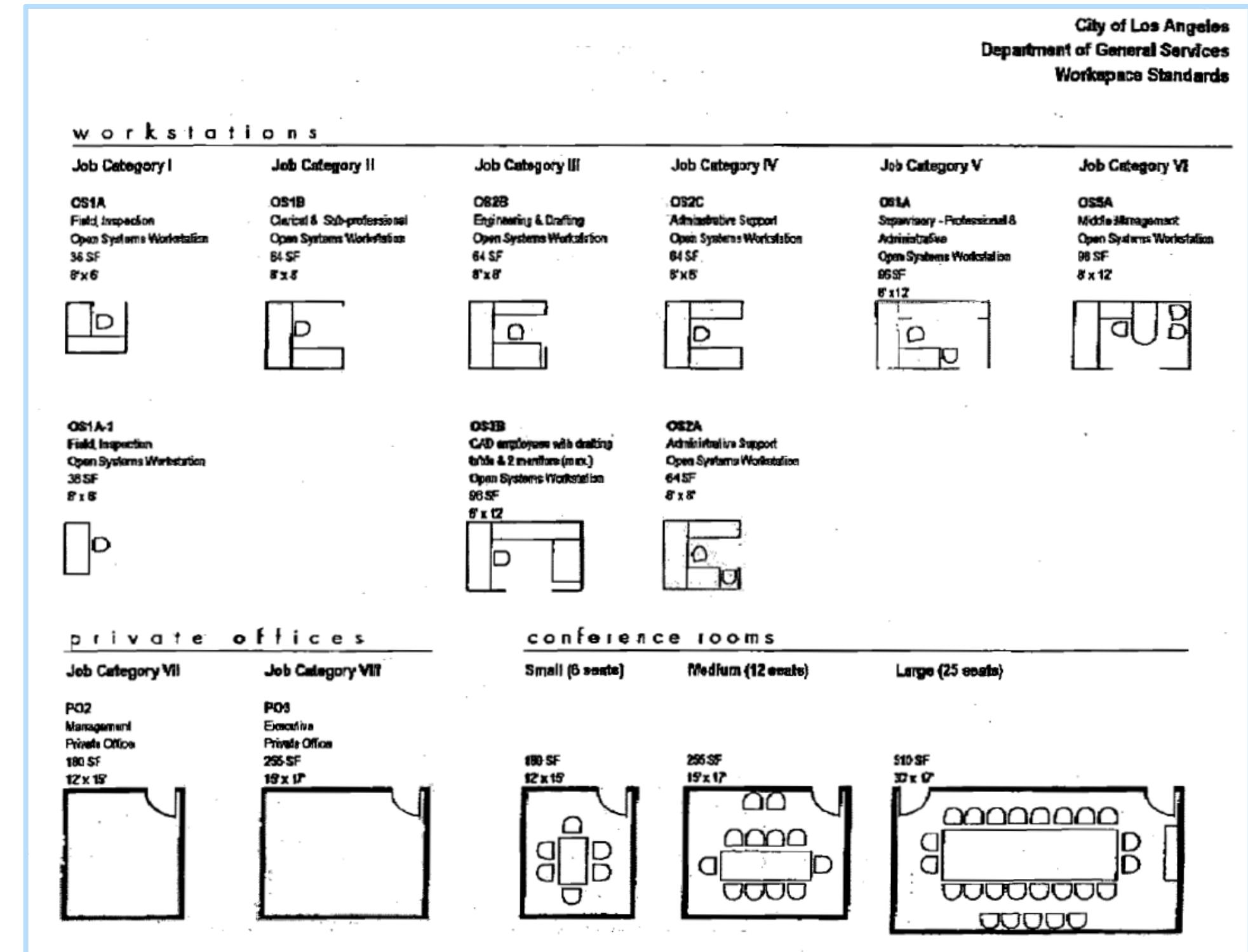
## Existing Space Standards

The City of Los Angeles established comprehensive workspace standards in 1995, with updates in 2002, to guide office space allocation and design for City employees.

These standards define specific space requirements for both enclosed offices and open plan workstations, categorized by job levels from clerical support to executive positions.

For general planning purposes, the City uses an approximate guideline of 200 square feet per employee, which encompasses individual workspaces, storage, and common areas.

While these standards are rigorously applied in new office build-outs, existing spaces are adapted cost-effectively to approximate the guidelines. Any deviations from these standards require approval from the Municipal Facilities Committee.



Reference: 2009 City of Los Angeles Strategic Real Estate Plan



# WORKPLACE STANDARDS BENCHMARK REPORT AND CASE STUDIES

Prepared for the City of Los Angeles



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## SPACE STANDARDS BENCHMARKS

### APPROACH

Gensler, as the leader in designing workplaces throughout the world has drawn on its experience, research and clients to present an overview of what other large public and private organizations are physically adopting new space standards in response to these major shifts in the way people work when they are in the office.

In the pages that follow, a summary of findings is documented followed by case studies on what several government and private sector entities have been doing in response to the changing workplace.

The content is based on informal interviews with accompanying data, on-line research, and previous client documentation. A list of contacts is presented in the Appendix of this report.

The report covers 11 big cities and counties, with populations exceeding 1.5 million. Several large private sector companies with diverse functions and large workforces similar to those in Los Angeles are also included.

This report includes a few former and existing Gensler California county clients and two large State of Arizona departments. While not as large as other entities in this research, individual professionals in these organizations are candid about success and resistance in establishing new workplace standards and teleworking policies. In addition, the inclusion of single departments within a large state bureaucracy demonstrates the feasibility of adopting new space standards in appropriate circumstances.



## MAJOR TAKE-AWAY

### Space standards, policies, and telework policies are still fluid, four years after Covid.

- **Work patterns and space standards are changing due in part, to teleworking.**

The acceptance and transition to activity-based space planning as contrasted with traditional hierarchical office standards is accelerating. This is due, in part, to teleworking as a new normal in many organizations. Space standards are increasingly focused on functions that need to occur in-person. *However, activity-based space standards do not necessarily have to be based on teleworking policies.*

- **Traditional hierarchical office standards are still common.**

Traditional hierarchical office standards based on employee classification are still the norm in several benchmarked organizations. Departmental and employee preferences for traditional space seem to prevail, particularly where recruitment and retention are challenging. But several agencies are working their way toward more open plans with greater emphasis on creating better collaboration spaces, but not necessarily eliminating hierarchical standards.

- **Whether hierarchical or activity-based, organization-wide space standards are top down, not department Up.**

For the most part, whether hierarchical or activity-based, overall standards where they exist, apply to the entire organization or large divisions. Policies are generated from the top down and, theoretically, not based on departmental differentiation.

## SUMMARY OF FINDINGS

However, all the organizations cited in this report, acknowledged that department managements play a key role in deciding how organization-wide standards need to be modified to accommodate specific needs, functions, and preferences.

In a few cases changes in elected officials have an impact on standards, but this does not seem to be common.

- **Space “equity” and “democratizing” space is a major planning principle in several organizations.**

Two large counties and one private sector company that have adopted activity-based workplace standards emphasize the need to create “employee equity” and “democratize” space utilization.

- **Establishing activity-based standards are recognized as one way of achieving intangible goals.**

Translating intangible goals and principles such as enhanced performance & customer service into physical elements is a guiding objective for establishing activity-based space standards in some organizations.

- **Hedging Bets**

In one case, a large international organizations has acknowledged that it has had to essentially adopt two sets of standards, one hierarchical and one activity-based, depending on function, location and cultural considerations.



- **Customer service focus vs. employee focus.**

Based on interviews and document review, in some organizations, customer service seems to be the key driver in moving toward activity-based space configuration. In other cases, the predominant driver seems to be toward employee productivity, retention and recruitment.

- **Teleworking policies are now formally in place in several organizations.**

In the cases described here, most policies are written and quite detailed. Department managers make decisions on whether an employee can telework, and how many days per week within overall organization policies.

- **Teleworking has not generally embraced desk sharing.**

Post-Covid teleworking policies but have generally not embraced desk sharing unless it existed before the shutdown (e.g. workers who are in the field or totally mobile)

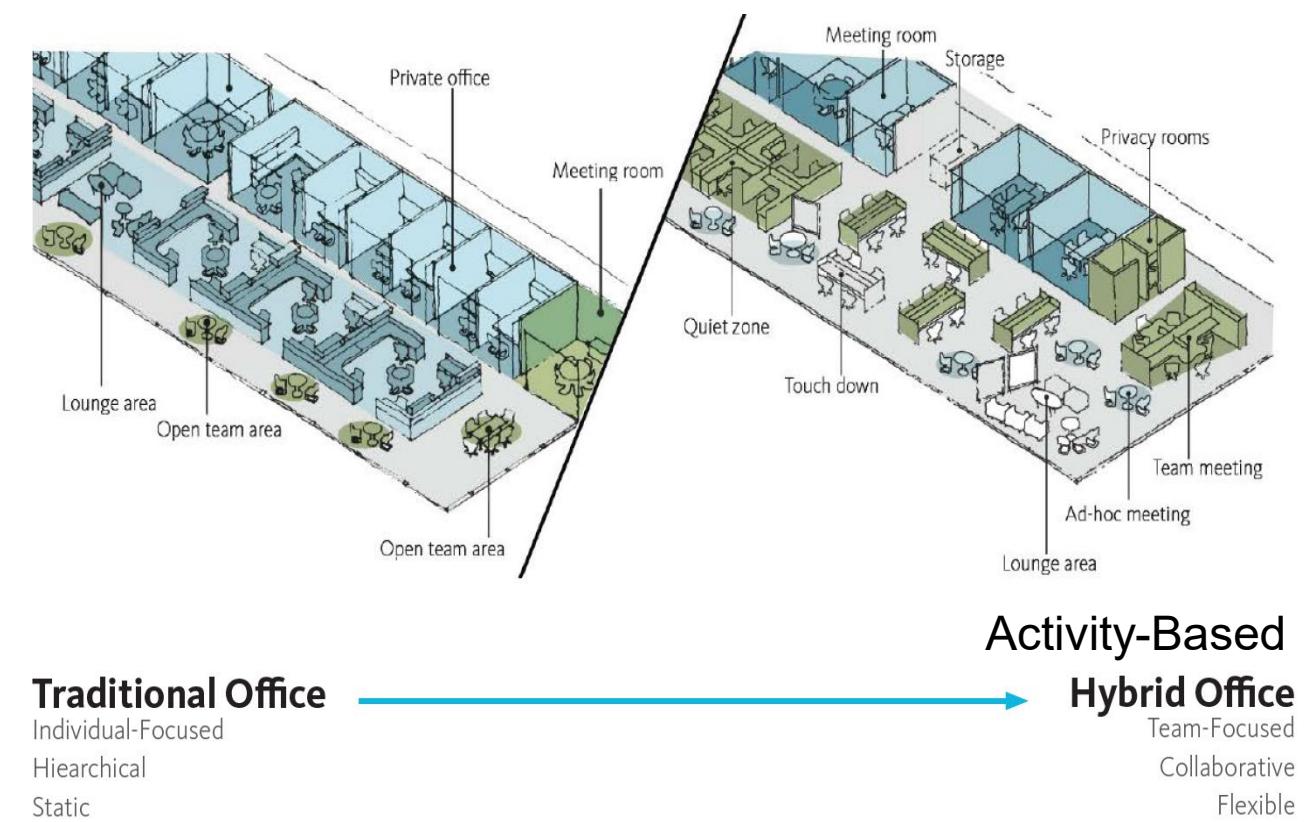
- **Desk sharing and teleworking do not need to be implemented in order to have successful activity-based spaces.**

In one case, there is virtually no teleworking, but the organization has fully embraced activity-based standards.

- **Activity-based workspaces are important to optimizing hybrid work environments.**

From the concept of work being associated with place to a realization that work can take place anywhere anytime, spaces which support collaboration, socializing, and learning, make teleworking productive. and, in a few cases, preferable to five days at the office.

## MORE FINDINGS



PSPRS Hybrid Workplace Strategy 23

- **Activity-based standards require utilization of a robust "Kit of Parts" to be successful.**

For example, a floor full of 6'x 6' workstations no matter how open or technically advanced is not going to address the benefits of activity-based configurations which are sometimes referred to as "neighborhoods".



## MORE FINDINGS

- **Workspace Types: Ratios are Part of the Equation.**

The Kit of Parts approach to activity-based space planning assumes that a configuration or “neighborhood” would occur on a full or partial floor. Several benchmark documents include recommended ratios or quantities of parts per person or workstation, e.g, the number of employees on a floor would govern the number and size of huddle rooms, meeting spaces, coffee stations, etc.

- **Equipment, furniture, technology and ambience are key elements driving space standards, not hierarchical dimensions.**

Furniture, equipment, technology and ambience issues (e.g. lighting, acoustics, HVAC, etc.) are becoming key drivers in establishing activity-based workspace dimensions. Traditional dimensional standards based on hierarchical position or tenure are becoming less important.

- **Real estate footprint reduction Is not generally a significant objective in establishing space standards.**

Reduction of the real estate footprint has not generally been a significant driver where activity-based or hierarchical workplace principles have been adopted (except Toronto; see ahead ahead).

- **Most organizations do not or cannot fully implement more open and diverse workspaces unless the space is new.**

Most jurisdictions do not or cannot fully implement more open and diverse workspaces unless the space is new or approved for an extensive renovation. However, refresh and hard wall “office” repurposing do occur in some circumstances.

- **Existing space that is too costly or difficult to accept contemporary space standards can, nevertheless, usually be retrofitted with new technologies.**

Existing space that is too costly or too difficult to accept contemporary space standards (e.g. bearing hard walls, historic features, etc.) can generally be retrofitted to accept new technologies and different uses. For example, a former large private office could be converted into a small meeting room. NOTE: These kinds of decisions are generally part of a larger programming effort that involves more than a few offices.

- **New leased space with existing workable tenant improvements is left as is.**

Notwithstanding robust space standards in some organization, new Leased space with workable existing tenant improvements are left pretty much as is, even though they do not match adopted standards. Presumably adequate telecom infrastructure and other building features would be a key criteria in site selection.

- **Definitions and labels differ among organizations: defining a kit of parts.**

Every organization has slightly different names and labels for similar spaces. But all entities in this study which have documented space standards (hierarchical or activity-based) include their detailed definitions of metrics e.g., “useable square feet”, “rentable square feet”, “common areas”, etc.



# KEY SPACE STANDARDS BENCHMARKS

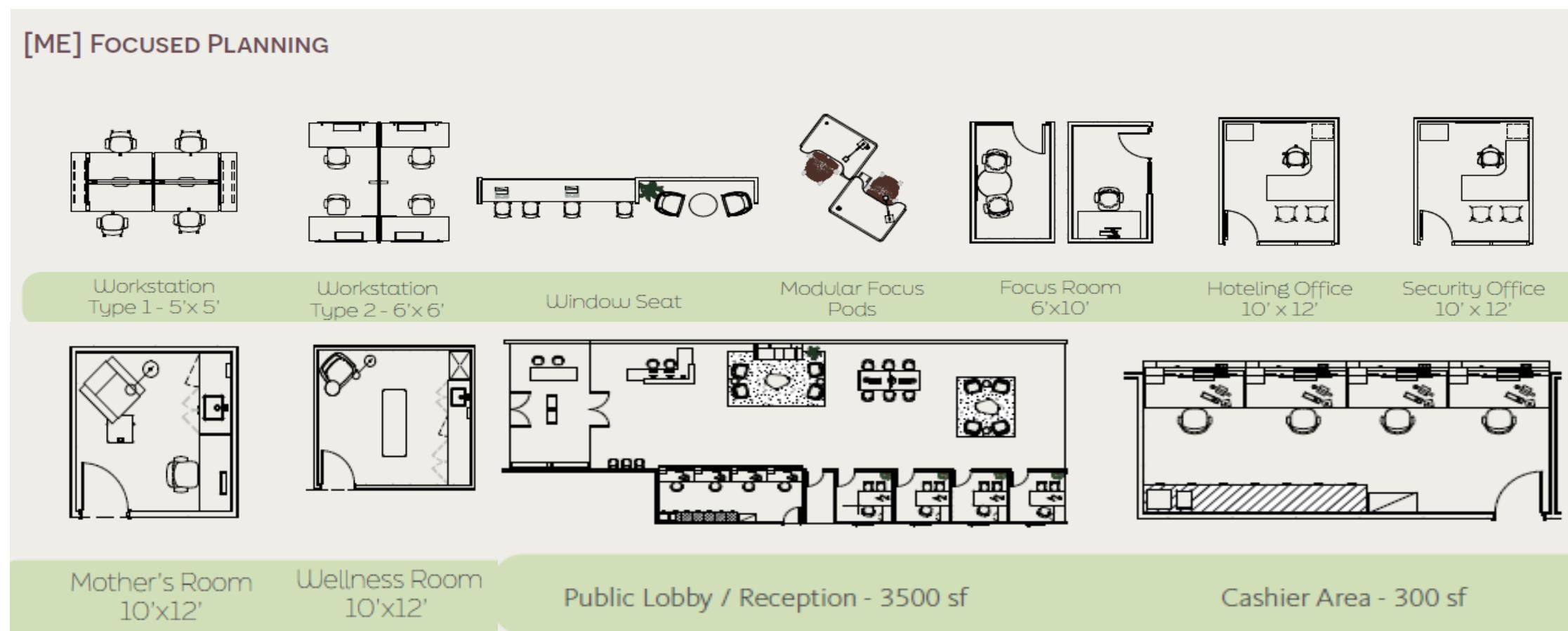
Organization	Organization-wide Workplace Standards	Activity Based	Hierarchical	Real Estate Reduction Goal	Teleworking Policy	Desk Sharing
Arizona Department of Revenue (ADOR)	Yes	X			Yes	
Arizona Public Safety Personnel Retirement System	Yes	X			Yes	
Chicago, Illinois					No-full return to office	No
Contra Costa County, California	No		X	Yes	Yes	
Cook County, Illinois	Yes	X		Not Stated	Yes	?
Harris County, Texas	Yes		X	Not Stated		No
Houston, Texas	Yes		X	No	Yes	No
New York City, New York	Yes	X		Partial	Yes	Partial
Phoenix, Arizona	Yes		X	No	Yes	Partial
San Antonio, Texas	Yes	X	X	Yes	Yes	Yes
San Luis Obispo County, California	No		X	No	Yes	No
Santa Clara County, California	Yes	X		No	No-full return to office	No
Toronto, Ontario, Canada	Yes	X		Yes	Yes	Yes



## ARIZONA DEPARTMENT OF REVENUE

The Arizona Department of Revenue (ADOR) is the state's tax collection agency. It employs approximately 925 people and is located in Phoenix.

In preparation for a move to a newly renovated building, ADOR took the opportunity to re-think its workplace strategies and space standards. Transformations occurring the physical realm and virtual realm plus the new building's configuration were key drivers in producing a kit of parts for activity-based space standards. Special attention was given to amenity spaces to encourage employees to come back to work (teleworking has predominated work patterns since Covid) and improving customer service touch-points. Apparently, there are significant customer visits to the office. **The design strategy was entirely activity-based with virtually no private offices.** The sketches shown below are samples of the 25 kit of parts adopted by ADOR.





## ARIZONA PUBLIC SAFETY PERSONNEL RETIREMENT SYSTEM

Gensler recently completed a Hybrid Work Strategy and workplace standards for the Arizona Public Safety Personnel Retirement System (PSPRS). The retirement system manages retirement plans for over 60,000 members from 300 public agencies.

The strategy, which has now been adopted, emphasized the need to accommodate long-term hybrid work and recommended activity-based space planning standards which focused on:

- "More spaces for collaboration, training, and social interaction.
- Ample supply of individual workspaces, with strong preference for private rooms IT support/help desk that is easily accessible and visible to all employees"

Apparently desk-sharing is not part of the plan.

More specifically the report described and illustrated the following workspace dimensions:

- Universal Workstation 6' x 5'6"
- Phone or Focus Pods 48 sq. ft.
- Huddle Rooms 48 sq. ft.
- Office & Team Rooms 120 sq. ft.
- Medium Conference Room 300 sq. ft.
- Large Conference Room 600-750 sq. ft.

In addition, open collaboration spaces, training rooms, work cafes, wellness rooms, It/Help Desks, reception areas, and member meeting rooms were described and illustrated in detail, but room dimensions were not prescribed.



## CHICAGO, ILLINOIS

Kerl La Jeaune works for an agency that focuses on entities outside the city Hall departments, for example, the school district is part of the city, but operates somewhat independently, somewhat akin to L.A.'s DWP, Ports, and Harbors. He does not believe that the city departments comparable to LA. Departments have space standards. Individual departments and agencies seem to operate on their own with space requests tied to capital allocations.

In his department, he teleworks three days a week but still retain his office. Apparently, he has some kind of parental leave.

With few exceptions, noted in a 2021 published document, employees are expected to return to work five days a week.



## CONTRA COSTA COUNTY, CALIFORNIA

Contra Costa County is one of the counties forming what is generally referred to as the Bay Area on its east side. The County population is approximately 1.2 million. Approximately 11,000 people work for the County.

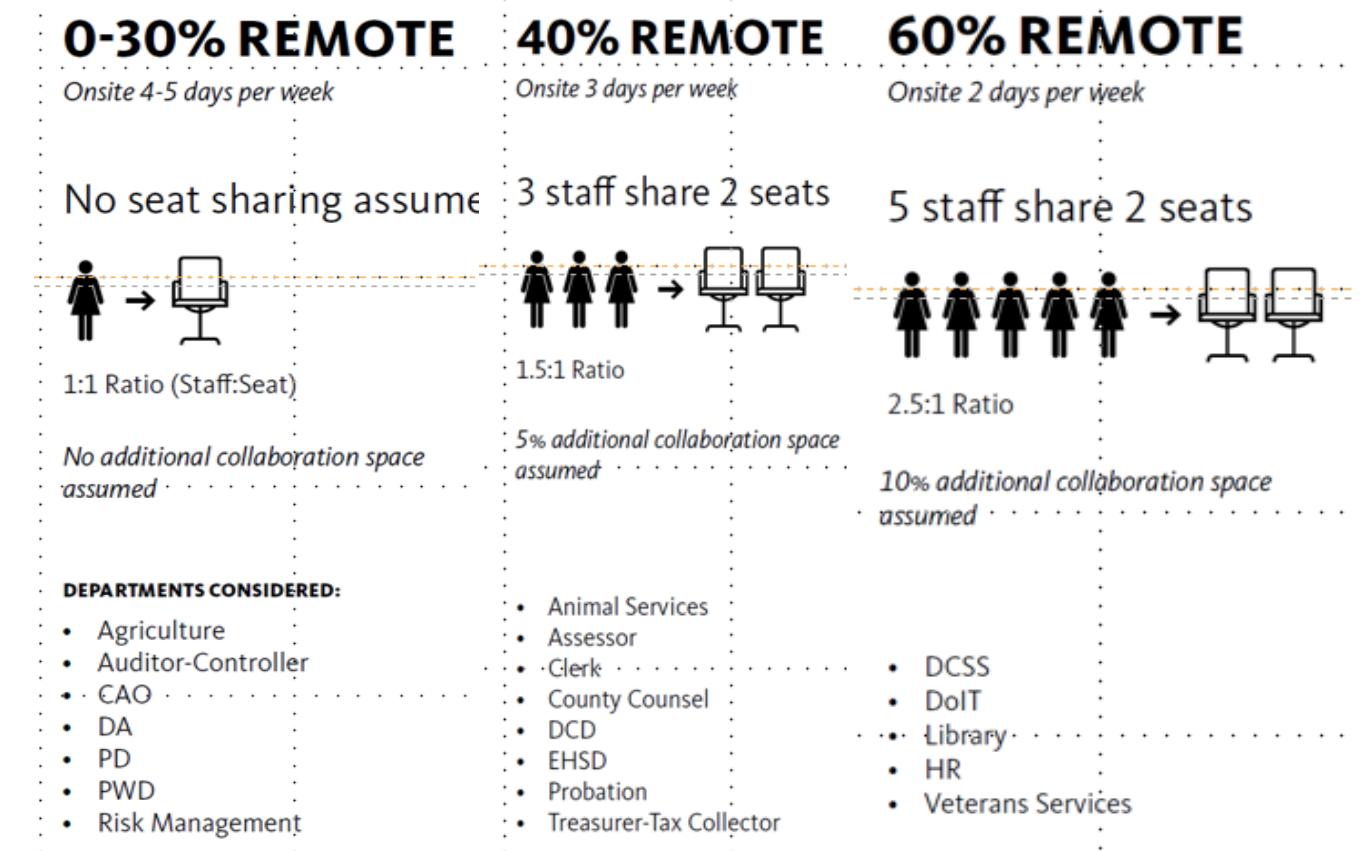
During Covid and somewhat thereafter, Gensler completed a County Facilities Master Plan. The plan emphasized real estate consolidation but not real estate centralization.

The plan recommended space standards and aspirational square footage per employee and suggested an activity-based approach to space planning be adopted. The workplace standard for office facilities was 190 useable sq. ft. per person and 230 gross sq. ft. For new build, the Plan suggested that there be additional space for collaboration and desk sharing should teleworking become permanent. (see suggested ratios at right).

However, activity-based space planning was not adopted in a recently completed building adjacent to the main County administrative building.

### Telework Policy

In late 2021, the County adopted a comprehensive teleworking policy including detailed requirements for home office standards and telecommunications capabilities. The 42-page document package notes that any teleworking beyond 20 hours per week must be approved by the CAO.





## COOK COUNTY, ILLINOIS

Cook County, Illinois is the 2<sup>nd</sup> larger county in the United States, after Los Angeles County. It contains 154 separate municipalities, including the City of Chicago (2.6 million population). The total County population is about 5.1 million. Over 22,000 people work for the County.

In 2019, Cook County assigned three departments, Human resources, Asset Management, and Technology to form a team to lead the research process that led to the standards. The County subsequently adopted extensive "Workplace Strategy and Design Guidelines" to "provide a blueprint on how to develop optimal workplace solutions".

One of its guiding principles ad goals was to incorporate the concept of equity. This translated into designing spaces based on "**how people work and not because of title or tenure.**" Cook county refers to the "**democratization of real estate by insuring that all staff have access to natural daylight, technology, resources, and community workspaces**".

### Other principles and goals included:

- Enhanced Service Delivery
- Improving Departmental and Interdepartmental Collaboration
- Increasing Employee Satisfaction
- Good Stewardship of Resources

### More specially,

- Every component had to be viewed equally from customer experience and employee experience
- Acoustics had to be major consideration.
- Space types would not so much be focused on dimensions, but on function and technology related to acoustics. Dimensions were shown, but were not the main driver.
- Collaboration spaces focused on a kit of parts, mostly furniture and equipment as the defining standard, not so much on dimensions.

### Telework Policy

The County has a documented telework policy, but limits telecommuting to two days per week. Employees must apply to Human Resources for authorization and provide some of their own equipment.



## HARRIS COUNTY, TEXAS

Harris County, Texas includes the city of Houston. The Harris County population, excluding Houston, is approximately 2,535,125. The County employs almost 18,000 full time staff and occupies approximately 4.4 million square feet of office space in addition to several thousand sq. ft. of non-office space such as courthouses, fire stations, and libraries. Harris County Space standards are administered by the County Engineering Department through its Facilities and Property Maintenance group (FPM).

### Standards Manual

The County has an extensive manual (updated 2022) outlining detailed, construction specifications, space standards, and procedures. The County's space standards, though very specific, occupy a small part of the 371-page document.

The standards are traditionally hierarchical and do not directly address the kit of parts approach to contemporary workplace planning (i.e. focus, collaboration, learning), teleworking or hybrid accommodation. However, the list of 25 space types, (ranging from 300 sq. ft. to 25 sq. ft.) plus accompanying diagrams and specifications encompass a full range.

The County could adopt an open spatial configuration without violating its standards. But it's not clear that activity-based principles are contemplated.

But it's not clear that activity-based principles are contemplated. The room diagrams do not specify the kind of technical equipment in each space. However, a separate section in the body of the Manual describes technology infrastructure requirements.

### Development Procedure

To paraphrase the Manual, "when new facility is built or an existing facility is remodeled, the facility guidelines and standards in the Manual will be considered the minimum acceptable benchmark for design. Any new/remodeled facility may, however, establish a schedule of equipment, services, or finishes unique to that facility, provided prior approval for such unique features has been granted by the County Engineer. These facility-specific special features shall take precedence over the Standards.

The document goes on to state that there is room for deviation from outside "professional design consultants" but changes to the standards must be justified in terms of difficulties related to difficulty, costs, and/or schedule. The Manual notes that these variations must be discussed and presumably be approved by the FPM project manager.



## HARRIS COUNTY, TEXAS (con't.)

### Harris County Space Management Allocation

Effective January 2018 – Commissioners Court approved

Standard	Size	Planning Dimensions	Description	Title	Level	Department	Law Enforcement
<b>Offices</b>							
OF300A	300	20'-0" x 15'-0"	Senior Executive	Commissioners / County Judge	1	Commissioners Court	N/A
OF300B	300	20'-0" x 15'-0"	Senior Executive	Judges	1	Courts	N/A
OF225A	225	15'-0" x 15'-0"	Executive	Other Elected Officials	2	All	Sheriff / Constable
OF225B	225	15'-0" x 15'-0"	Executive	Executive Directors	2	Auditor, BMD, US, HCFCD, IFS, OCE, HCPH, Purchasing, HCTRA	N/A
OF200	200	15'-0" x 13'-6"	Executive	Other Executive	3	Department Director, Chief Level Professional Positions	Chief Deputy
OF150	150	15'-0" x 10'-0"	Director	Deputy Department Director	4	All	Asst. Chief
OF130	130	13'-0" x 10'-0"	Shared	Shared by 2 people	5	All	Major
OF100	100	10'-0" x 10'-0"	Standard	All other offices	6	All	Captain and Below
<b>Workstations</b>							
WS128	128	16'-0" x 8'-0"	Double Occupied	2 individual seats	7	All	
WS80	80	10'-0" x 8'-0"	Specialty	Senior Technical	8	All	
WS64	64	8'-0" x 8'-0"	Professional	Technical	9	All	
WS48	48	6'-0" x 8'-0"	Admin/Clerical	Clerical	10	All	
WS24	24	6'-0" x 4'-0"	Hoteling/Touchdown	Intern, Shift, Field	All		
Standard	Size	Planning Dimensions	Description	Allocation			
<b>Conference*</b>							
CF700	700	28'-0" x 25'-0"	Multipurpose (20-25)	1 per 200 seats			
CF400	400	28'-0" x 14'-0"	Large (12-14)	1 per 100 seats			
CF250	250	18'-0" x 14'-0"	Medium (8-10)	1 per 50 seats			
CF150	150	11'-0" x 14'-0"	Small (4-6)	1 per 35 seats			
<b>Collaboration*</b>							
CO126	126	14'-0" x 9'-0"	Work Lounge**	1 per 100 seats			
CO126	126	14'-0" x 9'-0"	Brainstorming	1 per 100 seats			
CO100	100	10'-0" x 10'-0"	Huddle	1 per 50 seats			
CO99	99	10'-0" x 9'-0"	One on One	1 per 25 seats			
<b>Break Areas*</b>							
BR500	500	20'-0" x 25'-0"	Large Break Room	1 per 100 seats			
BR150	150	10'-0" x 15'-0"	Medium Break Room				
BR100	100	10'-0" x 10'-0"	Small Break Room				
BR40	40	10'-0" x 4'-0"	Coffee Bar***				

\*Conference Rooms, Collaboration, and Break Areas will be determined by FPM during the design phase

\*\*Recommended to be adjacent to Break Rooms or combined with Coffee Bars

\*\*\*Coffee Bars will be standard for departments that are 5,000 sf or less



## HOUSTON, TEXAS

Houston, Texas is the 4<sup>th</sup> largest city in the United States with a population a little over 2.3 million. It employs approximately 22,000 people in 25 departments. Their General Services Department manages over 500 facilities representing 7.7 million sq. ft. The Department "assists its clients in identifying the appropriate real estate solution and then provides design and construction services".

### Space Utilization and Furniture Standards

In 2021 Houston adopted a Space Utilization and Furniture Standards policy with the purpose of " establishing consistent and cost-effective procedures for standardizing office space and furniture required to optimize space and effectively provide City services". The policy document also noted that one of the objectives is to "design and implement new configurations and new office space that generally meet the criteria of 85% open office space and 15% closed office space.

The document, prepared by a consultant, outlines in detail an activity-based kit of parts, space dimension, furniture, and finish specifications.

However, the reality is that Houston operates in a dual mode in terms of activity based planning and hierarchical standards.

For existing spaces where only minor changes are contemplated, there are rigid office/workstation sizes based on pay grade. There are 740 pay grades and 10 workspace sizes.

The smallest workspace is available on as needed basis for employees who do not generally work at desks such as library assistant, lifeguards, vehicle operators, etc.

Going forward for new space requiring significant tenant improvements, have new activity-based standards which are not based on hierarchical pay grades.

Individual departments must follow a detailed request and implementation procedure with the department of General Services for space requests and furniture. General Services assesses utilization of underutilized space in the City's inventory and proceeds depending on budget considerations and higher approval authority.

Workspace Size Sq. Ft.	Number of Pay Grades
49	104
64	165
80	103
100	183
120	81
150	37
180	31
225	17
300	4
375	15
	740



## HOUSTON, TEXAS (con't.)

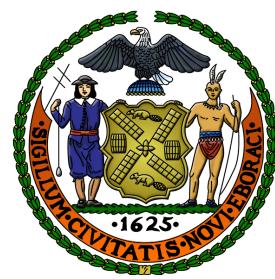
### Telework

In May 2023, Houston finalized its telework policy stating that. "The City of Houston recognizes the opportunities that a flexible work arrangement such as a hybrid-telework program can present. The pandemic showed us that teleworking can result in improved productivity and improved morale when implemented correctly."

Houston's, "AP 3-36 Hybrid Telework Program" gives the department manager discretion in whether to implement the teleworking program which in turn must be approved by the mayor. In no case can telework exceed three days per week.

In actuality, the City discourages telework because the requirements for teleworking are stringent with respect to the physical configuration of a home office.

At this point only three departments have teleworking, IT, Public Works, and Finance.



## NEW YORK CITY, NEW YORK

New York City is the largest city in the United States with a population of approximately 9 million people. It owns 55 buildings, including several large courthouses. Total sq. ft. is approximately 15,000,000. In addition, the City leases 2.2 million sq. ft. The City employs 77,000 office-based staff. Space planning and implementation is managed by The Department of Administrative Services (DCAS).

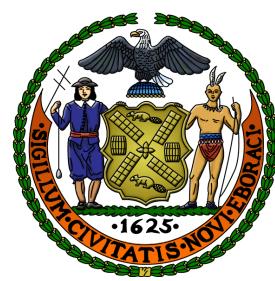
### Space Standards Snapshot: Non-Hierarchical /Open Plan

Commissioners	299 sq. ft. (approx. 30 people)
Deputy Commissioners	260 sq. ft. (approx. 30 people)
All Others	6' x 6' workstations
Desk Sharing	No (ex. interns and consultants)
Support Spaces	Activity-based kit of parts

### Relevant Background

In an interview with Awymarie Riollano ("Awy"), Assistant Commissioner of Workplace Strategy in the Department of Administrative Services, she noted that New York has been on a "long journey" toward true non-hierarchical activity-based space configurations. In 2008, then Mayor Michael Bloomberg took an open workstation instead of a traditional office. He had come from his firm which was all open plan and insisted that the traditional hierarchical office standards be eliminated. What became a "huge battle" with employees, including the unions, was eventually resolved and NYC moved to 100% open plan. At the time, two workstation sizes were adopted, 6' x 6", 6' x 8' and 6" x 10'. Workstation panels were reduced to 47" high and overhead shelves were eliminated.

When Bill DeBlasio became mayor, he "gave in" to the commissioners (i.e. department heads) and deputy commissioners and allowed private offices of 299 sq. ft. and 260 sq. ft. In addition, under special circumstances and after review by a Space Committee, private offices not to exceed 120 sq. ft. could be approved. However, Awy noted that the process is deliberately difficult and very few 120 sq. ft. offices are granted.



## NEW YORK CITY, NEW YORK (con't.)

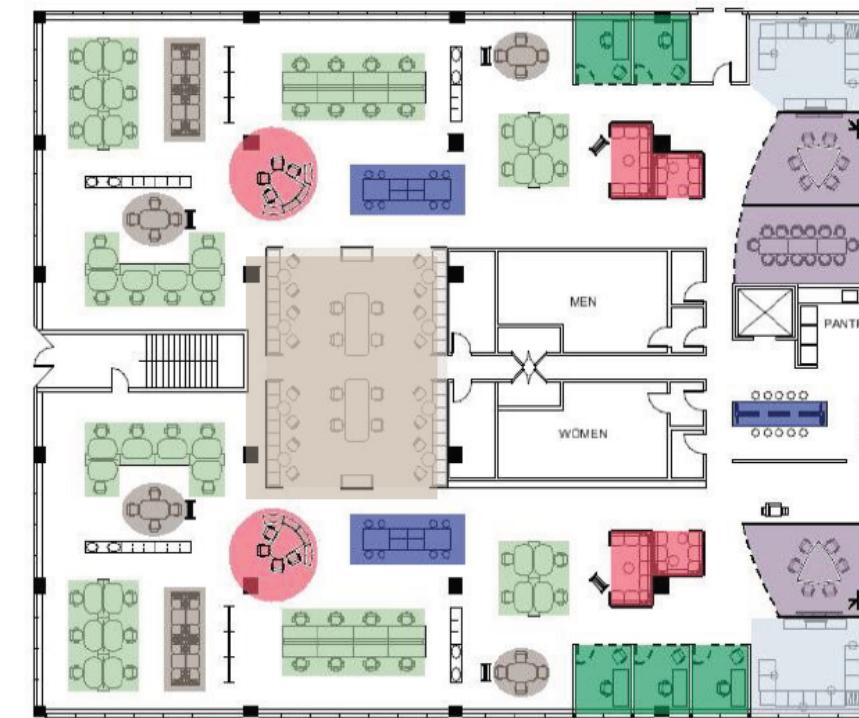
Awy noted the impact of Bloomberg's legacy. These simple standards remain in place today and, where opportunities exist, DCAS is actively involved in activity-based planning utilizing a kit of parts with clear ratios for support spaces. At this point, there is no desk sharing except for interns and consultants.

She cautioned that unless leadership fully embraces activity-based principles with a change management process, common support spaces would be underutilized.

### Real Estate Footprint Reduction

Though not a primary goal in the shift to open activity-based space configurations, the City finds itself with significantly more space than it needs and it may increase because Mayor Adams just reversed his full return to work policy to a partial telework program.

Awy is currently working on a plan begun before the Covid interruption, for the recreation department where the standard workstation will be only 4' x 6'. However more amenities will be added including telephone rooms, new sit/stand desks, soft seating areas, generous lunchrooms, etc. The DCAS planning document includes the diagram shown at right to illustrate the conceptual idea for the floorplan



### 2020 MODEL

- Unassigned desks
- Flexible task seating
- Mobility/Choice in work areas

\*\* Increased density by 20%

- Offices
- Unassigned Desks
- Flexible Seating
- Conference Rooms
- Quiet Areas
- Teaming Tables
- Break Areas



## PHOENIX, ARIZONA

Phoenix is the 7<sup>th</sup> largest city in the United States with a population of approximately 1.7 million. There are 14,000 employees with approximately 12,600 who are office-based.

### Space Standards

Phoenix office spaced standards are based on hierarchical job classifications as shown on the following page. There are 877 separate job classifications. In addition to the basic square footages for closed vs. open workstations , there are guidelines as follows:

"These standards are to be considered as a guide for allocating spaces for new and leased spaces, remodels, and reconfigurations. These standards are not to serve as guarantees of space a position will be allocated as the ultimate decision will be made at the department executive level based on floor space available within each building."

The City's numerous bargaining units (unions) have a significant influence in establishing these standards. As a result, there are many more private offices and high-partition workstations than in most of the other organizations included in this Benchmark Study.

### Telework Policy

Phoenix's telework policies are generally set by each department within a city-wide framework. The overall policy is that employees can telework no more than two days a week. Those employees who do telework cannot combine flex time options, e.g. four day/10 hours per day vs. five day/eight hours at home or in the office.

Employees who telework must provide their own equipment and internet connection. There are no specific configuration requirements for home offices.



## PHOENIX, ARIZONA (con't.)

\*New walled offices and conference rooms will be constructed in the most economically feasible manner, either a prefabricated modular wall system or standard drywall construction; and will be in the interior/core of the building to achieve maximum daylighting benefits. Conference rooms larger than 120 SF to be up to the discretion of the department dependent on meeting size needs.

*\*\*Some positions may require a cubicle, and the need and cubicle size are at the department's executive leadership discretion.*

*\*\*\*These positions may require a larger cubicle dependent on supervisory responsibilities. This decision is at the department's executive leadership discretion.*

WORK AREA	POSITION GRADE LEVEL/CRITERIA
<b>Walled Office*</b> 250–300 square feet	930-940, 980 City Manager, Assistant City Manager, Deputy City Manager, Chief Presiding Judge (Door must include window or sidelight.)
<b>Walled Office*</b> 175–250 square feet	902-929, 950-956, and 970-976 Executive (Door must include window or sidelight)
<b>Walled Office*</b> 130–150 square feet	069 (HR Supervisor) and 055 (Senior HR Analyst) 651 824-848, 851-854, and 860-880 Middle-Managers on a MAP (Door must include window or sidelight)
<b>Systems Furniture Cubicle</b> 80 square feet (8'x10')	047-080 561-580 (Fire Captain 40 and 56hr) 650 (Supervisor level position requiring space for non-private meeting with team)
<b>Systems Furniture Cubicle</b> 64 square feet (8'x8')	150-180 248, 250, 251**, 252, 253**, 254-280, 021-040, 041-046*** 330-380 452-455 721-780
<b>Systems Furniture Cubicle or shared workspace</b> 24–48 square feet	321-329
<b>Shared Workspace with</b> Individual Lockers	121-149 221-247 450-451 555-567 (Fire Engineer 40 and 56hr) 521-557 (Firefighter 40 and 56hr)
<b>Conference Room*</b> 96–120 square feet	8x12 square feet, seats 4 10x12 square feet, seats 6 (Door must include window or sidelight) (Must include network cabling and video conference equipment if used for virtual meetings.)



## SAN ANTONIO, TEXAS

San Antonio Texas is the 7<sup>th</sup> largest city in the United states with a population of approximately 1.5 million.. It has 14,000 employees.

In 2015 the City acquired a 22-story building previously the headquarters of the Frost Bank. This acquisition allowed the consolidation of 24 departments housing approximately 1,400 employees. The City was also able to lease seven floors to outside tenants and retain four floors.

Thus, two major objectives were achieved, real estate cost savings and improved department connectivity.

John Stevens, project manager noted:

"With the opportunity to do a complete renovation the executive team voted to standardize the workstation size to avoid issues with needing to rework office space, buy furniture, or run into scenarios where we could not accommodate a larger space upon promotion, new position creation, or new hire. Some also recognized that this is a more equitable approach that isn't as hierarchical."

Other existing City offices have not embraced this new approach, presumably because major renovations have not occurred.

In the extensive renovation which stretched into 2020 and 2021, new space standards were adopted to reflect the impact of the pandemic, teleworking, and a non-hierarchical approach.

There are only 55 private relatively small private offices.

Directors	10' x 14'
Assistant Directors	10' x 11'
Workstations	7' x 7' (assigned)
Workstations	6' x 6' (activity-based)

Within these variations, there are sections of each floor which are either activity-based or fixed (assigned) workstations. The ratio is approximately 40% activity-based and 60% assigned.

The activity- based workstations are, for the most part, unassigned and allocated to teleworkers on a reservation system.

Interestingly, within the "assigned" workstation group, approximately 30% are shared by two people, "partners" on alternating days when one person is teleworking. These arrangements are determined at the department head level.



## SAN ANTONIO, TEXAS (con't.)

### Teleworking

All departments were asked to evaluate which staff could work remote, partly remote, and/or share a desk on the days they are in office.

Teleworking is now an integral part of San Antonio's space allocation. Even though the City bought a large office building, the economics of the transaction apparently limited City use to only four floors. As a result, there is not enough room if everyone returned to the office on a full-time basis.

### Departments and Teams

In several cases, there are permanent or project teams with members from various departments and disciplines. For example, there could be team with members from IT, geographic information systems (GIS) and engineering.

The team approach does not affect space standards.

The drawing to the right demonstrates the combination of assigned workstations and activity-based configurations.





# SAN LUIS OBISPO COUNTY

## Background

San Luis Obispo County located in Central California employs 2,800 people. While not comparable in size to Los Angeles, the County engaged Gensler for two significant space related projects. The first, completed in 2018, was a county-wide Conceptual Facilities Master Plan. The second engagement, completed in February 2022 was a feasibility and conceptual plan for a new, ground-up public works office building.

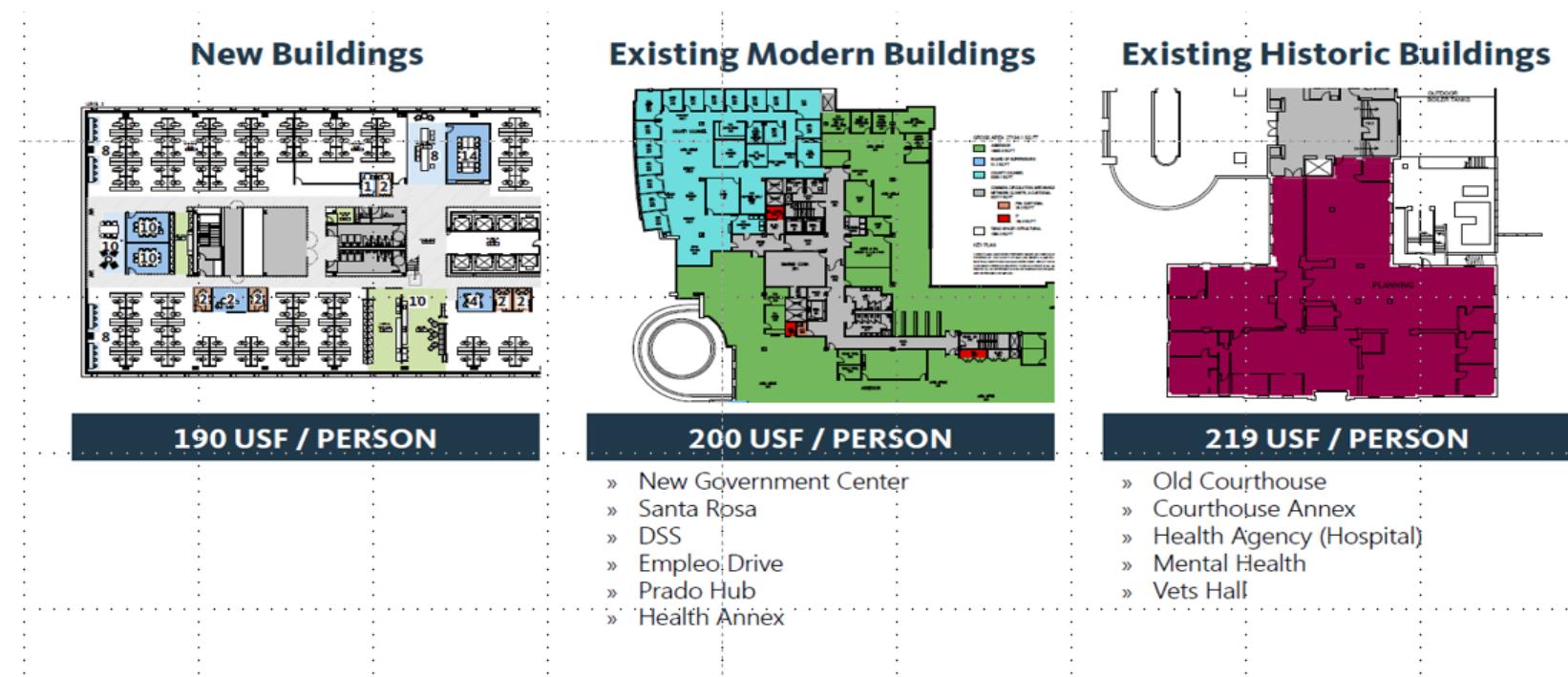
## Summary

The County's on-going experience based on Gensler's work, together with other County circumstances offer interesting insights. work.

*In Summary, while County professionals are aware of, and in several cases, embrace activity-based workplace configurations, implementation has not occurred even in cases where new or fully demolished space is being constructed.*

## The Conceptual Master Plan

Of particular interest to the City of Los Angeles was the Plan's recognition that there would be limitations to implementing uniform space planning metrics for various types of buildings. The drawing below shows the variations that could occur. Since the Plan was conceptual, specific space planning and dimensional standards were not part of the scope of work.





## SAN LUIS OBISPO COUNTY (con't.)

### The Proposed Public Works and Planning Building

Subsequent to the Conceptual Master Plan, detailed feasibility and planning began on a new public works and planning building. The Gensler space plan utilized the “kit of parts” approach to implementing activity-based workplace standards. In addition to upper floor activity-based office configurations, the plan also included a shared public service center, including shared public counters for multiple departments, interview rooms, staff work areas, and a large community room located on the ground floor. The Plan also included ground floor retail. The affected departments were enthusiastic about the project approach.

Unfortunately, the project cannot be built on the designated site due to overriding state court priorities. However, other sites are being evaluated and a similar approach to planning may be implemented. The drawing below shows the ground floor centered on the public counter shown in light brown.





## SAN LUIS OBISPO COUNTY (con't.)

### New Probation Building

A recommendation, as part of the Conceptual Master Plan, was to replace the old probation facility with a new building on an adjacent parcel. That recommendation is now being implemented. However, the new approach to an activity-based configuration has not been adopted.

The design is generally hierarchical. There are two primary typical private offices. They are not so much based on sq ft, although some are smaller. The primary difference is one has more storage than the other. Typically speaking, private offices are provided for those who have direct reports, HR duties, or otherwise have sensitive materials or information. *There is one cubicle standard for everyone else. It's 8'x 9' with high walls.*

The public facing portion of the building is limited to entry/lobby/reception and a connected hallway with interview rooms that is separated from the rest of the administration. There are also some classrooms accessible from reception that are public facing.

### County Administrative Building (County Seat)

Due to a mandated and extensive renovation of the elections office in the building, a “chain” of other renovations in the building was needed and are now in process (2024). While the new construction involves significant demolition of walls and fixed furniture, the departments affected by the renovations have opted to incorporate more collaboration and meeting areas, but have retained hierarchical offices and cubicles.

In one department, the public counter size will be reduced and another department has elected to implement desk sharing as part of their telework program.

### The Impact of Teleworking

Since the end of Covid, telework has become the new normal for a significant portion of the staff who previously worked five days a week in the office. A telework policy is in place which requires departmental approvals. It is apparently workable, and generally accepted as permanent. In November 2023, The County engaged a local firm to study the impact of teleworking on space needs.



## SANTA CLARA COUNTY, CALIFORNIA

Santa Clara County is part of the greater Bay Area with a population of approximately 1.9 million people. It encompasses the City of San Jose and most of Silicon Valley.

### Change Process

Santa Clara County began a county-wide space standards program in 2018. Previously, it was generally a "free for all" with each department setting its own office arrangements, mostly with private offices. Its document reads, "The needs of our community and the way we work have evolved significantly since the last set of standards were drafted over a decade ago. (2013). A thoughtful, contemporary approach is required to address these changing needs. By documenting these space planning guidelines and standards, we can set a firm foundation to successfully serve the community and be a workplace of choice".

A major objective was to establish consistency and equity without sacrificing function. Real estate reduction was apparently not a major priority. Interestingly, technical equipment and furniture needs were increasingly cited as important drivers in creating functional workspaces.

Implementation has now been in process for several years.

### Result

The county planning staff met with everyone who used office space who focused on position classifications. At the end of what was a difficult and at times, contentious process, the baseline standard was set at 6'x 8' open workstations. This baseline and other specialized spaces standards have been important starting points. Departments need to justify changes, especially when it comes to larger workstations and private offices. Private offices were not totally eliminated for situations where private conversations were frequent (e.g. human resources). These standards are now implemented on a project-by-project basis as the need arises. One of the emphases for eliminating as many private offices as possible is to encourage the use of meeting rooms for private meetings.



## SANTA CLARA COUNTY, CALIFORNIA (con't.)

### **The Standards Manual**

The 178-page space standards document revised in 2023 sets forth in great detail the principles and tools to support facilities planning and implementation. The document focuses on functions common to all departments, not on position classifications. Emphasis is also on space equity not hierachal priorities. (see sample diagrams ahead)

### **Existing Spaces and Leases**

In cases where the County leases space that is already built-out with offices, work-stations, and other spaces, compromises in the standards occur. Presumably, the County wouldn't have leased built-out space unless it was reasonably close to County Standards. One of most interesting benchmarks in activity-based space programming is how the county decides who gets what kind of workspace. The diagram ahead portrays an objective "decision tree" that links job tasks to space types to determine the appropriate workstation for the position.

### **Drop-In Spaces**

Before and during this transition, there had always been drop-in spaces (hoteling) for many "nomadic" field workers ranging from building inspectors to visiting nurses.

The spaces standards are very extensive and include various recommended ratios for support space type depending on the user group functions and size. These ratios would apply to the number of meeting rooms, size of meeting rooms, coffee stations, copy rooms, etc.

### **Return To Work/ No Desk Sharing**

Since the end of the Covid pandemic, the County has encouraged full return to work. This policy is primarily related to the County' service delivery is enhanced when a constituent can meet someone in person, even though almost all county services can be provided on-line.. This is particularly the case with the planning and building departments. In addition, the County has ample space to house its employees and provide free parking.



## SANTA CLARA COUNTY, CALIFORNIA (con't.)

At one point, the County experimented with desk sharing and started to use reservation software. But, employees were resistant and there was no particular need. An interesting point was raised about recruitment and retention. Because of significant private sector competition in Silicon Valley, the County tries to provide attractive working conditions and amenities for all employees to attract professionals who might otherwise join the companies.

### **Decision Tree to Determine Space Assignment**

One of most interesting benchmarks in activity-based space programming is how the county decides who gets what kind of workspace. The diagram ahead portrays an objective “decision tree” that links job tasks to space types to determine the appropriate workstation for the position.



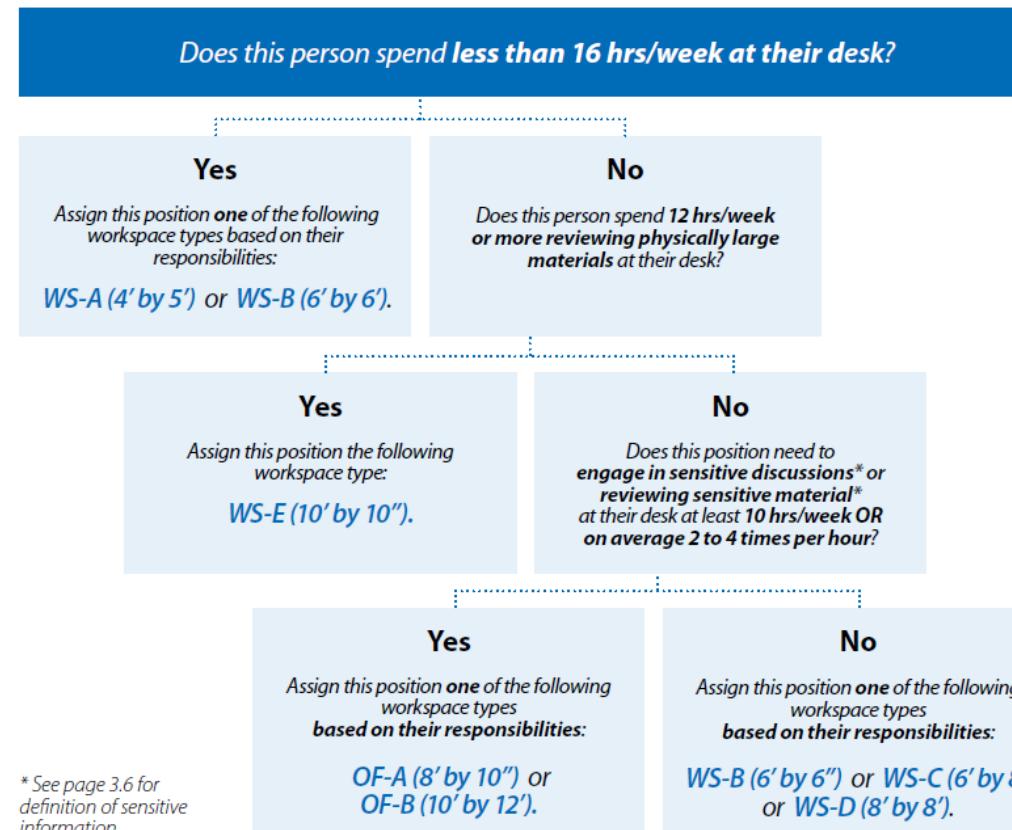
## SANTA CLARA COUNTY, CALIFORNIA (con't.)

### Workspace Assignment Guidelines

As the County identifies new positions or changes in existing positions, each position will need a standard workspace assignment. The decision trees below outline the guidelines that should be used to determine the standard workspace assignment for 90% of the new positions. Exceptions should be discussed with the Space Committee.

During the space request process, refer to the standard workspace assignments on the following

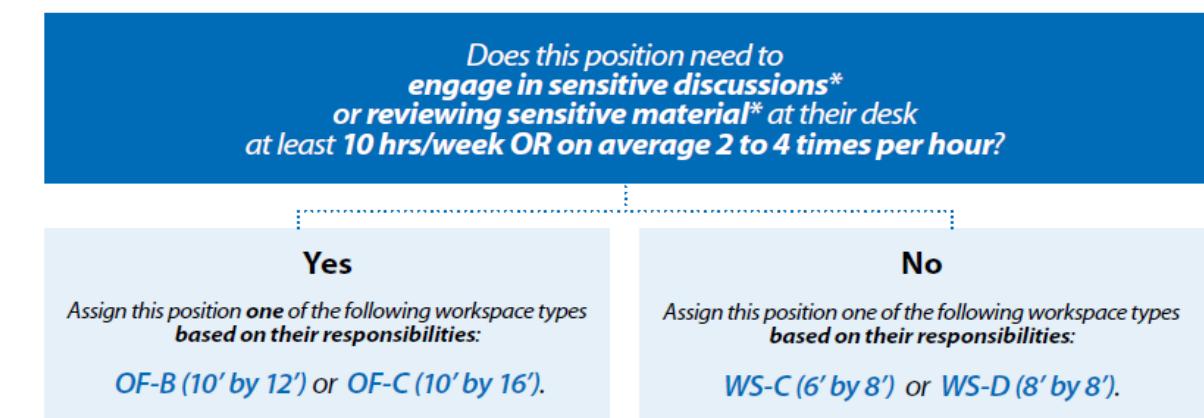
#### Staff Assignments



pages and in the Workspace Assignment Appendices. This tool should NOT be used in the space request process unless a standard assignment has not yet been determined for a position.

There is a separate tree for each of the following: **Staff, Manager & Supervisors, and Executives**. Special classifications and elected officials will be determined by the Space Committee on a case by case basis.

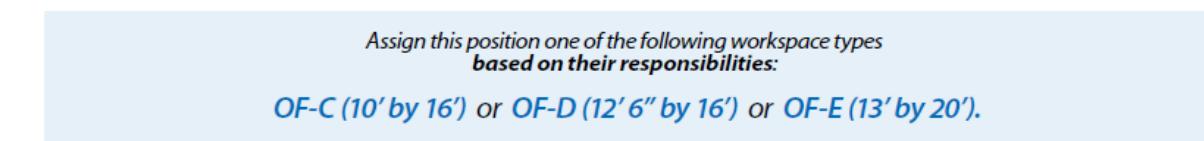
#### Manager or Supervisor Assignments



**Yes**  
Assign this position **one** of the following workspace types **based on their responsibilities**:  
OF-B (10' by 12') or OF-C (10' by 16').

**No**  
Assign this position **one** of the following workspace types **based on their responsibilities**:  
WS-C (6' by 8') or WS-D (8' by 8').

#### Executive Assignments





## TORONTO, ONTARIO, CANADA

### Background

Toronto is the largest city in Canada with a population of 2.8 million. It is the 4<sup>th</sup> largest city in North America, just behind Los Angeles. Its recent history has directly impacted current real estate and workplace dynamics. In the early 1950's there were 13 municipalities comprising a Metropolitan Region. Over the years, these 13 municipalities were consolidated into six which operated independently with their own offices and other facilities, including five separate city halls.

In 1998, these six cities were amalgamated into one big city of Toronto with the idea of lowering costs and streamlining service delivery. However, it wasn't until just before Covid that an effort began to reduce the real estate footprint and establish workspace standards for the 14,000 administrative employees. At the time there were 55 office buildings.

### Commitment To Activity-based Work

In 2020, Toronto engaged Deloitte which recommended specific buildings to be retained and those to be disposed (both owned and leased). The result was to consolidate into 16 buildings. Of these eight would be completely "modernized". Six would remain as "status quo" and one building would be leased.

Implementation of this Optimization Plan required embracing an all-City activity-based workplace policy and significant renovation of several buildings. Post Covid, a substantial portion of the workforce works away from the office, and it appears to be permanent. Major elements of the Plan are:

- 100% non-dedicated seating
- No assigned private offices
- Meeting rooms to be available for anyone to use (no exclusive department assignments)
- Centralized lunch-room on each floor (no small department stations)
- 1 to 1.7 mobility ratio plus touchdown spaces in each modernized building.

The Optimization Plan also identifies and diagrams 21 workspace types but does not show size or dimension.

Adherence to the standards during implementation has been mixed because the designated buildings are not created equal in terms of capacity. In some cases, historic preservation rules are so strict that internal walls cannot be removed. In others, the configuration simply cannot be altered to match the standards.



## TORONTO, ONTARIO, CANADA (con't.)

### 2a. Our future workplace

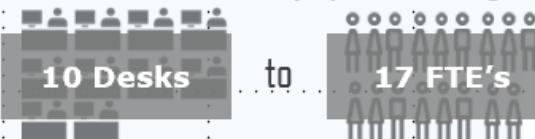
#### Current vs future state: Master Planning and Key ModernTO Workplace Modernization Metrics

Flexibility, Enhanced Collaboration and Real Estate Optimization, coupled with an increasingly mobile workforce are necessitating a different approach to planning space. Space is being redeployed from individual assigned areas, which are often underutilized, to a greater percentage of shared areas. The result is a far greater variety of spaces that support both individual and group work such as collaboration and learning

##### Average Workstation sharing Ratio

1:1.7

(i.e. 10 desks to 17 employees on average)



##### 140 Usable Sq. Ft. / Workstation

(Translates to approximately 114 Sq. Ft./FTE at a 1:1.7 sharing ratio)

140  
sq. ft.



##### Target Workstation to Collaborative Space Seats

Target Ratio 1:1



##### Target Unassigned Focus Room to Workstation Ratio Average

10% : 90%

#### Traditional: Space allocation in the current state



#### Activity-Based: Space allocated proposed for the future



#### An Activity-Based Space Allocation

The activity-based plan recalibrates the space allocation from primarily focus workspaces toward more collaboration and social spaces that are aligned with the new ways of working.

Using a 1:1.7 unassigned seating model, typical MH Floors can accommodate almost twice as many workers while providing multiple work settings.

Legend:

Focus Workspaces

Open Collaboration

Enclosed Collaboration

Social

Support

#### Comparison of work space typologies



## ANNECDOTAL INFORMATION: RE Teleworking

In addition to the case studies presented in this report, several articles and surveys have appeared in various publications which further demonstrate that the question of space standards, policies, and teleworking are still fluid four years post-Covid

### **Philadelphia: Population 1,533,828 Employees 30,000**

“All full-time City Employees to Return to the Office by July 15, 2024” ... U.S. News & World Report.

The Mayor, Cherelle Parker issued the following statement:

“In alignment with my administration’s goals of creating a visible and accessible government....all employees are to default to full-time in-office or on-site work....Employee presence at the workplace allows for more personal and productive interactions, facilitates communication, and promotes social connections.”

### **San Diego: Population 1,388,996 Employees**

San Diego’s approach seems to be almost completely driven by the desire to reduce the real estate footprint. Over the last few years, several real estate scandals, have prevented the city from adopting new standards.

### **Amazon Corporation**

#### **Employees**

In August 2024, Amazon announced a full return to work as of January 1, 2025.

### **KPMG 2024 CEO Outlook**

KPMG does an annual survey of CEO’s. This year it found that CEO’s “are hardening their stance on returning to pre-pandemic ways of working, with 83% expecting a full return to the office within the next three years...a notable increase (in the survey) from 64% in 2023. Furthermore 87% of respondents say they are likely to reward employees who make an effort to come into the office with favorable assignments, raises or promotions”

### **Austin, Texas: Population Employees**

After an announcement in 2023 that all employees would be returning to work, unions objected and in 2024 the policy was modified to allow 50% return to work.



# Cost Assessment

## Assumptions

- TI Cost for Option 1 include: Renewal of existing finishes throughout as deemed necessary. Cost for purchasing and installing new workstations (where identified on the test fit).
- TI Costs for Option 2 include: Assume 75% of the building would require renovation to alter existing layout to maximize space standard application and workplace efficiency. Includes cost of construction and furniture.
- Operating and maintenance costs were not factored into the total cost since these costs are likely to remain consistent with the potential increase of employees in the building.