



PRESENT



A **COVID-19** Virtual Ideation Experience

Team Topic and Number: Space Utilization & Metrics - Team #27

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Input your submission below. Please remember that you have 1500 words to share your insights.

Space Utilization and Metrics

The unprecedented disruption to the workplace has unleashed a sense of freedom for companies to re-define what constitutes workable space and what mechanisms measure the efficiency of space. Although the full impact of COVID 19 within CRE is yet to be determined, we do know there is no “one size fits all”, however, companies will focus on these four categories of measurement to fully understand space utilization.

1) Human Experience: Pulse Check Metrics; experience audits to identify, manage, & eliminate concerns

2) Space Design: Impact / Changes to support Social Distancing guiding principles

3) Technology: Innovations, tools, removing obstacles, WFH enhancements, mitigate security risk

4) Cost Impact: The price for confidence.

Categories are further defined to trigger thought in developing critical data in support of space utilization metrics and strategic space planning post-COVID.

Human Experience

To measure space utilization and provide metrics, a transition plan with policies, and guidelines is key. By establishing a base of expected employees back in workspaces, via leadership and employee feedback, organizations can prepare and adjust resources for the returning workforce.

1. Transition back to Work Changes: Clear Optics and Communication

- Survey Leadership to Establish Expected Remote Work Continuance
 - Helps create a base to understand demand for office space
- Establish a Clear Goal & Commitment to the Workforce
 - Example: Provide safe face to face interaction in the office while limiting potential exposure and provide consistent messaging across the organization
- Create Phases for the workforce prepare the workforce what to expect
 - Example: Phase I, II, III, IV with expected percentage of workforce back in the office
- Clear Timelines Along with the Phases
 - Reassures the workforce, and allows operationally for teams to prepare for the returning workforce

3. Psychological Impact & Metrics

Main categories using employee experience surveys:

- ✓ *Safety*
- ✓ *Collaboration*
- ✓ *Productivity*

This can include enclosed offices versus open floor plans, and gaging the impact of the shift in distancing when collaborating. There should be some type of measure to find if “collaborating” distantly works or is it imperative to collaborate in person or within close proximity. Similarly, measuring productivity when working remotely versus working in the new office environment post-Covid.

- Employee Survey Frequency
 - Before Returning
 - 4 Weeks Post-Return
 - 3 Months to Recalibrate (On-Going)

- Committee(s) to Gage Employee Feedback
 - On-going to capture employee sentiment
 - Ability to adjust and/or pivot as a core business habit

Space Design

There are multiple variables that will affect Space Design for our future footprints. Factors to take into consideration will involve aligning company objectives with local, state and federal mandates. In order to establish well defined objectives, we need to determine if this will be cyclical, long term, or something that is corrected in the foreseeable future.

Trends are showing that people are considering returning to work in stages and with caution. Short term solutions will include allocating more distance between users in workstations and offices. *Space capacity requirements may change frequently and metrics for those requirements should be readily available for business unit leaders and space planning members in order to make quick and informed decisions regarding immediate and future projections relating to space utilization. Example of space utilization metric below:

Location	Existing Offices	New Offices	Office Change	Existing Benching	New Benching	Benching Change	Existing Cubicles	New Cubicles	Cubicle Change	Office Percentage Change	Benching Percentage Change	Cubicle Percentage Change	Overall Capacity Percentage Change
Anaheim	3	3	0	21	12	-9	2	2	0	0%	-43%	0%	-35%
San Francisco	62	56	-6	242	125	-117	0	0	0	-10%	-48%		-40%
Chicago	44	42	-2	210	106	-104	0	0	0	-5%	-50%		-42%
Houston	45	39	-6	211	102	-109	0	0	0	-13%	-52%		-45%
Miami	56	50	-6	67	33	-34	62	62	0	-11%	-51%	0%	-22%
New York	53	45	-8	52	27	-25	89	89	0	-15%	-48%	0%	-17%
Total	263	235	-28	803	405	-398	153	153	0	-11%	-50%	0%	-35%

Immediate recommendations require the same amount of space for a smaller amount of people. A staged approach return to work plan may align with adjusted space utilization requirements and little to no retrofits to the space will be needed as we are developing a better understanding of our new work situations.

Responsibilities may fall on employers to provide proper workspace for their employees who are required to work from home due to social distancing space restrictions. As evaluations are being made as to who may work from home long-term, desktop and workstation equipment requirements should be reevaluated to ensure efficiencies in productivity and ergonomically viable work areas.

As we plan for the long term, we'll need to consider what the trends of the virus are likely to be. Many companies moved into open concept planning over the past few years and may find that modifications need to be made to create barriers that allow separation but also create a sense of comfort for employees returning to work. If barriers are installed, they should be created with both a sense of functionality and design. Functionality should focus on employee safety, while design should make these barriers look like they are integral to the space. These barriers need to be removed easily if no longer needed or reconfigurable as we adapt to changes as well as cost effective.

As far as common areas, office culture needs to evolve and move away from high contact activities which many times are unnecessary. Copy rooms are perfect examples of this type of

area within our offices. A change in culture is just as much needed as the current safety guidelines. See chart below on suggested common areas usage:

Common Areas Re-Opening Phases			
	Phase I	Phase II	Phase III
Conference Rooms	All Closed	50% max. Capacity	Maximum allowable capacity
Break Rooms	Remove all chairs, or leave just a few with a min. of 6' between each	Bring back more chairs where possible	Maximum allowable capacity
Restrooms	Open - close restrooms every 3 hours for terminal cleaning. Blocking every other sink, stall and urinal. Adding signage reinforcing social distance		
Work Rooms/ Copy Rooms	Reduce its use to only essential functions. Avoid unnecessary printing		
Elevators	Elevators usage should be discourage whenever possible. If elevators must be used, no more than 3 or 4 people should ride it (based on the elevator size). Elevator should have floor markings indicating adequate standing spots		
Staircases	Whenever possible, stairs should be utilized. If there are more than one staircase in a building, some should be designated as up and others as down only to help with the flow		

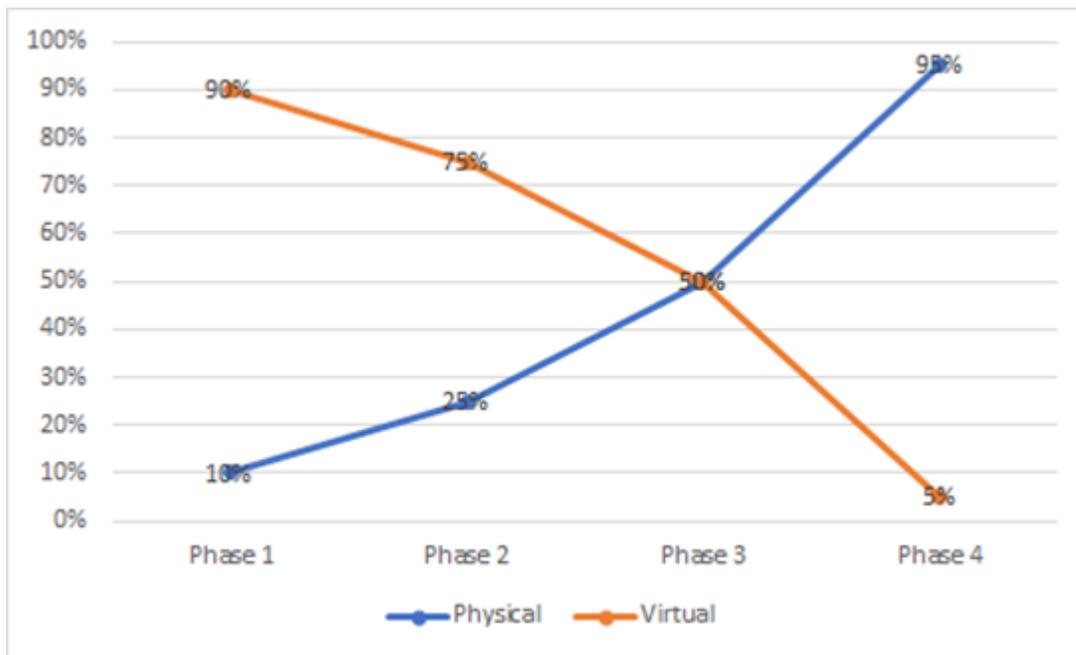
Technology

There is no question Covid-19 will drastically change the workplace forever. Technology will have a major impact at both getting workspaces up and running again, but also keeping environments healthy and giving employees the comfort to know they are safe. Technology can be broken down into two main categories; hardware and software.

Hardware includes but is not limited to, automatic sensors (for doors, turn styles, elevators, printers, ect), self-cleaning technology (light, copper, silver ion, ect...), signage to direct people walking throughout spaces, furniture to use materials that are easy to clean and properly spaces for social distancing, as well as security updates such as masks, glove, and sanitizer accessibility. Software updates includes but is not limited to data analysis (density, space utilization, cleaning frequency), reservation system to book rooms and spaces with limits on

capacity, cloud and digital security upgrades as people work more remote, and digital communication networks such as slack, zoom, WebEx, Google, ect...

Between both hardware and software there are some things that can be implemented quickly while others would take a much longer time. For example, adding signage throughout a workspace is an easy way to help with social distancing and keep the flow of foot traffic around the office from becoming too dense. On the other hand, implementing sensors, space reservation systems, and digital security upgrades will take longer to implement. This is due in part because of cost as well as the infrastructure needed to build these out. The below graph shows how people working remote (orange) and the people working at the office will slowly revert over time. Technology will be a major factory in both the speed and the percentage of employees who return to work or work from home will occur.



The phases represent the implementation of technology either hardware or software. The quicker various technology can be implemented, the faster people will feel comfortable returning to the workplace.

Cost Impact

While startup cost will vary in all industries, we can all agree that operational cost savings will go toward the additional expenses that are required in retrofitting of the building's cultural changes. There is no one size fits all when it comes to a plan of action and all industries will have to reconsider the use of physical space and the value it has to its company. Going forward, will it be necessary for a company to require all employees to report to the office? Do we need conference rooms? There is a new realization that a larger percentage of remote working can be productive. This type of shift will influence where the value lies; cost of commercial real estate, infrastructure and technology. The measuring of actual cost savings would be impossible because of the nature of the business and the geographic locations influencing price points across the cities, states, country and globally.

As either a tenant or a landlord the most practical thing to consider is reinforcing best practices for the overall safety of the office environment. There will be a new norm and the adaptability will be impacted by cost. Experiential versus scientific? Hand sanitizer stations, signage, air filters and an extra porter onsite will cost you an estimated \$0.15/SF and provide an added sense of security. What is the actual viral containment? UV Air Filtration and implementation of Touchless Autonomy go a lot further as does the cost.

On the other hand Workplace Analytics estimates “ **A typical employer can save about \$11,000/year for every person who works remotely half of the time** ” and individually “ **Employees can save between \$2,500 and \$4,000 a year (working remotely half the time) and even more if they are able to move to a less expensive area and work remotely full time.**” Given those odds, it seems that telecommuting may be more cost effective.

Ultimately, the most amenable solution will be a balance of all contributing factors.