Space Utilization & Metrics
Team Number: 6

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Introduction

• Scales
  o Macro (change in workplace drivers)
  o Intermediate (change in the role of office)
    o Micro (changes that can be made now; cost of refitting a typical office space)
• Future pandemic preparedness
• Work from home barriers
• Office barriers
• Focus on “people” over “space”
Workplace Drivers

Pre-COVID-19

- Pandemics believed to be improbable, low risk events resulting in minimal disruption
- Employees and managers focus on presenteeism, irrespective of real need to be in the office or work there
- Preference for urban locations with access to public transit
- Employees tolerate long suburban-city commutes, in all transit modes
- Frequent business travel, visitors & guests
- Corporate real estate is about Place + People
- Frequent need to touch interactive devices
- Space reduction to save costs and create density, “buzz”
- Sustainability narrowly focused on energy savings and cost reduction

Post-COVID-19

- Acknowledgment that there will be future pandemics: need to plan and prepare
- Management leads with emphasis on productivity from anywhere, enabled by technology
- Location agnostic, with emphasis on convenience to employees who WFH
- Coming into the office needs to be worth the commute and associated risks
- Infrequent business travel; fewer visitors, guests
- Emphasis on safety and what people need in a space over the space itself. People > Place
- Touchless, voice- or app-activated devices
- Avoid congestion to re-assure employees and protect their health
- Expanded view of climate change resilience in the face of changing disease vectors and pandemic risk
### Changing Role of the Office

#### Pre-COVID-19

**Required to go to the office for work**

- Required access to technology, special equipment
- Mix of "Me" + "We" space
- Workplace densification & efficiency

#### Post-COVID-19

**Go for people, community & culture**

- Fluidity between home + office
- "Me" space at home to focus + virtual collaboration
- "We" space rich with amenities to:
  - Build community
  - Reinforce culture
  - Celebrate purpose
  - Social experiences
  - Strengthen relationships
  - Engage employees
  - Perform special tasks (e.g. labs)
# The Changing Workplace

## Pre-COVID-19

**9-5 Office**
- Important to demonstrate presence
- 100% WFH Unproven
- “That’s the way we’ve always done it”
- Not enough research
- Technology blurs boundaries between work and family
- Commutes

## Post-COVID-19

**Office + Home Blend**
- Public transportation
- Daycare, home schooling
- Job function/need
- Extended hours (staggers + shifts)
- New rules for work/family boundaries
- Hub and spoke location model

## Current

**WFH Challenges**
- Loneliness
- Technology
- Home-office setting
- Client-facing
- Job function
- 24x7 workday
- Daycare
- Home schooling

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Pre-COVID-19 Office

Existing Set-Up

• Open Concept
• 7,618 sq/ft office
• 105 Total Workstations
• Total Purchase Cost:
  • Between $150,000.00 and $500,000
  • Between $1,428 to $4,761 per station
• Leasing Cost:
  • Between $2,000/mo and $5,000/mo
  • Between $20/mo to $100/mo per station

Industry research provided by Jason Callaway, Workplace Business Development Executive at CORT Business Services, a Berkshire Hathaway Company. The pricing listed represents an overall industry snapshot of workplace solutions and may vary by geographic locations.
Post-COVID-19 Office Example

Changes:
• Reconfigured workstations from open concept to private, 67” high panels
• Applied 6 ft physical distancing

Results:
• 25% Natural loss of total workstations down to 81 from 105

Work from Home: 25% employees stay WFH

Cost to Reconfigure:
• To PURCHASE Reconfigurations:
  • Between $30,000 to $100,000 for 80 workstations
  • $375 to $1,250 per station
• To LEASE Reconfigurations (12 mo. rate):
  • Between $600/mo and $1,500/mo
  • $20/mo to $100/mo per station

Cost of WFH Office:
• Lease: Between $185 to $500/mo./per home office
• Do not recommend purchasing WFH offices
Short-term Occupancy Principles

Health and Safety
- Maintain physical distancing while maintaining social interactions
- Determine how to provide PPE to building personnel, tenants, and visitors

Workplace Environment
- Reduce employee office attendance through shifts where office occupancy does not exceed more than 40% of the office workforce.
- Use alternate desks (checkerboard) with assigned seating to achieve 6-foot distancing
- Limit access points of egress and ingress into the office space

Shared Spaces
- Close off large all hands spaces (café’s and large breakrooms)
- Reduce conference room and huddle space capacity through the removal of chairs to achieve 6-foot spacing

Circulation Spaces
- Communicate the direction of foot-traffic in main circulation paths: corridors, stairs, entries. Many spaces will have one-way flow to reducing passing opportunities
- Designate social distances on floors where queues could form

Impact
- Affects the utilization of the physical office space
- Requires a high level of management involvement and planning
- May initially impact the culture of the office
- May minimize social interactions and collaboration
Immediate Actions

**Sidewalk Etiquette in the Office**
Use directional flow tape to create walkways.

**Clean and Clean Again**
Routine cleaning and disinfecting with EPA approved products for COVID-19.

**Get Creative**
Use mobile white boards as dividers. Separate stations with files.

**Divide and Conquer**
Remove seats around the breakroom and conference tables.

**One Way In / One Way Out**
Use signage to control ingress and egress.
Key Performance Indicators (KPI’s)

Pre-COVID-19 Space-Centric KPIs
• Daily attendance
• Space utilization #, %
• "Density" (area/workstation)
• Costs: annual $/RSF, $/Workstation

Return to Office Safety
• Employee risk/wellness (safe to return?)
• Hygiene SLAs (performance)
• Workplace readiness to receive employees (e.g. decommission Workstations, seats) - grade
• Compliance w. legal, governmental and company requirements

Post-COVID-19 Human-Centric KPIs
• Workplace Experience
• Wellbeing + Health
• IAQ to prevent/protect
• Work Function/Need to be in the office
• Seat sharing & leveraged space utilization
• Employee engagement
• Costs: annual $/employee
To date, the focus has been on working in the office and a 100% work from home model has not been widely tested until now. The COVID-19 pandemic has abruptly changed that. Office space KPIs were focused on area per desk (equated to space per person in 1:1 settings) and a general reduction in space per desk, which has translated to lower CAPEX and OPEX. With a phased return to the office, the focus will be on creating engaging workspaces featuring flexible work environments and rich amenities. Most if not all workstations will be leveraged beyond a 1:1 staff ratio. KPI's will become human-centric COVID-19 is not going away: this and other pandemics are our new "normal."
For additional FM COVID-19 Resources Visit:
fmsystems.com/our-resources/covid-19-coronavirus
Questions?

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