AGENDA ITEM 8

AGENDA ITEM

Board Review and Input on the Program Elements and Draft Project Design Goals for the New Administrative Office Project

GENERAL MANAGER'S RECOMMENDATION

Review and provide input on (1) the space needs and program elements identified in late 2017 for the new Administrative Office building located at 5050 El Camino Real, and (2) the draft project design goals that will guide the design process. No Board action required.

SUMMARY

On October 25, 2017, the architectural strategist MKThink conducted an interactive workshop with the Board of Directors (Board) to seek input on public and Board space needs for the new Administrative Office (AO) (R-17-116). MKThink held similar workshops in late 2017 with District staff. Input collected on current and future space needs was assessed, tabulated, and incorporated into the Space Needs Assessment & Basic Program Report (2017 Program Report), which the Board accepted on December 6, 2017 (R-17-128).

Since March of 2018, the AO Ad Hoc Committee has gained new and valuable project insights from site tours, conversations with other entities, and internal discussions that merit full Board discussion. With this in mind, the General Manager is returning to the full Board to review the public and Board-facing space needs and program elements to confirm whether any changes, additions, or deletions are warranted. The General Manager is also seeking Board input on the draft project design goals, which were derived from the 2015 Board-approved Project Guiding Principles. Input received from the Board on the program elements and project design goals will be shared with the selected architect firm to identify any gaps or feasibility concerns. The AO Ad Hoc Committee (Committee) will meet in September to recommend any further refinements, and the final Program Elements and Project Design Goals will come to the full Board for a second review and approval in October.

DISCUSSION

Summary of Space Needs
In 2017, MKThink inventoried existing space use and evaluated future space needs through site visits and interviews with all departments. With input from the General Manager's Office, MKThink incorporated the Financial Sustainability Operations Model (FOSM) staffing projections out to the year 2045. MKThink organized the space needs by type and size using industry standards as follows:

1. Dedicated work space (offices and work stations)
2. Hoteling space (shared drop-in work stations)
3. Lobby and meeting space (lobby, Board room, outdoor space, and meeting rooms)
4. User support space (kitchen, restrooms/showers, copy room, server, storage)

MKThink tallied the space need square footages, used modest contingencies (5-15%) for unanticipated growth, and then applied a grossing factor that takes into account unusable space like corridors and mechanical systems (see Attachments 1 for Program Report key points). The 5050 El Camino Real building is approximately 40,000 square feet (sf) in size. Space not immediately needed for District use is planned to become rentable space, and is a program element that the design team will incorporate into the overall layout of the building. See table below for the Space Program Summary.

Space Needs at Move-in Year 2022

Number of staff	108
Dedicated space	8,586 sf
Hoteling space	709 sf
Lobby and meeting space	6,394 sf
User support space	3,075 sf
Grand total square footage with 35% grossing factor	30,089 sf
Remaining square footage (rental space)	9,911 sf

Summary of Program Elements
MKThink also used the information gathered during workshops to tally the high-level program elements for the building. Below is the list of program elements, which are grouped into the following categories: public facing spaces, outdoor spaces, dedicated work spaces, hoteling spaces, indoor meeting spaces, and user support spaces. The number of units and total square footage identified for each element follows industry best practices based on square-foot-per-person ratios and space typologies.

Summary of Program Elements

Program Elements	# of units	Square Feet
Public Facing Spaces		
Board Room	1	900
Green Room/Board Preparation Room	1	150
Medium Size Meeting Rooms	2	300
Exhibit Area/Visitor Information Space	1	100
Reception	1	100
Seating Area	1	200
Outdoor Spaces		
Outdoor Meeting Spaces	2	150
Outdoor Garden Space	1	200
Outdoor Storage Shed & Staging Area	1	500
Bike/Scooter/Skateboard Parking/Racks & Repair Station	1	500
EV Charging Spots	5	162

Dedicated Work Space	# of units	Square Feet
Private Offices (e.g. managers, confidential personnel)	39	100-200
Open Workstations	81	64
Hoteling Spaces		
Small and Large Hoteling Workstations	21	25-48
Indoor Meeting Rooms		
Small to Large Meeting Rooms	20	50-450
User Support Spaces		
Small and Regular Kitchens	3	50-400
Showers	4	75
Copy Room	1	400
Wellness/Mother's Room	1	120
Server Room	1	100
Shop	1	300
Storage	1	1255

During recent Committee meetings, members of the AO Ad Hoc Committee identified a few additional project elements to consider for the project. These are listed below for Board discussion.

  Additional Suggested Program Elements
- Boardroom capacity and configuration
- Sidewalk entry from El Camino
- Gender neutral restroom
- Operable windows
- New HVAC (versus refurbishing)
- Open work stations with modest privacy screening versus closed office space

Draft Project Design Goals
In 2015, the Board approved Project Guiding Principles early in the process as the District began to consider a range of possible options for the AO. Many of these Guiding Principles are still applicable today and have been adapted with slight modifications for the AO remodel project. Below are the draft Project Design Goals for Board discussion.

1. Design Approach
- Utilize forward looking and imaginative approaches for the remodel
- Pursue sustainable design and construction options that are cost-effective and are evaluated through a lifecycle analysis
- Deliver an up-to-date modern and flexible work environment
- Prioritize access to natural light, views, and outdoor space when possible
- Invest renovation funds strategically and creatively, focusing on high-impact areas while being mindful of the bottom line
2. Public Experience
- Design outward facing features and public facilities to provide a welcoming experience for visitors
- Design facilitates effective service delivery to the public

- Design physical space to reflect the culture, brand, and identity of the organization as a whole
3. High Functioning Work Environment
    - Provide quiet places for focused work
    - Account for the unique needs of each business line and department
    - Create spaces to facilitate collaboration among departments and across service lines
    - Incorporate technology to support remote work, videoconferencing, telecommuting
    - Incorporate program elements and design features that respond to the needs of diverse staff and support staff retention
    - Deliver spaces that support health, wellness, and productivity
4. Effective Use of Space
    - Seek flexible and adaptable options to meet evolving needs and respond to outside factors influencing work force and work culture
    - Increase the efficiency of space use through smart adjacencies
    - Incorporate FOSM staff projections and consider how departments and staff will work in the future

During recent Committee meetings, members of the AO Ad Hoc Committee identified the following items, which the Board may want to consider adding to the draft Project Design Goals:

Additional Committee Suggested Project Design Goals
- LEED concept but not certification
- Net zero energy design
- Third party peer review of design
- Keep perimeter window areas open for greatest natural light
- Use of consistent furniture and fixtures throughout
- High focus on lighting and acoustics

On August 22, 2018, the General Manager seeks Board discussion and input on both the Program Elements and the draft Project Design Goals to begin discussions with the selected architect team. The final Program Elements and Project Design Goals will return to the Board for a second review and approval in October.

FISCAL IMPACT

The FY2018-19 budget includes $600,000 for architectural and engineering design of the AO Project (Project #31202), and is sufficient for the work anticipated to be complete by the end of the fiscal year.

BOARD COMMITTEE REVIEW

On March 14, 2018, the Board formed the AO Ad Hoc Committee to guide the hiring process for an architect and design team, and development of the public engagement approach for the project (R-18-21). The Committee participated in tours of six remodeled public and non-profit agency offices on June 11, 12, and July 26, 2018. The Committee held meetings on June 15, July 12, 24, and 26, 2018, to prepare for and conduct interviews with four shortlisted architect design firms,

arriving at one unanimous selection recommendation, which the Board is considering on August 22, 2018.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act. Future environmental review will be conducted on the proposed site improvements as part of the permitting process.

NEXT STEPS

Board input received on the Program Elements and draft Project Design Goals will be shared with the selected architect to determine whether any gaps or feasibility/cost issues exist. Staff will work to refine these as necessary with the AO Ad Hoc Committee and bring the final recommended Program Elements and Project Design Goals to the full Board for consideration and approval in October.

Attachment
1. 5050 El Camino Space Programming key points

Responsible Department Head:
Jason Lin, Engineering and Construction Department Manager

Prepared by:
Felipe Nistal, Senior Capital Project Manager

Staff Contact:
Felipe Nistal, Senior Capital Project Manager

MIDPENINSULA REGIONAL OPEN SPACE DISTRICT

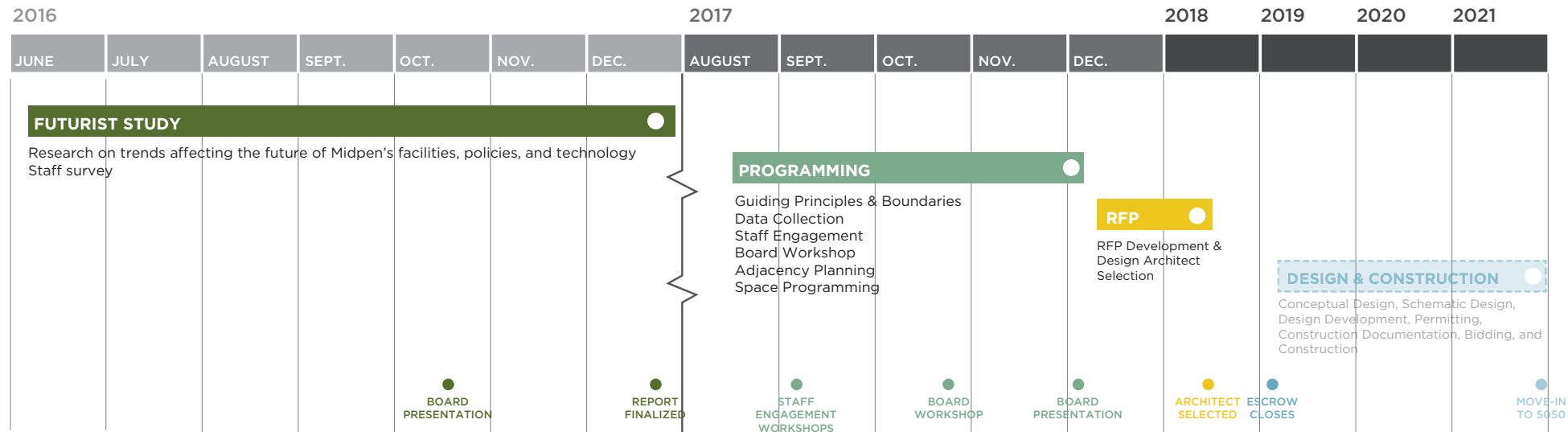# 5050 El Camino Space Programming

December 2017

PROJECT TIMELINE

2016							2017					2018	2019	2020	2021
JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.	AUGUST	SEPT.	OCT.	NOV.	DEC.				

FUTURIST STUDY

Research on trends affecting the future of Midpen's facilities, policies, and technology
Staff survey

PROGRAMMING

Guiding Principles & Boundaries
Data Collection
Staff Engagement
Board Workshop
Adjacency Planning
Space Programming

RFP

RFP Development &
Design Architect
Selection

DESIGN & CONSTRUCTION

Conceptual Design, Schematic Design,
Design Development, Permitting,
Construction Documentation, Bidding, and
Construction

BOARD
PRESENTATION

REPORT
FINALIZED

STAFF
ENGAGEMENT
WORKSHOPS

BOARD
WORKSHOP

BOARD
PRESENTATION

ARCHITECT
SELECTED

ESCROW
CLOSES

MOVE-IN
TO 5050

OUR PROCESS

1. SITE VISITS/WALKTHROUGHS
- To understand current space use and layout
- Current space at 330 Distel
- Future space at 5050 El Camino

2. STAFF ENGAGEMENT
- Workshops with each business line
- Identification of top themes and priorities
- Summary of staff workshops and data collected (headcounts, storage, space allocation, etc.) produced

3. BOARD ENGAGEMENT
- "Needs finding" workshop with Board
- Identification of top themes and priorities
- Summary of Board workshop produced

4. ONGOING CORE TEAM MEETINGS
- Input and feedback from Midpen Core Team
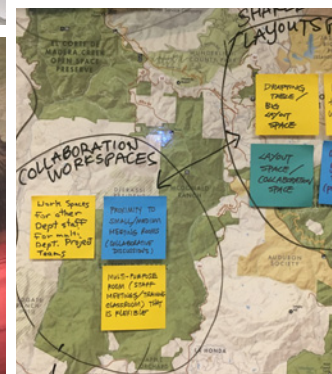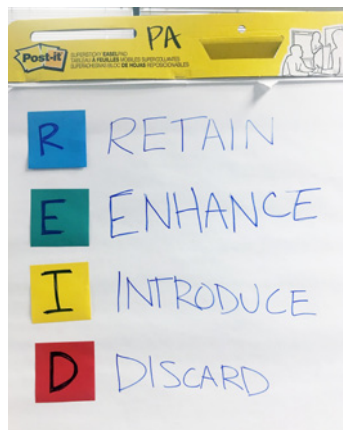
GUIDING PRINCIPLES

1. APPROACH AND POLICIES

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

2. PHYSICAL SPACE

- Deliver an **up-to-date, modern, and flexible** work environment
- Create spaces to **facilitate collaboration** among Midpen departments and across service lines
- Account for the **unique needs** of each business line and department
- Provide **quiet places** for focused work
- "Seek **flexible and adaptable** options to meet evolving needs" and respond to outside factors influencing work force and work culture

3. EXPERIENCE DESIGN

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

4. EFFECTIVE SPACE

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

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

CONCEPTUAL ORGANIZATION MODEL

- The Conceptual Organizational Model addresses and communicates critical programmatic resources and adjacencies

- The model does not reflect floorplans or the exact number of spaces, e.g. departments and spaces can be distributed over multiple floors

- Developed based on department homework and staff engagement workshop feedback regarding adjacencies, and Core Team input

- **Org Model includes:**
    - Conference/Training Center/Board Room suite
    - General Manager's Office and General Counsel at the core of the model
    - Departments organized by business line
    - More distributed Admin/Ops/Management
    - Opportunity for centralized informal interaction space and hoteling space
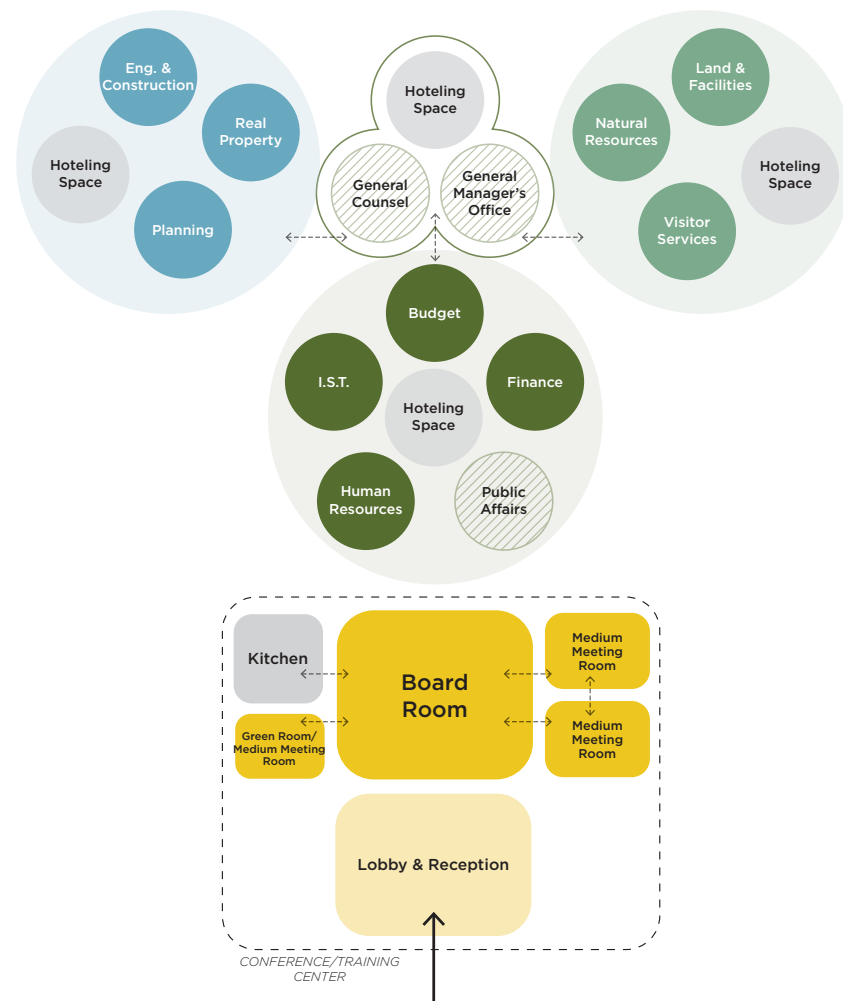
BOARD COMMENTS (12/6/17 MEETING)

- **Building needs one entrance on El Camino Real**
  - One point of entry to easily route visitors
  - ADA and visitor spaces should be in front
  - Hopefully El Camino will be more transit oriented in 20 years and MROSD should support and promote that

- **No public in the garage**
  - Find where people can park bikes that is not in the garage
  - Add space for storage of other modes of transportation also, e.g. skateboards, scooters

- **Will we build to 2045 now?**
  - Don't build too much or we will fill it up
  - Set a hard line (we will not build another building for 30 years)
  - Things will change by 2045 – planning for that year is speculative

- **Take advantage of the exterior**
  - Opportunities for outdoor patio space
  - Rooftop opportunity?

- **Plan for storage needs while also implementing digitization plan**

- **How will the 10,000 sf for lease be grouped?**
  - Will contiguous one section of the building be allocated for lease?
  - Or will the 10,000 sf be peppered throughout the building?
  - Need to evaluate lease terms and opportunities to collocate or relocate

- **Consider other organizational methods to reduce departmental 'silos'**
  - As an open space agency, learn from nature and how ecosystems are organized
  - Explore efficiencies of alternate models and alignment with MROSD's ability to grow

- **Design Architect will manage acoustics and appropriate workstation selection**

PARKING LOT NOTES (10/25/17 MEETING)

"Parking Lot" List - A number of topics, concerns, and issues came up at the Board meeting on 10/25/17 that have been tabled for later discussion or will be raised and considered at a later point in the design and development process.

- Accessibility
- Stairs primary (versus elevator) in 5050 El Camino Real
- Appropriate storage for paper and equipment
- Documents for architect (RFP)
- Investigate any hot water heating systems
- Board members to try seating for Board Room
- Timeframe/project schedule
- Approach: Design/Build?
- Facilities Ad-Hoc Committee

POST-IT NOTES

Each Post-It from the Board engagement session is listed below.

» Retain
» Enhance
» Introduce
» Discard

CLOSED SESSION ROOM
» Larger closed session room
» Larger closed session room to accommodate 25
» Board room include more offices? For board members
» Green room or quiet space for Board to sit before meetings

TECHNOLOGY
» Sound system
» Up to date technology for Board Room/ entire lobby
» Board room – IT/AV, public speaker, room
» Streaming Public TV (+1)
» AV screen
» Remote or call in – board and public
» Monitors that everyone can see
» Employee key cards
» Public TV online capability for board room
» Two viewing screens – 1 board, 1 public – always visible to all
» Public's microphone (battery)

BOARD ROOM ATTRIBUTES
» Try to retain existing board seating arrangement
» Board horseshoe
» Quietude
» Same closeness to one another in board room
» Improve public seating
» Board seating not too comfy
» Flexible in board room arrangements

» Use for all staff/call in from desk
» Make sure smaller meetings don't feel overwhelmed
» Public chairs

BOARD ROOM SIZE
» Side entry
» 4x larger space
» Better seating for public
» Board room for 80-100?? Not too large
» Good AV
» More room/space for board
» Board room to accommodate 115 occupants
» Larger board room (public space about 100 people)

PARKING
» Improve VTA bus stop to encourage regular use
» Include bike parking underground for staff and outside public
» Limit underground parking to staff
» EV charging stations
» More bike parking for public and staff
» Consider parking for other 2-wheel vehicles (like scooters)

MEETING SPACE
» More community and meeting rooms for partners and public
» Meeting space for volunteers, community groups
» Classrooms/meeting rooms for talks, training, outreach
» Workspaces/links for partners

ENVIRONMENTAL FACTORS
» Lighting easier on the eyes (LED)
» Double pane windows or closeable drapes
» Heating air ducts/hot water heating

CHILDCARE
» Childcare facilities?? (if not enough in area)

BOARD IDEAS
» Consider other ideas from board members

PRIVACY FOR STAFF
» Limit public access to work areas

PROMOTE MISSION BY BRINGING THE OUTDOORS IN
» Incorporate redwoods + nature into the space (+1)
» Incorporate outdoor space/environment

LOBBY/PUBLIC SPACE
» Reception
» Welcome lobby with information and reception
» Friendly, accessible reception and "lobby"
» Entrance for public directly to reception
» Music in lobby (-1, -1, -1)
» Entry lobby that reflects the ?? of open space
» Building experience for all of our constituents
» "Open space" experience/feel; welcome experience
» Separate lobby – Quiet away from board room
» Ability to leave entrance doors completely open

ADDITIONAL DISCUSSION QUESTIONS

Below are the notes from the Board's discussion about the four questions MKThink asked as homework prior to and as part of the session.

1. DO YOU HAVE ANY SPECIFIC PARAMETERS OR GOALS WITH REGARD TO THE BOARD AND PUBLIC SPACE NEEDS?

- Not ostentatious board room
- Like the map of spaces
- Like the brag wall/awards
- Nice to have art
- Interior walls where can display things (like timeline, photographs of District)
- Future: Be more welcoming to a more diverse group of people (social, economic, physical)
- Have flat seating - public on the same level as Board or very close/be able to see all (6-8 inches up)
- Limit the number of steps up to the Board Room (accessibility)
- Have Board Room on first floor of the building

**2. WHAT WORKS AND DOESN'T WORK WITH THE BOARD'S CURRENT SPACES?**

- All the wires under the table
- Welcome the public - Make it easy and comfortable for them to talk (only people in front of you, not behind you)
- Like the big circle shape of public seating and Board Room horseshoe
- Like the speaking podium off to the side (more comfortable for the public)
- Important for public to be able to see who the Board members are
- Able to see how your representative actually voted on a screen in the Board Room
- Rental of Board Room to another entity who needs a Board Room

3. WHAT WORKS AND DOESN'T WORK REGARDING THE CURRENT LAYOUT AND ALLOCATIONS FOR PUBLIC AREAS?

- Not big enough
- Works: Accessible, openness, welcoming, has lots of information, has Reggie (the mountain lion)
- Nice addition to have off of Board Room
- How much does Midpen want to be a hub for other open space groups? Could have a public meeting room for use of other open space groups/agencies
- Meeting rooms can be flexible and for various uses (not mutually exclusive rooms/spaces)
- Having office space for environmental groups - Don't need to talk about tonight
- Need to have available meeting space for other open space groups and community groups
- Security/ability to open up only one room for community groups
- What are other efficiencies for technology for the Board Room? Leave flexibility for technology changes
- Get rid of current/bad ceiling tiles
- Design for technology/wiring flexibility

4. DO YOU ANTICIPATE ANY SIGNIFICANT CHANGES IN HOW THE BOARD WORKS OR HOW THE ORGANIZATION WORKS OVER THE NEXT 15 YEARS?

- Changes in Board members
- Make-up of the organization lends itself to working at home/remotely - Lots of opportunities for this
- Could be working out of remote offices more with technology because of nature of fieldwork
- Public transportation - Hoping that happens
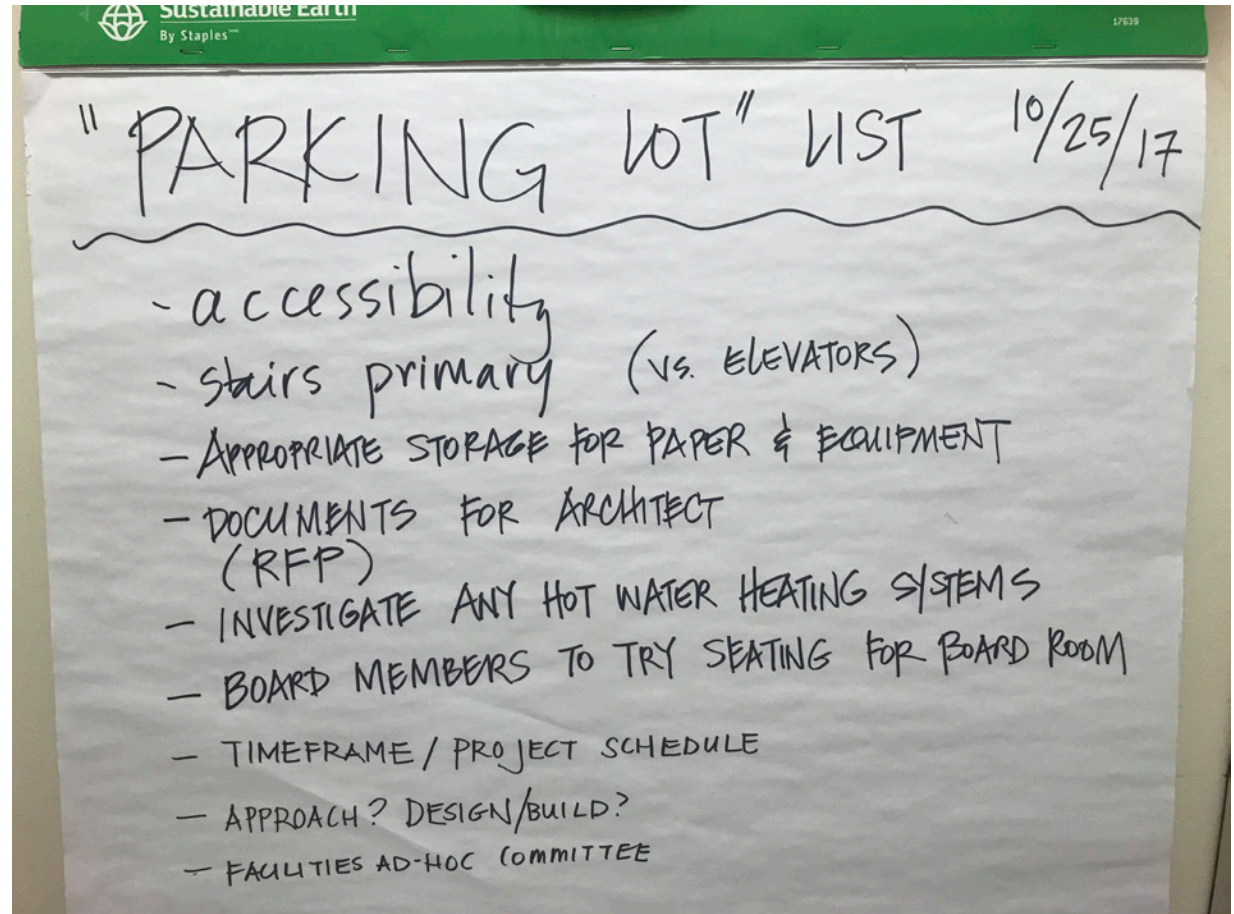
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