



# OFFICE UTILIZATION AND DESIGN GUIDELINES

**Enterprise Asset Management**

2024

## **ACKNOWLEDGEMENTS**

The Department of Administrative Services Enterprise Asset Management division developed this guidance in collaboration with the following:

**Oregon Department of Transportation**

**Department of Revenue**

**Construction Contractors Board**

**Oregon Physical Therapist Licensing Board OBPT**

**Oregon Department of Human Services**

**Public Utility Commission**

**Oregon Youth Authority**

**SERA Architecture**

**Oregon Corrections Enterprises**

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	1
<b>Helpful Definitions</b> .....	2
<b>Role of Enterprise Asset Management</b> .....	3
<b>History of Space Planning</b> .....	4
<b>Current Conditions - 2024</b> .....	5
<b>Strategic Rightsizing Plan</b> .....	7
<b>Alignment with Community and Statewide Initiatives</b> .....	11
<b>New Space Planning Guidance and Policy</b> .....	13
<b>Designing for Employees</b> .....	14
<b>Designing for Footprint Reduction</b> .....	16
<b>Types of Spaces to Support a Hybrid Office</b> .....	18
<b>Designing for Sustainability</b> .....	21
<b>Designing for Diversity, Equity, Inclusion and Belonging</b> .....	22
<b>Action Items for Agencies</b> .....	25
<b>Ready to Work with DAS?</b> .....	28
<b>Procurement</b> .....	30
<b>Navigating Change Management</b> .....	33
<b>Current Projects</b> .....	36
<b>Resources and Links</b> .....	40
<b>Definitions</b> .....	43

## EXECUTIVE SUMMARY

### Shift in Office Utilization

Oregon state government's widespread adoption of remote and hybrid working presents an opportunity to rethink how agencies plan and utilize office space. The [2023 Office Utilization and Parking Survey Results](#) revealed the following:

- 45% of state employees are designated as remote or hybrid workers, meaning they are working remotely all or a majority of the week and in the office zero to two days per week, on average.
- 51% of all agencies report utilizing less than 50% of their dedicated office space, with most utilizing less than 25%.
- Only 31% of agencies are utilizing their office space at pre-pandemic levels.

With the permanence of remote work, the state government office footprint can be reduced by at least 30% by 2027.

### Rightsizing Roadmap

Because the remote and hybrid workforce model is relatively new and based on flexibility, there isn't an industry standard to compare. The emerging trend in both private and public organizations is adoption of a *hybrid office* model that benefits all employees. Oregon state government began to clarify the enterprises' opportunities by focusing on three foundational actions to achieve measurable goals and outcomes:

1. Adoption of a uniform understanding in how we describe space.
2. A solid understanding of how employees use the office.
3. Adoption of a new space utilization policy that reflects a changed workforce and provides optimal space for agencies to carry out their missions.

### Updated Space Planning Policy and Guidance

While statewide reduction of office space is necessary, agencies must also rethink the purpose of the office. In what ways can agencies re-think their office space so that all employees benefit, while simultaneously aligning with other statewide policies and goals that benefit all Oregonians?

The following guidance is intended to support agencies while they rethink current and future office space planning. Design principles focus on office flexibility and prioritization of employee needs through inclusivity, adaptability, sustainability and employee health and wellness. The guidance also provides agencies with the rationale, framework and tools for implementing the new [Space Design and Utilization Policy 107-011-100](#). This is not a one-size-fits-all solution and not all recommendations will work for all agencies. Since these workspace practices will be new to most state agencies, they will need to be validated through implementation and updated regularly to incorporate lessons learned.

### Agency Feedback – Measuring Success

The rightsizing effort and related guidance will be a process that will need to be repeated and adjusted as agencies make progress. Agency feedback is essential for enterprise-wide success. While not a requirement, DAS invites all state employees to share thoughts, concerns, recommendations and successes through this form: [DAS Space Planning Policy and Guidelines Feedback](#). Agencies are encouraged to share this link with their staff.

## HELPFUL DEFINITIONS

Below are definitions that are helpful to understand prior to reading this document. A full list of definitions can be found at the end of this document or here: [Space Utilization and Guidelines - Definitions](#)

**Real estate footprint:** The term real estate footprint used throughout this document refers to the total square footage of all state office spaces across the enterprise.

**Real estate portfolio:** A real estate portfolio is a collection of real estate assets. The state of Oregon has three different portfolio types referenced throughout this document. Private lease portfolio, DAS-owned portfolio, and other agency-owned portfolio.

**Rightsizing:** Rightsizing establishes a baseline from which future space needs can be projected and may be greater or less than the current need. Typical rightsizing exercises apply proposed space standards to eliminate the surplus and/or account for deficiencies to optimize space efficiency.

**Seat count:** Seat count is the total number of actual seats needed to serve the agency. Seat count also accounts for seat sharing and workspaces that are not specifically dedicated to a single employee. For example, two employees may share one seat due to schedules that occur at opposite hours. This example would require only one seat for two head count employees.

**Utilization:** In its simplest terms, space utilization is the action of making practical and effective use of something. For this document, utilization is a measurement of capacity divided by occupancy. For example, if an office has a capacity of 100 people, but only 10 people go into the office on any given day, the rate of space utilization is 10%.

# ROLE OF ENTERPRISE ASSET MANAGEMENT

## **Role of Department of Administrative Services**

The Department of Administrative Services (DAS) is the central administrative agency that leads Oregon state government to implement the policy and budget decisions of the Governor and Oregon Legislature. Employing an enterprise-wide perspective, DAS serves Oregon state government by developing and upholding accountability standards to ensure productive and efficient use of Oregon state government's financial, human and information resources.

See also: [ORS Chapter 184 - Administrative Services and Transportation Departments](#)

## **Role of Enterprise Asset Management**

Enterprise Asset Management (EAM) is a division within DAS that is driving the space planning and rightsizing effort. EAM centralizes management of state real and personal property to support state agency workspace, travel and operational needs. This division plays a key role in assisting agencies that need to pivot their space and fleet needs to accommodate a changed working environment and business models.

The division is comprised of the following programs:

### ***Real Estate Services (RES)***

RES provides comprehensive commercial real estate services including space planning and interior project management to agencies across the enterprise. For most agencies, RES will be the first point of contact for questions, concerns, vacancies or other issues related to real estate.

### ***Planning and Construction Management (PCM)***

PCM will coordinate the physical planning and construction of tenant spaces within the DAS-owned portfolio. PCM provides construction project management for over \$50 million in maintenance, upgrade, renovation, and new construction projects for DAS-owned buildings as well as providing project management services to other agencies that own buildings.

### ***Oregon Surplus Property Program***

The State and Federal Surplus Property program facilitates the reuse of surplus personal property for state, local and federal government entities.

### ***Office of Sustainability***

The Office of Sustainability supports agencies with policy guidance, resources and technical support related to resource conservation, energy and carbon reduction, sustainable design, strategic planning and other related topics.

### ***Operations and Maintenance (O&M)***

O&M provides full-service property management and maintenance services for all buildings in the DAS-owned portfolio.

### ***Fleet and Parking Services***

The Fleet and Parking Services program manages over 4,000 DAS-owned vehicles and manages 4,500 parking spaces in the Salem capitol mall, Portland, and Eugene.

# HISTORY OF SPACE PLANNING

## **2000 to 2006 – Expansion & Policy Revision**

Oregon state government experiences rapid expansion of both owned and leased space. Policy revised. Space allocation not-to-exceed 250 useable square feet per full-time equivalent (FTE). Employee job classification determines size and type of workstation.

## **2013 – Multi-Year Study**

Multi-year study culminates with recommendations to revise space standard to an average usable square feet per FTE, as well as eliminating the job classification component.

## **2019 – Policy Rescinded**

Office Space Planning Standards 107-011-100 revised and later rescinded.

## **2021 – Reopening Guidance**

The 2020 COVID-19 pandemic leads to a drastic shift from most employees working in-office 100% of the time, to the majority working remote or hybrid.

- [Work Reimagined Reopening Recommendations](#)

## **2023 – Survey of Agencies and Current Space Utilization Practices**

In early 2023 Governor Kotek directs DAS to re-evaluate the current remote work policy, impact on space and the statewide office footprint. DAS developed a roadmap with recommendations. In August 2023, DAS conducts an enterprise-wide survey of agencies' office utilization practices.

- [2023 Office Space Utilization & Parking Survey Results](#)

## **2023 – New Guidance Developed and Reviewed by Select Agencies**

DAS develops a new policy and guidelines. New guidance focuses on determining the frequency that hybrid employees work in the office. Planning moves away from usable square feet per FTE to a ratio system of "seat counts."

## **January 2024 – Governor Support and Draft Guidelines and Policy Reviewed**

DAS produces memo for Governor Kotek recommending a 30% reduction in the statewide office footprint. Several agencies provide feedback on draft guidelines and policy. DAS EAM introduces new space planning concepts to agency directors, deputy directors, boards and commissions.

## **May 2024 – Policy Approved and Guidelines Revised and Finalized**

The Space Planning and Utilization Policy is approved. The Space Utilization and Design Guidelines are revised based on feedback and a final draft published.

# CURRENT CONDITIONS - 2024

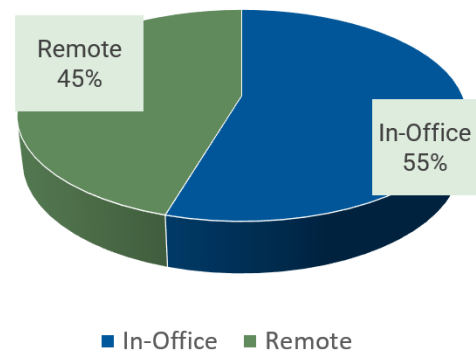
In early 2023, Governor Kotek directed the Department of Administrative Services to evaluate how remote work has impacted the way agencies use office space, and to begin the work of rightsizing the real estate footprint statewide. DAS EAM conducted a statewide analysis of the office portfolio, remote work frequency and surveyed agencies to determine current space utilization trends.

## Remote Work

Early 2023, Workday, Oregon state government’s human capital management software platform, reflects that 45% of Executive Branch employees work remote or hybrid, and 55% in-office.

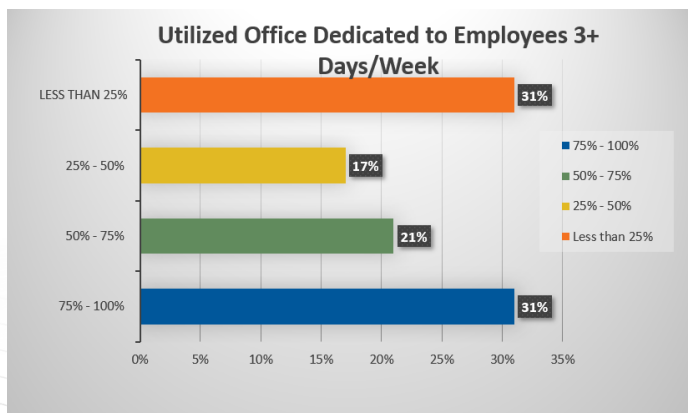
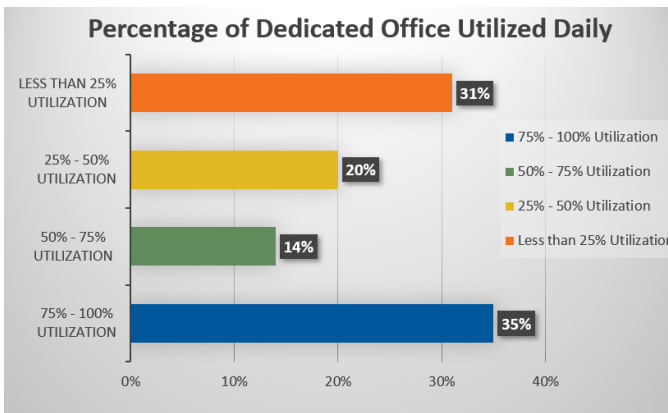
WORK MODALITY	STATE EMPLOYEES
In-person (at the central office)	21,718
Hybrid (in-person and remote)	12,556
Fully Remote	6,756
Total	41,030

STATE EMPLOYEE WORKTYPE 2023



## Office Utilization

In August 2023, DAS EAM surveyed 81 agencies on how remote work has impacted office utilization. Results revealed more than half use less than 50% of their dedicated office, with most using less than 25%. When asked what percentage of that space was designated to employees who perform in-office work three or more days per week, 31% of agencies reported less than 25%.





### Statewide Office Footprint

In total, the Executive Branch owns or leases approximately 9.2 million square feet of office space statewide. State-owned space accounts for roughly 4.6 million square feet. DAS also manages the Executive Branch’s private sector lease portfolio of approximately 650 leases and 4.7 million square feet statewide. Within the private lease portfolio, roughly one-third of leases will expire in the next 15 months with most of the remainder expiring over the next five to six years.

Office Footprint by Portfolio	Estimated Square Feet
Department of Administrative Services – Office	2,327,412
Other State-Owned - Office	2,296,544
Private Lease - Office	4,657,316
<b>Total</b>	<b>9,281,272</b>

### State-Owned Office Portfolio

State-owned office buildings represent 4.6 million square feet of the entire office portfolio, or roughly half. With most agencies indicating office utilization at less than 25% on most days, it means statewide, 3.45 million square feet of state-owned office buildings are underutilized or vacant.

State-Owned Office Portfolio	Estimated Square Feet
Department of Administrative Services	2,327,412
Department of Public Safety Standards & Training	43,119
Oregon Department of Agriculture	2,800
Oregon Department of Aviation	12,465
Oregon Department of Corrections	147,237
Oregon Department of Education	6,320
Oregon Department of Fish and Wildlife	236,595
Oregon Department of Forestry	312,118
Oregon Department of Transportation	845,802
Oregon Department of Veterans Affairs	122,192
Oregon Employment Department	89,997
Oregon Military Department	101,352
Oregon Parks & Recreation Department	131,901
Oregon State Hospital	33,592
Oregon State Lottery	98,222
Oregon State Police	24,867
Oregon Youth Authority	27,745
Public Employees Retirement System	60,220
<b>Total</b>	<b>4,623,956</b>

# STRATEGIC RIGHTSIZING PLAN

## Portfolio Rightsizing Opportunities

The enterprise-wide survey results indicated an increase in remote work. This offers some opportunities for the new office workspace including:

- Seat-sharing
- Shift in office focus towards collaboration
- Heightened need for nurturing workplace culture
- Employee prioritization of wellness and sustainability issues
- Reduction of the overall office real estate footprint

## National Rightsizing Efforts

Both public and private sector organizations are facing unprecedented levels of change. Some of these changes include employees making the permanent shift to remote or hybrid work, an aging workforce that is eligible to retire in the next five years, the need to attract talent and to update aging buildings and optimize portfolios for long-term growth. Global real estate services company, Jones Lang LaSalle, identifies four key areas that government agencies will be focused on for workplace transformation in [JLL's 2023 Future of the Government Workplace Summit](#):

**Hybrid Work is Evolving.** Across both public and private sectors, employees prefer to work in the office an average of 2.8 days per week, but currently work from the office 3.1 days per week. A JLL survey showed that 52% of companies adopted a flexible or employee-choice approach, meaning employees are expected to be in the office a certain percentage of time or a fixed number of days, but employees could choose which days. Government clients surveyed were more likely to require employees to come in on fixed pre-selected days. Some federal agencies are seeing their return to office efforts stalled by labor agreements and continue to negotiate contracts allowing eligible employees to continue a hybrid work schedule.

**A Portfolio Optimization Strategy to Drive Cost Savings and Flexibility.** Across both the public and private sector, reducing operating costs, sustainability and employee experience are the top priorities in commercial real estate. Many are rightsizing their real estate portfolio as a tool to optimize cost savings.

**Using the Workplace to Drive Talent Attraction and Retention.** Almost 30% of federal employees plan to retire within the next five years and only 1% of the current federal workforce is under age 26. Generation Z, those born between 1997 – 2012, is expected to constitute 30% of the workforce by 2025. JLL Research found that employees aged 18-24 are most likely to feel empowered to define their own workstyles, while also being the most energized by a high level of interaction at work. While JLL research shows that by 2025 30% of the workforce is expected to be Generation Z, it will be critical for public sector organizations to build a more inclusive workplace that supports all employees and generations.

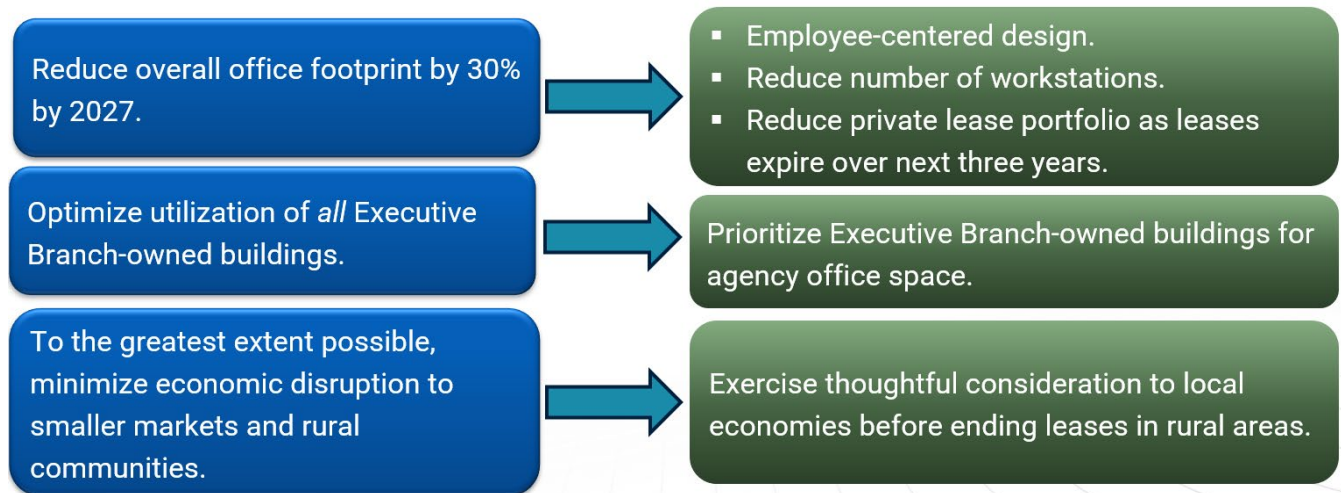
**Accelerated Adoption of Technology Solutions.** Across the board, the real estate industry is embracing new technologies. Over 80% of companies are increasing their technology budgets. The most significant increase in the technology budget is the focus on managing, improving and reporting on environmental sustainability. There has also been a significant increase in using technology to help with decision making, risk mitigation, and optimizing building utilization, performance and maintenance.

### Public Sector Real Estate Rightsizing Efforts

- **State of Tennessee** – “Project Tetris” began in 2019 to reduce state real estate footprint and expanded after the pandemic. To date, the state has eliminated 780,000 square feet of state-owned office and eliminated the need for 300,000 square feet of leased space.
- **State of Washington** – May 2023, Washington state government announced plans to significantly reduce office space to adapt to remote work. Plan includes moving away from private sector leases and filling state-owned buildings. Private leases make up 30% of Washington’s real estate portfolio.
- **State of Colorado** – An executive order issued in February 2022, directed agencies to build flexible work environments with the goal of reducing all state office space by 30%.
- **State of Utah** – Utah’s state government anticipates exiting 67 leases and reducing its footprint by nearly 850,000 square feet.
- **Federal Government** – November 2023 projects 30% reduction of office footprint nationwide.

### Enterprise Roadmap to Rightsizing

In January 2024, DAS presented a memo to Governor Kotek with recommendations for the rightsizing project. Below are the overarching principles to guide the enterprise through this effort.



### Reduction Strategy

The overarching goal is to reduce the statewide office footprint by at least 30% by 2027. This will be achieved by cataloging underutilized assets that are not used at full capacity and identifying opportunities to use space differently. This will maximize efficiency and reduce costs without sacrificing quality of service. DAS EAM will work in partnership with agencies to identify the most appropriate strategies for their business needs.

**Reductions:** The most common strategy will be reduction of the physical office based on current utilization and business needs. Transitioning to a hybrid office model with assigned and unassigned workspaces will contribute to largest reduction in square footage. Many agencies have already begun the reduction process and have space vacancies that could be ideal for an interagency lease.

**Co-Locations:** Identify interagency space utilization solutions that maximize benefits to Oregon state government and employees. Co-locating multiple agencies in the same space or building would lead to more efficient use of space. Additionally, the establishment of “all-agency” spaces – meaning any state employee could drop in - is envisioned by the State as a long-term, cost-effective solution after funding mechanisms are established. There are multiple benefits to co-locating agencies:

- More efficient use of space by eliminating duplicative functions. Agencies can share many common spaces such as conference rooms, copy and break areas, etc. These can be housed within the same office where a suite is shared, or in a distinct amenity area in the building where different suites are accessed by multiple agencies.
- Efficient hoteling. Larger consolidations of hoteling space can allow agencies to share amenities such as food prep areas and meeting spaces and can allow for greater variety of workstation types.

### **Office Location Strategy**

Office site selection has requirements enforced by Oregon statute (ORS), but site selections will also consider locations that complement those related to an agency’s mission, security needs, costs, consolidation, reductions in square footage, prioritizing state-owned space and other procurement policies.

The following Oregon statutes (ORS) and rules (OAR) will be applicable:

- [ORS 184.340](#) allows DAS to adopt uniform policies or procedures applicable to multiple state agencies, boards or commissions.
- [OAR 125-120-0020 - Assignment of Office Quarters](#) gives DAS permission to evaluate agency space requirements.
- [OAR 125-120-0120 - Locating Office Quarters](#) states that DAS has statutory authority to search, select and negotiate for office quarters to rent or lease in any manner necessary to best serve the interests of the state. DAS reserves the right to reject, in the best interest of the state, all offers received while conducting solicitation for offers on leasable properties or facilities. In most circumstances, DAS will search for available office space in a manner consistent with applicable executive orders and policies.
- See also [Oregon Legislature ORS 184](#)

### **Prioritizing State-Owned Space**

Office space will be allocated in the following order of priority:

**Prioritize State-Owned Space.** Locating agencies within state-owned buildings will take priority over the private lease market in most cases. Exceptions to the siting strategy will be determined on a case-by-case basis. Exceptions will require explanation and reasoning that considers existing rules and statutes and fiscal responsibility to Oregon taxpayers.



Agencies requesting an exemption must complete the [Space Standard Exemption Request Form](#) and submit to [res.info@das.oregon.gov](mailto:res.info@das.oregon.gov) with supporting documentation.

**Reduce Private Lease Portfolio:** There are roughly 650 private sector leases held by state agencies throughout Oregon, representing just over half of the total square footage within the office portfolio statewide.



### **Agency Feedback – Measuring Success**

The rightsizing effort and related guidance will be a process that will need to be repeated and adjusted as agencies make progress. Agency feedback is essential for enterprise-wide success. While not a requirement, DAS invites all state employees to share thoughts, concerns, recommendations and successes through this form: [DAS Space Planning Policy and Guidelines Feedback](#). Agencies are encouraged to share this link with their staff.



# ALIGNMENT WITH COMMUNITY AND STATEWIDE INITIATIVES

Given all the work involved in planning physical space, it is helpful to know how the rightsizing effort fits into a larger plan. The following is a big picture overview of how the portfolio rightsizing relates to other Oregon state government priorities.

## Supports Employee Experience

**Remote and Hybrid Work:** The rightsizing effort relies heavily on the permanence of remote work. A recent McKinsey report, [Hybrid work: Making it fit with your diversity, equity, and inclusion strategy](#)

notes work-life balance has become a top priority for employees with 83% of employees citing the ability to work more efficiently and productively as a primary benefit of working remotely. However, a large portion of employees who work remotely still come into the office, and the design of the physical office plays a significant role in their overall experience.

**In-Person Work:** The employee experience applies to all employees regardless of where they work. With nearly half of state employees working in person, the physical office design plays a crucial role in their overall job satisfaction. Employee-centered offices are designed to support different work styles and preferences to empower and motivate employees. Whether it's a quiet corner for focused work or a collaborative area for brainstorming, the flexibility of the office space enhances productivity and employee happiness. Employees that work primarily in-person will benefit the most from a hybrid office model. Assigned workstations can be in areas that support focused work and away from the noise of collaboration and hoteling areas. The hybrid office can provide other amenities that support in-person work. Wellness spaces and lounges can facilitate connection between employees.

## Enhanced Customer Service

There is a connection between the experience of employees and the services they deliver – if employees feel supported, their ability to deliver better service increases. Moreover, co-locating different agencies with similar or complimentary needs can improve collaboration between agencies. Co-location can increase deliberate and unexpected interactions between different agencies sharing workspaces, and this can increase innovation. This is particularly true of agencies with similar missions and customers.



## **Greenhouse Gas Emission Reduction**

Transportation is Oregon's largest source of greenhouse gas (GHG) pollution contributing to climate change. Depending on fuel efficiency – a round trip commuter driving a conventional gasoline-powered car from Portland to Salem generates an estimated 80 to 100 pounds of carbon dioxide (CO<sub>2</sub>) equivalent per trip. With approximately 50% percent of the state workforce working remotely at least half time per week, that's a significant impact on these emissions. Over time, energy used for lighting and heating government buildings is also likely to drop as offices are re-shaped to accommodate a hybrid workforce.

## **Benefits Oregon Taxpayers**

State agencies lease approximately 4.6 million square feet of office space and spend approximately \$128 million in rent annually. To date, office reductions of 253,000 square feet statewide has yielded more than \$7.8 million savings per biennia. If Oregon can reduce state government's office footprint by at least 30%, it will save roughly \$76.8 million from the biennial budget in private sector rent alone. This does not factor in the potential cost savings of utilities.

## **Supports Local Economies**

Every effort will be made to align site selection that promotes sustainability, equity and community engagement in decisions on where facilities are located. In addition to agency mission, security and program requirements, the guidance for state agencies will also consider a series of factors meant to promote state investment that supports larger priorities and local development objectives, including:

- Compatibility with local economic development objectives.
- Locate facilities along transportation corridors to encourage the use of alternate modes of transportation.
- Prioritize central business districts, existing employment centers and rural centers.
- Advance state and local historic preservation objectives and promoting the preservation of historic resources and other existing buildings.
- Advance environmental justice and equitable development.

## **Equity and Remote/Hybrid Work**

The increase in remote work opportunities has had a significant impact on attracting diverse talent from traditionally marginalized groups. For example, McKinsey's annual study, [\*Women in the Workplace\*](#), found women were disproportionately pushed out of the workforce during the pandemic and currently, one in five women say flexibility has helped them stay in their job or avoid reducing their hours. A study conducted for the report [\*Hybrid Work: Making it fit with your diversity, equity, and inclusion strategy\*](#) explores how hybrid work aligns with DEIB efforts. Of employees currently working in a hybrid model – 85% want it retained going forward. This strong preference appears across industries, geographies, and demographic boundaries. Some traditionally underrepresented groups demonstrated an even stronger preference for hybrid work.

- Employees with disabilities were 11% more likely to prefer a hybrid work model than employees without disabilities.
- More than 70% of men and women expressed strong preferences for hybrid work, but nonbinary employees were 14% more likely to prefer it.
- LGBTQ+ employees were 13% more likely than their peers to prefer a hybrid work environment.

# NEW SPACE PLANNING GUIDANCE AND POLICY

## New Policy

### [Space Design and Utilization Policy 107-011-100](#)

The updated policy changes the method for calculating and estimating the square footage needed. The previous method was based on *head count*. The new method provides a ratio formula that allows agencies to plan by *seat count*. This policy also changes how workstations and offices are assigned.

## New Guidance

The design recommendations should guide agencies through the interior tenant improvement process and the shift to an employee centered office culture. The recommendations are based on existing statutes, rules, executive orders, policies and industry best practices. Not all recommendations will be suitable for every agency, and there is no expectation that agencies implement all the suggestions. The new workplace standards are driven by the nature of how we use our physical space and for what purpose.

The guidance also serves as the preferred framework for implementing the objectives outlined below:

- Workstation and office reduction, reconfiguration – moving away from square footage allocated per full time equivalent position and towards allocation by seat.
- Encourage agencies to reduce their physical footprint wherever feasible and co-locate with other agencies that have similar operational needs.
- Assist agencies with change management to accommodate all state employees, regardless of work modality (in-office, remote or hybrid).
- Provide a comprehensive resource for any individual, project manager or team involved in the planning, design, construction or occupancy of an agency office space.
- Serve as one of the starting points for agencies as they work with design teams to envision their office spaces.
- Establish a common baseline of office quality between agencies, so that employees of all agencies have equal access to office space that supports all work modalities. A common baseline of quality will help agencies shift space assets to accommodate fluctuations in agency needs, without compromising quality of place.

## Change in Determining Office Square Footage Needs

**Head Count:** Previous method that assigned square footage based on number of full time equivalent (FTE) assigned to that physical location.

**Seat Count:** New method that assigns square footage based on number of assigned workstations and frequency of employees who work in-person per week.



## DESIGNING FOR EMPLOYEES

### Employee-Centered Office Space

Throughout the day, people shift between multiple work modes: brainstorming, socializing, concentrating, sharing and mentoring, collaborating, meeting and learning. When your space planning recognizes this, employees are empowered to choose the best setting for their work each day.<sup>1</sup> For example, someone who needs to make a confidential phone call can choose a private phone room. A team brainstorming session can take place in a comfortable lounge that encourages creative thinking. Someone writing a legal brief can choose a small quiet space.

### Activity-Based Design

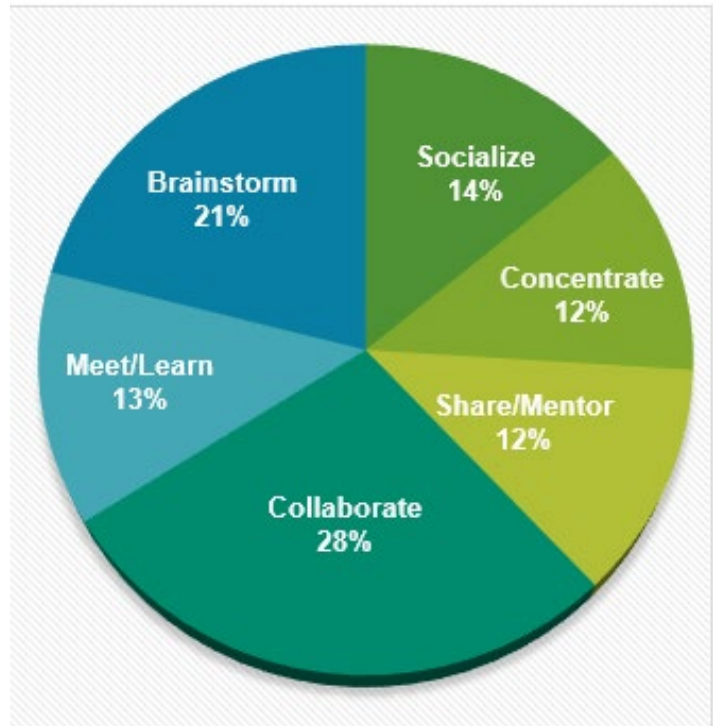
Space planning should be driven by the activities that occur within a space. Activity-based design considers tasks that the space accommodates, rather than by the hierarchy of staff positions or working in an open room without walls. In this way, the spaces are intended to be inclusive, supporting a range of work styles and needs. This design model prioritizes the employees and what they need to be successful in their roles. An activity-based workplace offers open spaces where large groups can work together or near each other, and provides spaces meant for focused, solo work. This inclusive approach considers the spectrum of work styles. The top activities to be supported will vary by agency.

### Sound Considerations

Acoustical comfort is a primary driver in employee satisfaction and productivity levels in office space. As the need for collaboration space increases so does the need for respite spaces. A workspace that is entirely open and collaborative can be challenging, as most employees seek to balance periods of interaction with periods of quiet. Sound should play a significant role in planning where workspaces are located. For example, consider designating an area of the office as a quiet zone where employees are encouraged to reserve an enclosed space for virtual meetings, rather than taking them at their workstation.

### Democratization of Daylight and Views

There is a history in office space design where access to views of the outdoors and daylight correspond to the hierarchy of an employee's position. Oregon state government is moving away from this practice. Studies have shown that access to views and daylight have health benefits. Because of this, it is recommended that enclosed rooms generally be located towards the interior of the office floor. The perimeter of the office floor is for workstations, break rooms, and collaboration areas, allowing the maximum number of people access to views and daylight.





## DESIGNING FOR FOOTPRINT REDUCTION

The bulk of the footprint reduction begins with how agencies assign workstations and private offices to employees. Prior to the widespread adoption of remote work, most employees had an assigned workstation in the form of a permanent desk or private office. Agencies should allocate space based on frequency of employees working in the office and the number of assigned vs. unassigned workspaces.



*DOJ 550 Project – Rendering of assigned workstations*

### **Assigned Workstations and Enclosed Offices**

Workstations should only be assigned to employees if they will be used by that employee at least three days per week. This applies to both open workstations (cubicle style) and enclosed offices. Private offices should only be assigned if the position requires at least 50% confidential work.

### **Unassigned Workstations and Enclosed Offices**

Include hoteling stations and offices available for any employee to utilize, including those employees with assigned workstations. This allows employees to move from one point to another throughout the day as tasks and needs change.

### **Flexible Workstations**

Agencies should encourage employees to design their working environment to best suit the capabilities of the person. Key recommendations for achieving this goal include provision of flexible workstations such as use of adjustable sit to stand work surfaces.



*DOJ 550 Project – Rendering of unassigned hoteling workstations*

### **Storage – Employee Items**

Desks that are assigned to more than one employee require secure storage for each person's belongings. Unassigned desks should not have storage but should be supported by separate locker-style storage that allows an employee to store personal belongings for the day.

### **Reduce Paper Documents**

Revisit any document retention requirements for your agency and consider where you place storage and filing cabinets within the hybrid office space. Migrating paper documents to digital storage is strongly recommended.

### **Agility**

As agencies grow and shrink, and the activities of employees change over time, the office space must be adaptable. This will require Oregon state government to prioritize flexibility in



office space planning so that, as an agency's footprint reduces, the available space can be repurposed or backfilled to maximize efficiency.

### **Flexibility**

Flexibility to accommodate changes in office use is critical for any workspace. By planning rooms and furniture to maximize flexibility, agencies can more easily adapt spaces to shifting needs in the future.

### **Prioritizing Movable Over Fixed Solutions**

Furniture is inherently more flexible than hard walls to organize and shape space. Furniture can be moved as needs change. If an agency moves, furniture can be repurposed in a new location. The use of furniture-based frameworks to define open collaboration spaces, such as screens, rather than hard walls will allow agencies to reconfigure the space as functional needs change.



*BOLI / Hyphen hybrid office remodel, Portland*

# TYPES OF SPACES TO SUPPORT A HYBRID OFFICE

The hybrid office is designed to maximize the time employees spend together. Employees are there to interact, collaborate and accomplish tasks that are better suited to the office environment. There are various options for collaboration meeting spaces and conference rooms, along with videoconferencing facilities and individual workstations that offer more privacy. By contrast, employees often work from home on tasks that can be done independently or require greater concentration. Fentress, a group working with the federal General Services Administration, published a free book called [Transitioning to a Government Hybrid Office](#), that highlights concepts for transforming the government workplace. The hybrid office layout might include zones that support different work styles and tasks. **The types of spaces listed are examples and may not reflect the needs of all agencies.**



*Transitioning to a Government Hybrid Office e-Book by Fentress*

## Collaboration Spaces

Increasing opportunities for collaboration is critical for an effective hybrid office. Collaboration areas can be formal or informal, promote teamwork and facilitate opportunities for idea-sharing. They are critical for facilitating workplace culture, impromptu brainstorming sessions, or an informal meeting. Examples of collaborative spaces include open seating areas, enclosed meeting rooms, break rooms and lounges.

## Formal Collaboration Zones

- **Jump Stations:** Modular workstations equipped with technology that allows employees to connect their laptops and work in an open setting.
- **Cubicle Workstations:** Individual work areas in the collaboration zone providing partial walls to facilitate collaboration and focused work.
- **Collaborative Workstations:** A grouping of workstations that promotes interaction among team members.



*BOLI/Hyphen – New Portland hybrid office – small enclosed collaborative team room*

- **Huddle Spaces:** Spaces interspersed throughout the collaboration zone that facilitate small groups gathering and exchanging ideas.
- **Collaborative Team Rooms:** Small, enclosed spaces for team members to gather in a more private setting.
- **Conference Rooms and Meeting Rooms:** Larger, enclosed spaces for mid-sized or large meetings or training sessions.

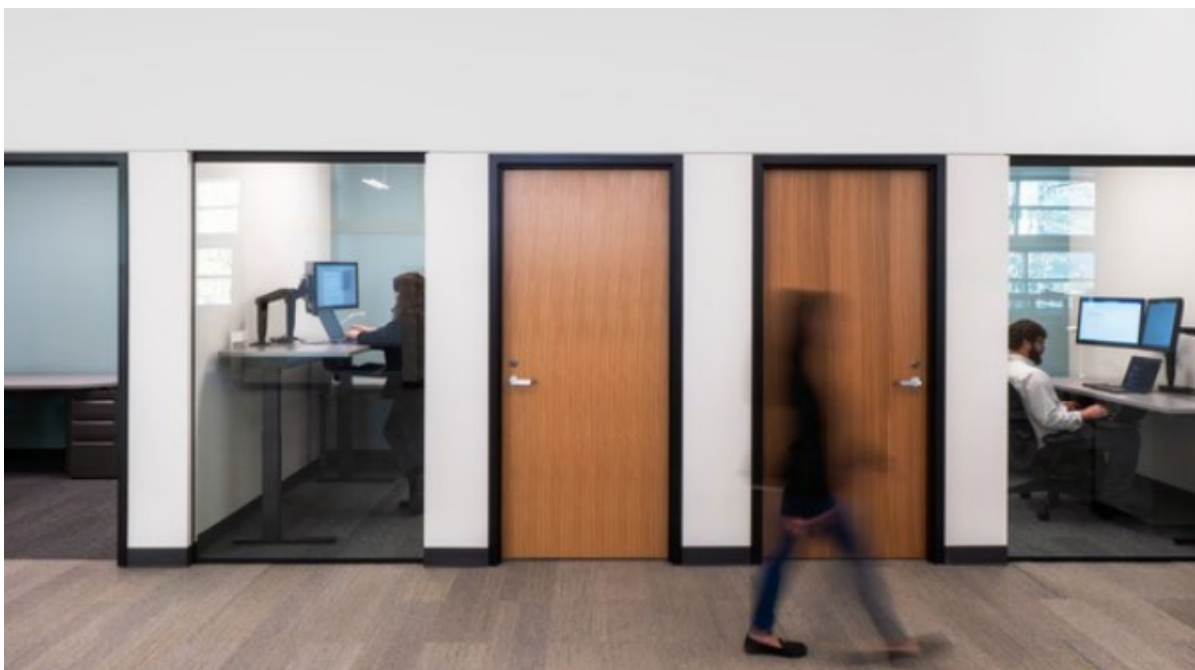
### Informal Collaboration Zones

- **Beverage and Snack Bar:** A café or vending area within the office that facilitates breaks and impromptu gatherings.
- **Work Café Counter:** High surface with multiple chairs within the beverage and snack bar that encourages staff to move around within the office and have coffee with co-workers while exchanging ideas.
- **Collaboration Booths:** Enclosed spaces within the informal collaboration zone that can accommodate impromptu private conversations or meetings among a few team members.

### Focus Spaces

These areas promote focused work, private phone calls or meetings and can include:

- **Focus Office Booths:** Enclosed individual workspaces equipped with technology that are conducive to focused work.
- **Focus Team Rooms:** Small, enclosed rooms that are ideal for private team meetings.
- **Phone Booths:** Small, enclosed spaces that employees can duck into for phone calls that require privacy.
- **Quiet Nooks:** Small, comfortable sitting areas.



*DOJ 550 Building – rendering of enclosed focus spaces*



## Support Spaces

Some support spaces are long-established, such as a copy and print or production rooms, kitchens, lunchrooms and breakrooms. Additional spaces might include:

- **Lactation Rooms:** Dedicated spaces in a workplace where lactating employees can comfortably, conveniently, and privately express milk while at work.
- **Lounge Space:** A space to relax and reset or have informal meetings and brainstorming sessions.
- **Onsite Health and Well-Being Spaces:** Any combination of trauma informed onsite health and wellbeing spaces that support many areas of employee well-being and promote a sense of safety, respect, connection, community, comfort, empowerment, dignity and joy. This means well-being spaces address the unique needs of the intended users recognizing that some helpful and healing design elements may look different for different groups of people.



*DOJ 550 Building – rendering of lounge and informal collaboration space*

# DESIGNING FOR SUSTAINABILITY

## **Sustainability – Leading by Example**

This section is intended to provide recommendations for sustainable design practices that are specifically applicable to state administrative office projects. For more details on the sections that follow, please refer to the [Statewide Energy and Resource Conservation Policy 107-011-010](#).

### **Embodied Greenhouse Gas Emissions (Carbon)**

Embodied greenhouse gas (GHG emissions), also referred to as embodied carbon, refers to the GHG emissions related to the extraction of raw materials, manufacturing, transportation, deconstruction and disposal of materials at the end of life. Design teams should identify potential options to reuse building materials and furniture and to use materials where their production involves lower embodied carbon compared to their conventional counterparts (e.g., lower carbon concrete and steel). Additionally, for projects that include new insulation, gypsum, carpet and ceiling tiles, design teams should evaluate embodied carbon using an embodied carbon calculator tool as a criterion in product selection.

It is recommended that agencies consult with the Department of Environmental Quality's [Materials Management Program](#) and use the [Athena Embodied Carbon Calculator](#). Resources such as [DAS Surplus](#) and Herman [Miller Knoll's RePurpose program](#) can be consulted for reusing or recycling office furniture and other materials.

### **Operational Carbon**

For tenant improvement projects, these guidelines recommend focusing on two means of reducing energy use which reduces operational carbon: plug load reduction and lighting efficiency. In accordance with [House Bill 3409](#) and ASHRAE Standard 100, tenant improvement projects cannot increase the energy use intensity (EUI) of a building. Agencies are required to procure energy and water efficient products.

For further guidance please refer to [Executive Order 17-20](#), and the [State Energy Efficient Design Program \(SEED\)](#)

### **Plug Load Management**

Plug loads such as office equipment, IT, audio visual equipment, and appliances account for 25% or more of the energy consumption of high-performance buildings. Reducing the energy use when the equipment is in standby or sleep mode, also called "phantom loads," is significant to overall energy efficiency. For further guidance please refer to the [Executive Order 17-20 Statewide Plug-Load Strategy](#).

### **Indoor Air Quality**

The Environmental Protection Agency estimates that avoidable costs related to indoor air pollution nationally amount to \$100 billion.<sup>i</sup> [The WELL Building Standard](#) indicates sources of pollutants are found in materials (paints, carpet, adhesives, furniture) that emit volatile organic compounds (VOCs) or semi-volatile organic compounds (SVOCs).<sup>ii</sup> Design teams should take measures to minimize or eliminate VOCs and formaldehydes in selection of interior finishes and furniture, as well as provide outside air and use filtration technology.

Agencies should also review the DAS statewide [Green Chemistry Procurement Guidelines Policy](#) (107-009-0080-PO) for guidance on reducing toxic chemicals in procured products to support indoor air quality and human health.



# DESIGNING FOR DIVERSITY, EQUITY, INCLUSION AND BELONGING

As Oregon state government transitions to a permanent hybrid workplace model, agencies have an extraordinary opportunity to address the operational needs for an inclusive working environment; a workplace where all employees belong, are supported and engaged. This guidance was created using a lens of diversity, equity, inclusion and belonging (DEIB), and is intended to be a living document that can be regularly updated to reflect DEIB priorities over time. Incorporate relevant components of your agency's DEIB plan when planning for universally designed space.

See also: [DEI Action Plan 2021](#)

## **Universal Design as a Framework for Space Planning**

The [Center for Inclusive Design and Environmental Access](#) (IDEA Center) defines Universal Design (UD) as a design process that enables and empowers a diverse population by improving human performance, health and wellness, and social participation. UD is not a synonym for accessibility. Accessibility usually refers to the minimum compliance with prescriptive codes and standards for people with disabilities. UD is performance-based and addresses usability issues for people of all ability levels. The standards for Universal Design include spaces that are:

**Equitable:** The design is useful for everyone.

**Perceptible:** The design communicates effectively, regardless of the user's sensory abilities.

**Simplicity:** The design is easy and intuitive to use.

**Flexibility:** The design accommodates a wide range of needs, preferences and abilities.

**Efficiency:** The design communicates necessary information.

**Tolerance for Error:** The design minimizes opportunity for error and adverse consequences.

**Low Physical Effort:** The design can be used comfortably and minimize fatigue.

**Size and Space:** The design can accommodate different body sizes, postures, accessibility needs, and mobility.

## **The 8 Goals of Universal Design**

To improve the applicability of Universal Design standards, the IDEA Center expanded the framework beyond usability to include social participation and health. The Eight Goals of Universal Design define the outcomes of UD practice in ways that can be measured and applied to all design cases. They encompass functional, social, and emotional dimensions.



### Body Fit

Accommodating a wide a range of body sizes and abilities



### Comfort

Keeping demands within desirable limits of body function and perception



### Awareness

Ensuring that critical information for use is easily perceived



### Understanding

Making methods of operation and use intuitive, clear, and unambiguous



### Wellness

Contributing to health promotion, avoidance of disease, and protection from hazards



### Social Integration

Treating all groups with dignity and respect



### Personalization

Incorporating opportunities for choice and the expression of individual preferences



### Cultural Appropriateness

Respecting and reinforcing cultural values and the social and environmental contexts of any design project

## Inclusion of Gender Expression and Identity

State agencies must design spaces for all people, including their gender expression and identity. This also promotes safety for employees and visitors and is in alignment with [Executive Order 19-08](#), which states all state agencies must ensure access to restrooms regardless of gender identity.

## Design for Personality Type

It's critical to consider the human makeup of an agency when designing a workspace. Most agencies are likely to consist of a mixture of introverts and extroverts. The essential question here is how does an individual recharge? Is their energy sustained and heightened through interactions with others or through quiet, private time? Many people are a mixture of both and need a variety of different options for work depending on the time of day and the task at hand.

## Consider Sensory Thresholds

We all react differently to sounds, light, color, patterns, etc. Neurodivergent individuals tend to experience more extreme reactions to these environmental factors, either being hypersensitive or hyposensitive. Some people are a blend of both.

## Going Beyond Minimum ADA Requirements

ADA requirements in space design don't necessarily include all disabled people. Spaces need to be designed for all needs and abilities, which goes beyond ADA requirements. Disability is often underreported in the workplace, therefore, thoughtful planning beyond ADA requirements will ensure the needs and standards of all employees are met.

### **Consider Vision Needs**

Ensuring access and comfort for users with low eyesight or color blindness. Readability of space, or an implicit understanding of activities and tasks appropriate for a given space, is especially critical. For example, if color coding is used, include the use of symbols for individuals with colorblindness. Make sure space is open and free of clutter and barriers that could pose a hazard for individuals who are blind or have low eyesight.

### **Accessibility of Office Items**

Storing regularly used items, like cups or paper towels, below the counter for people of all mobilities and heights to access.

### **Removing Hierarchical Use of Space**

Convey that employees at all levels are valued and considered by using same-size offices or workstations. Program office spaces with the most coveted attributes, like natural sunlight or views of nature, as communal areas rather than an executive's office.

### **Support Belonging**

Examples of belonging within the workplace could include encouraging employees with assigned workspaces to personalize them such as displaying pin-up boards and wall or storage space at workstations that further a cycle of connection between employees and the organization. Integrate signs of welcome and branding that tie everyone to a community.



## ACTION ITEMS FOR AGENCIES

### Determine New Space Needs

Purposeful space planning and organization will lead to smoother operations, predictable facility usage and cost efficiencies. Moreover, thoughtful planning helps facilitate change management when employees at all levels are included in the process.

### Determine In-Office Frequency

Revisit remote work policies to determine when employees come into the office. Survey remote and hybrid workers. How often do they come to the office? How long do they stay? For what reasons do they come into the office? Would they come into the office more if there were better collaboration spaces and amenities?

### Determine Assigned Workstations and Offices

The greatest impact in reduction of the real estate footprint will come from allocating square footage per seat, rather than FTE. Agencies will need to determine their number of assigned and unassigned workstations first. Assignment should be aligned with each state employee's cadence of in-office work.

#### Step 1: Use the Space Planning Calculator to Estimate Square Footage Needs

Agencies will need to complete the [Space Planning Calculator](#) for every physical office location. Agencies must, at a minimum, complete *Section A* of the calculator. *Section A* requires agencies to determine in-office frequency for all employees assigned to that physical office location. Contact [res.info@das.oregon.gov](mailto:res.info@das.oregon.gov) for assistance or questions. The calculator can assist agencies in determining seat ratios based on the mix of in-office and remote employees. It also determines how many and what types of spaces should be assigned or unassigned. The calculator is an estimation tool that roughly calculates the seat count and approximate square footage needed for agency's programming needs. The seat count formula applies ratios based on employees' average frequency of in-person work at their central workplace. The 3:1 ratio for remote workers is a minimum and may fluctuate depending on agency operational need.

#### Employee : Seat Ratios

**3+ days/week** = 1:1 (equivalent to 100% FTE)

**2 days/week** = 1: .5 (equivalent to 50% FTE)

**1 day/week** = 1: .25 (equivalent to 25% FTE)

**Remote** = 3:1 minimum (counts 1 seat for every 3 remote employees assigned to that central workplace)

#### Step 2: Explore Other Programming Needs

To optimize the workspace, figure out what doesn't work – or what is working inefficiently. Define goals, determine needs of staff, consider space opportunities and constraints, and weigh any policy implications. The list that follows can help guide agencies when thinking about programming needs. Agencies can also use the one-page [DAS Programming Quickstart Tool](#).





**Sustainability:** familiarize yourself with Oregon’s executive orders for sustainability.  
**Big or Small Change:** what scale of strategic, operational or spatial change do you need and when?

**Optimize Real Estate:** take inventory of your leases: area, term, and expiration. How much of the space is actively being used? Consider tracking daily usage and reducing or eliminating underutilized spaces.

**Reuse:** existing spaces, systems, and furniture can maximize the allocation of your budget dollars, state sustainability goals.



**Future Growth:** how can your new space anticipate future growth over time?

Remote work policies, colocation, or increasing shared spaces may allow the space to support more people.

**Where Do You Work Right Now:** consider how maximizing time spent in-office may be a strategy to improve collaboration, communication, quality, control and agency culture.

**Max Daily Population:** consider both typical daily occupancy and peak in-office conditions, rather than total staff quantity.

**How Do You Work:** what types of spaces should be prioritized for in-office work? Quiet focus spaces, active collaboration areas? Consider if your staff typically work individually or in teams.



**Building Considerations:** what modifications are needed to optimize daylight, views and acoustic comfort?

**Storage:** determine storage needs and consider document retention, paper files, supplies, lockers for belongings, etc.

**Transportation:** consider staff safety, access to multimodal transportation and vehicle parking, EV charging and bicycle storage.

**Shared Services:** are there areas where your agency could share services and co-locate with one or more other agencies?



**Space Usage:** does your agency have a policy for assigned or unassigned workspaces or a set cadence of days in office?

**Specialized Agency Needs:** does your agency have any specialized or unique needs that differ from DAS Space Standards?

**Human Resources:** has your agency engaged with labor management? Consider change management and labor agreements.

**Technology:** check with IT to validate concerns, constraints, and integration with future enterprise policies.

**Document Archiving:** review document retention policies or digitize physical documents to create more space.

### Step 3: Submit the Office Space Request Form

Agencies can submit the completed calculator to RES using the [Office Space Request Form](#)

#### Space Planning Calculator Help

A critical piece in redesigning the office for a hybrid workforce is determining the number of assigned and unassigned workspaces. Agencies will need to complete *Section A* of the Space Planning Calculator (below) for every physical office location. Fill out the light blue shaded areas with the number of employees that fit each category for in-office frequency. The first four categories apply to employees that require minimal confidentiality, and the last four to employees with at least 50% confidential work. In the example below, there are 100 employees, yet because in-office frequency differs, only 57 seats are needed. The calculator automatically estimates the number of assigned and unassigned workspaces needed. The Space Planning Calculator is an estimation tool, and the foundation that determines how the rest of the space is programmed. Filling out the other sections of the calculator is recommended but not a requirement.

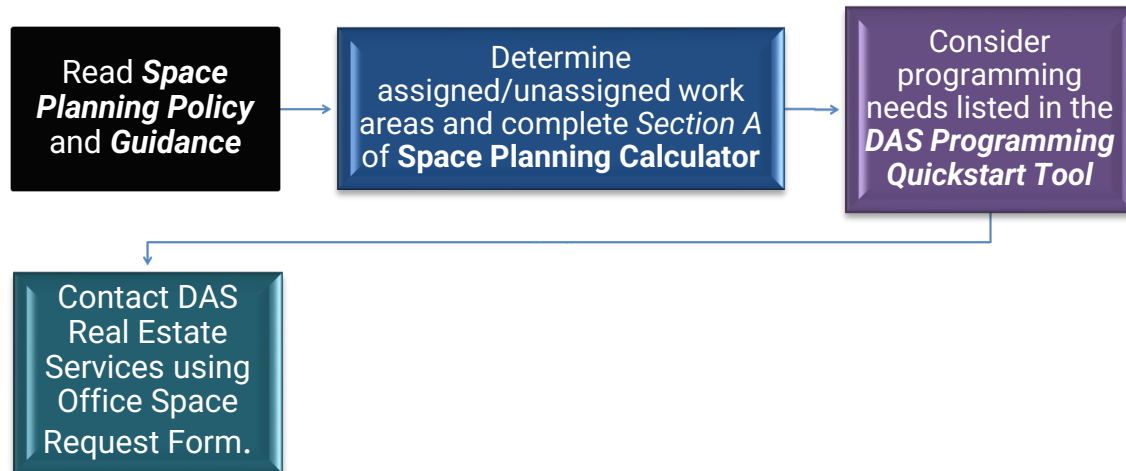
Contact Real Estate Services if you have any questions [res.info@das.oregon.gov](mailto:res.info@das.oregon.gov).

EMPLOYEE IN-OFFICE FREQUENCY		# EMPLOYEES	SEAT COUNT	SQUARE FOOTAGE	NOTES
"A"	3+ Days / Week	25	25	1250	
	2 Days / Week	10	5	250	
	1 Day / Week	10	2.5	125	
	Remote - Occasional Site Visits	30	10	500	Employees work primarily from another location with occasional in-person meetings
	(Confidential) - 3+ Days / Week	10	10	1500	Min 50% of work requires confidentiality
	(Confidential) 2 Days / Week	4	2	300	Min 50% of work requires confidentiality
	(Confidential) - 1 Day / Week	10	2.5	375	Min 50% of work requires confidentiality
	(Confidential) Remote - Occasional Site Visits	1	0	50	Min 50% of work requires confidentiality
	<b>TOTAL</b>	<b>100</b>	<b>57</b>	<b>4350</b>	
WORKSTATION/OFFICE TYPE		SEAT COUNT	SF / SPACE TYPE	TOTAL SF	NOTES
Assigned Workstations		25	48	1200	Assigned workstation for primarily digital work, with storage; suitable for majority of employees
Unassigned Workstations/Hoteling		18	48	840	Unassigned hoteling workstation, standard desk, no storage
Assigned Offices		10	120	1200	Assigned; min 50% of work requires confidentiality; secure storage; supports up to three-person meetings
Unassigned Offices		5	120	580	Unassigned, reservable office, no storage
<b>TOTAL</b>		<b>57</b>		<b>3820</b>	

## READY TO WORK WITH DAS?

### Due Diligence for Agencies

It is recommended that agencies complete the due diligence outlined in the flowchart below before working with DAS Real Estate Services.



### Office Space Request Form

#### Real Estate Services & Leasing (RES)

DAS' Real Estate Services (RES) team manages the leasing process for most state agencies. Leasing agents locate space in both DAS-owned facilities and privately owned facilities. In addition to specific agency needs, note that siting office space will prioritize state-owned facilities, co-locations and right-sizing or a combination thereof. Please contact [res.info@das.oregon.gov](mailto:res.info@das.oregon.gov) for questions or assistance with the following services:

**Rightsizing Questions:** All questions regarding portfolio rightsizing, space planning calculations, programming needs and co-location. The RES team will field questions and connect agencies with other EAM staff where applicable.

**Planning:** RES will assist with initial needs assessment and planning assistance (timing, square footage, functionality, cost forecast, strategy and best options). DAS EAM also has a third-party consultant to assist with programming needs.

**Searching for Space:** The RES team assists client agencies in finding office space that aligns with the agency's strategic business, financial and operational objectives. The RES team will search for space in both state-owned buildings and private buildings. State-owned buildings will be prioritized.

**Transaction Negotiation and the Contract Execution:** The leasing agents negotiate with property owners and brokers on behalf of the client agency, draft the lease contract and expedite the transaction through to contract execution.

**Additional Services:** Lease administration, contract enforcement and general consultative transactional assistance to any at no additional fee (e.g., contract enforcement, expense reconciliation, etc.) for any lease within its portfolio.

## **Interior Project Management and Space Planning**

Interior project management services are available to support client agencies with programming needs, developing floor plans and workspace details which describe the finished space. Interior project managers also monitor progress of tenant improvement construction on behalf of client agency. They look for compliance with applicable state specifications. Their services include:

- Workspace Planning and Consultation
- Design and installation of Systems and Office Furniture
- Ergonomic Consultation
- Move and Relocation Management
- Project Management and Construction Oversight
- DAS Space Policy and Guidelines, Coordination and Guidance

## **Planning and Construction Management – *DAS-Owned Buildings Only***

Planning and Construction Management (PCM) project managers direct the construction of new facilities, renovations, and tenant improvements to existing facilities for state agencies. We ensure the design and construction of each project meets the quality requirements set by the state and tenant agencies, along with code requirements. The EAM division also manages projects for other agencies at cost, as staff is available through interagency agreements.



*DOJ 550 Building – rendering of lounge with informal collaboration and focus space*



# PROCUREMENT

## Buy Decision

The Buy Decision means the decision to buy supplies and services through socio-economic programs, agreements or the open market. Agencies are not required to make a Buy Decision based on the lowest price, but instead in the priority order set forth in [OAR 125-247-0200 – Buy Decision and Methods of Source Selection](#).

Agencies must make their Buy Decision in the priority order specified below:

### 1. Surplus Furniture and Equipment [State and Federal Surplus Property](#)

The Surplus Property program exists to provide a central distribution point for useable personal state and federal property, for reuse by state agencies, local government and nonprofit organizations. While emphasis is placed on reutilization of property within the public sector, the program has received national acclaim for its innovative use of the internet in advertising property to the public in a transparent and sustainable manner.

### 2. Oregon Forward (OFC) [Oregon Forward](#)

Oregon Forward contractors (OFC) are non-profit rehabilitation organizations employing individuals with disabilities. OFCs provide services such as janitorial services, recycling services, food and beverage services, temporary staffing services, etc. An agency must assess the availability of products or services from an OFC before going out to the open market. Refer to the full section on [Oregon Forward](#) for more information.

### 3. Adults in Custody [Oregon Corrections Enterprises](#)

The [Oregon Constitution](#) provides for full-time work or on-the-job training for all adults in correctional custody. Inmate Labor is used to help operate the corrections institutions and support other government and community organizations funded by taxpayers.

[Inmate Labor](#) comprises two programs:

1. The [Oregon Corrections Enterprises](#) (OCE) administers a vocational training and work program ranging from fabricating metal and producing garments and textiles, to providing laundry service, contact center support, print and mail and furniture production.
2. The Oregon Department of Corrections (DOC) provides inmate work crews to public and private institutions to perform manual and skilled labor such as forestry work, parks maintenance, landscaping, building maintenance, roofing and painting, limited construction and other projects.

***These programs are exempt from statutory competitive bid and purchase requirements.***

Agencies must consider inmate work products and services as the third source in the Buy Decision priority order specified in administrative rule OAR 12247-0200. Agencies may not elect to procure through a lower priority source unless it is determined that the procurement need cannot be met. [Buy Decision Priority Checklist](#)



# Oregon Corrections Enterprises

## Procurement Simplified for State Agencies

OCE is your one-stop location for design to delivery furnishing services. Whether you're working from new architectural drawings on a project that doesn't break ground for a year, or just need to replace a few items like desks, task chairs, and conference tables, OCE can provide what you need. By procuring OCE products, **Oregon taxpayers save \$5.20 for every dollar spent with OCE.**

**OCE Indoor Products:** Office and lounge furniture, custom cabinetry and casework with optional installation, upholstery, ergonomic seating, and accessories.

**OCE Outdoor Products:** Fleet equipment, outdoor furnishings, bus shelters, tiny shelters, boat docks, cabins, and mobile command centers.

**OCE Services:** CADD, Multimedia Design, Laundry, Print and Mail services, and Call Centers.

**OCE Projects:** Indoor and outdoor signage, metal fabrication, price agreements, quick ship, and more! See an array of previous projects to help you plan for yours.

## About Oregon Corrections Enterprises

OCE is a semi-independent state agency operating on-the-job training programs for adults in custody (AICs) housed within Oregon prisons. OCE teaches marketable technical and soft skills and is committed to training AICs to reenter society with success. The skills attained help offenders obtain gainful employment, reducing the chances of the person returning to incarceration. OCE operates a Reentry program, partnering with Department of Corrections and community businesses to place AICs from OCE programs directly into employment after release.

## Outcomes for Adults in Custody

Through the development of positive work ethics and job skills, OCE provides the opportunity for AICs to experience positive outcomes while contributing to society and their families. OCE's on-the-job training programs have a significant impact on reducing recidivism rates through direct pathways to employment.

- OCE's reincarceration rate is 8.6% for AICs who have participated in the training programs for at least 6 months. ***This rate is one of the lowest in the country, and rivals Norway's Corrections system, considered to be one of the most effective in the world.***
- The infraction/conduct rate reduces by 57% for AICs engaged in OCE programs.
- Participants engaged in Prison Industries Enhancement Certification Programs contribute to court ordered family support obligations, pay taxes, and contribute to victims' programs.

## Benefits to Oregonians

OCE is a self-funded, self-sustaining program, receiving no allocations from the general fund. Proceeds generated are reinvested into the agency to operate and expand training programs for adults in custody.

- For every \$1,000,000 produced by OCE, \$690,800 is re-spent along the supply chains in the state, compared to \$346,500 for private sector counterparts in the competitive scenario.
- OCE production results in higher private sector employment (up to 81 jobs).
- All OCE programs require direct withholding for victim's assistance funds, which helps support Oregon Department of Justice programs for victims of sexual assault, child abuse and other victim funds.

To shop with OCE, contact their Sales department using the [Contact Us](#) page on <http://www.oce.oregon.gov> or utilize OregonBuys G2B punch out for current items on the OCE website.

## **OregonBuys**

[OregonBuys Project Information](#)

OregonBuys replaced the Oregon Procurement Information Network (ORPIN) on July 1, 2021. OregonBuys started as the collaborative effort of ten state agencies and is now approved for enterprise adoption as the statewide eProcurement solution for all state agencies.

OregonBuys features procure-to-pay automated processes from request through payment, including workflows and approvals, solicitations, bid submission, purchase orders, invoicing and reporting.

## **Office Furniture Contracts and Resources**

[OregonBuys Website](#)

Master Agreements have been established with qualified, awarded suppliers to provide office furniture to Oregon state agencies.

## **Responsible Disposal of Office Furniture**

Oregon state government is expanding efforts to make sure used office furniture does not go to the landfill. Please review [Responsible Disposition of Office Furniture](#) additional information.

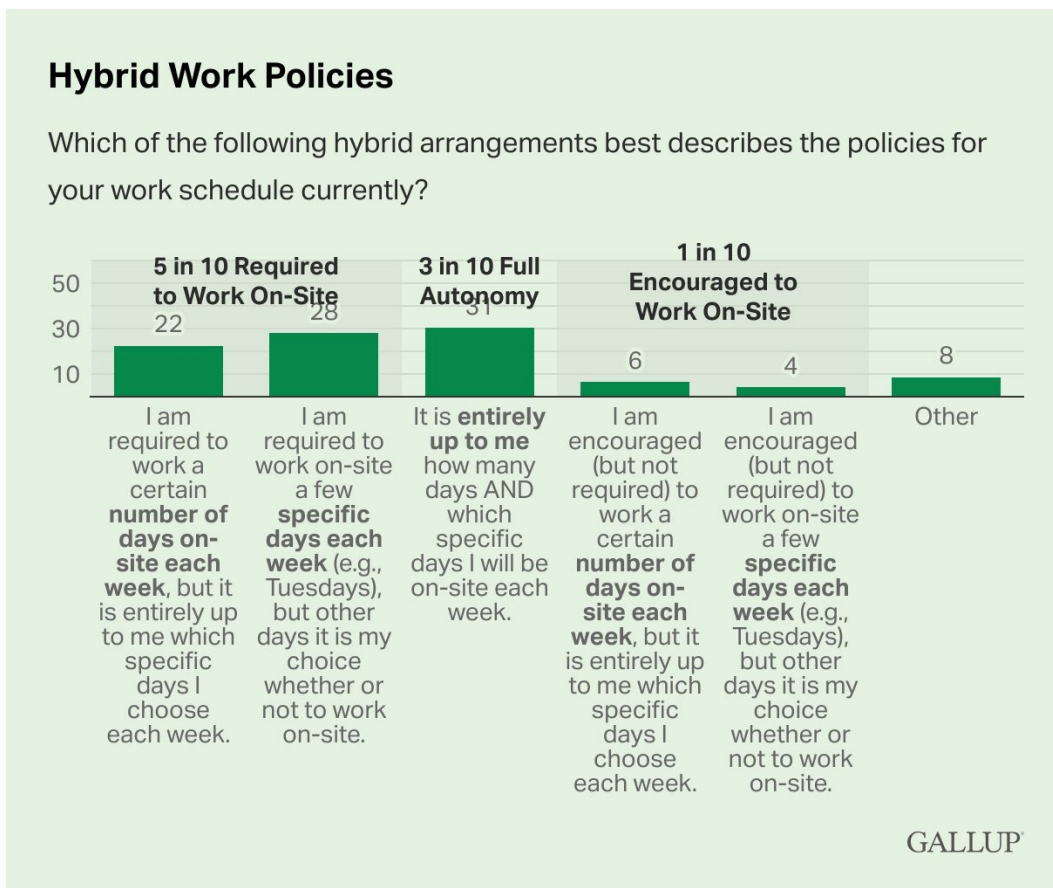
# NAVIGATING CHANGE MANAGEMENT

## Review Hybrid Work Policies

An article by Gallup: [The Future of the Office Has Arrived: It's Hybrid](#), hybrid workplaces function best when people use the office to connect and collaborate *in-person* in an intentional way. Office days should be seen as a time to focus on team tasks, coaching and development. Certain activities are simply easier and more effective when done in person. For example, complex team tasks, brainstorming, relationship building, mentoring and feedback tend to be best in person, but should not be delayed or ignored when working remotely.

## Hybrid Schedules Based on Research

Gallup research reveals that four in 10 hybrid workers get to set their own office schedule. Specifically, 31% of hybrid employees have full autonomy to choose their own office schedule each week, and another 10% are encouraged (but not required) to follow certain guidelines. In contrast, five in 10 hybrid employees have a required hybrid schedule. This includes 28% who are required to be in the office on specific days and 22% who are required to be on-site a minimum number of days each week (but they choose the days). Regardless of whether the hybrid schedule is mandated or chosen by the employee, the most popular office days are Tuesday, Wednesday, and Thursday. To support effective space planning, it's important for agencies to understand the both the frequency and reasons employees come into the office.



## Communicate Hybrid Policies Clearly

It is critical that employees know which days of the week they should be in the office with coworkers. Gallup research notes that organization-wide mandates often backfire and disengage employees who feel that the requirements do not work for them and that they are not trusted by leadership. However, failing to communicate a clear hybrid strategy and failing to ensure hybrid schedules are well-coordinated often erode teamwork, culture and productivity.

## Flexibility is Key

It's also important to communicate when and why people are expected to be in the office while leaving some flexibility. Gallup notes that well-articulated hybrid policy guidelines create some healthy social pressure for people to comply, as well as opportunities for the organization to nudge hybrid teams to improve their work habits. Gallup suggests managers think of their hybrid policy as providing flexibility within a framework.

## Hybrid Policy Approach is Linked to Employee Engagement

Gallup finds that hybrid workers are most engaged when their team works together to determine their hybrid schedules. Empowering and teaching teams to collaboratively design hybrid work practices that best suit their needs may be the greatest opportunity for immediate improvement in today's hybrid workplace.

### Who Determines Your Hybrid Work Schedule?

Work teams that collaboratively set their hybrid schedule together are most engaged, but only 12% of hybrid workers benefit from this approach.



GALLUP

## Emerging Best Practices for Hybrid Workplaces

Hybrid work requires teams and managers to work differently. Gallup recommends incorporating the following best practices into long-term hybrid workplace strategies:

### Communicate a *Workplace Value Proposition*

Managers need to ensure that people come to the office with intention to collaborate with their coworkers, develop as professionals, stay close to their customers, discuss progress with their manager and build relationships.

### **Empower the Team**

As previously mentioned, Gallup has discovered that hybrid employees are most engaged when their team collaboratively determines their hybrid work strategy. Not only do team members usually know what will work best for them, but they also collaboratively set expectations to remind everyone of their responsibilities to the team and not just the organization.

### **Change Management Strategies for Transitioning to a Hybrid Office**

Transitioning to a hybrid office is a change that impacts an organization beyond just the office space. Here are some strategies to consider:

#### **Communicate the Benefits of the Hybrid Office Model**

- Long-term commitment to remote work and work-life balance, including time savings without the commute and cost savings for transportation. This commitment places the employee first and focuses on employee wellbeing.
- Increased flexibility in the office by selecting a workstation located in a place that matches the task and mood of the employee. An employee may give up an individual office or workstation but gain the ability to work throughout the office.
- New technologies will help employees work more effectively, collaborate, and take advantage of flexible work arrangements.

#### **Involve Employees in the Planning Process**

Employees are more likely to embrace change if they feel their opinions and concerns are valued.

- Implement a communications plan to engage employees and keep them informed about the progress of the transition. Communication should promote openness and transparency throughout the transition project.
- Solicit employee feedback and ideas through surveys, focus groups, town hall meetings, and project meetings.
- Involve employees in the design of the new hybrid office so they feel invested in the space.
- Send employees in small groups or a representative sample to visit other hybrid offices. Having employees see spaces in operation can change their perception. Check out case studies like [BOLI / Hyphen Hybrid Office Case Study](#).

### **Workday Education and Training**

Take advantage of the Workday's training modules on change management.

[DAS – OCM – Organization Change Management Series – Workday](#) (state employees only)

This Organizational Change Management Series explores a wide variety of topics critical to leading and managing change successfully. Each video contains discussion questions for deeper learning and concept application. These videos can be watched in any order, but we do recommend starting with the OCM Overview video.



## CURRENT PROJECTS

### DOJ Shared Offices

#### Department of Justice: Co-location & Department of Human Services Consolidation

Three divisions from the Department of Justice will co-locate in one DAS-owned building in Salem's Capitol Mall area. The consolidation project also allows Department of Human Services to move into another space and eliminate two private lease agreements.

**This project will save Oregon taxpayers \$4.2 million per biennium.**

### Shared Amenities

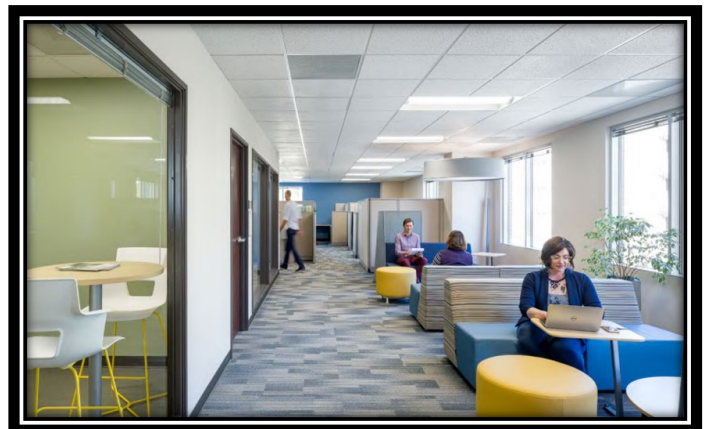
Designed to support the needs of a post-pandemic workforce, the design elements include shared amenities and spaces to support new experiences for employees and visitors alike:

- Shared conference rooms
- Shared collaboration areas
- Shared fitness area with showers

### Sustainable Design

The space is comprised of 45,000 square feet, spanning two floors and a basement, within a 103,000 square foot building. The building was renovated in 2016, existing finish work will be preserved wherever feasible to align with sustainability goals. DAS will identify any FFE furniture, fixtures and equipment suitable for re-use to maximize cost savings for DOJ. Specific design and tenant improvement (TI) scope will encompass:

- Design and construction to Leadership in Energy and Environmental Design (LEED) Silver equivalency
- Secure suite entry
- New offices to support confidential work
- Desking areas to support hybrid office work
- Shared meeting rooms and hydration stations
- Shared basement-level yoga studio
- Ceiling modifications for new partitions



## New Design Elements: The Executive Building

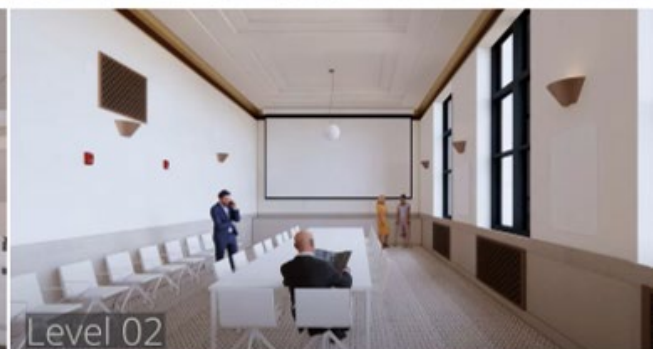
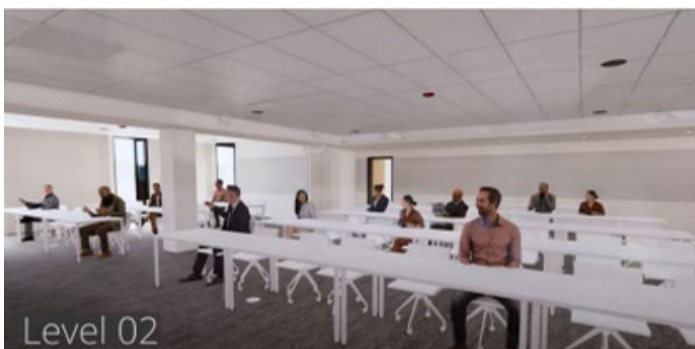
### Executive Building Design

The renovation of the Executive Building is good example of how DAS leveraged the existing capital improvement plans to support the changing workforce. The first floor will be dedicated to unassigned spaces for any state employee to utilize. The remaining floors have unassigned workstations for dedicated users. The design scope includes:

- Dedicated areas that prioritize employee collaboration
- Adaptable spaces and amenities for all agencies to utilize on first and second floors
- Minimal use of assigned spaces, using a 1:2 ratio (space to employee) to support hybrid employees
- More conference and breakout rooms
- Dedicated drop-in quiet zones for focused work
- Outdoor space
- Seismic upgrades

### Occupancy Management Pilot

DAS has engaged an industry partner to conduct a post-occupancy analysis using artificial intelligence (AI) technology to help us understand how the design elements are used in real time over one year. We will use that data to inform our return on investment and approach to guide future projects and help shape our space use principles.





## One State: North Valley Complex

### One State Design

One State design is model for collocating agencies with similar services in the same building. Acquired in December 2019, the 175,000 square foot Wilsonville North Valley Complex (NVC) features holistic design elements to improve collaboration between state agencies. The intent is a future-facing and fiscally responsible, long-term investment. The design drivers are to reuse and adapt existing infrastructure and to provide for a One State, shared resources approach between multiple state agencies:

- Oregon Department of Agriculture
- Oregon Liquor and Cannabis Commission
- Oregon State Police
- Oregon Occupational Safety and Health Administration
- Oregon Health Authority
- Department of Administrative Services



### Co-LAB Model

The North Valley Complex model and test case is called One State. This model focuses on sharing lab and open office space between agencies. Each lab is designed to agency specifications. The common elements to all labs are that once built, they are in a shared space. This extends to sample intake and shipping functions, lab management and supporting staff roles.

### Shared Offices and Amenities

The North Valley Complex has 25,000 square feet of shared office space and 14,000 square feet of shared amenities.

Shared amenities include:

- Informal gathering spaces of various sizes
- Phone rooms
- Meeting rooms
- Vending machines
- Bike storage
- Wellness and fitness rooms
- Lobby and reception area
- Mail and receiving
- Copy and work room
- Storage



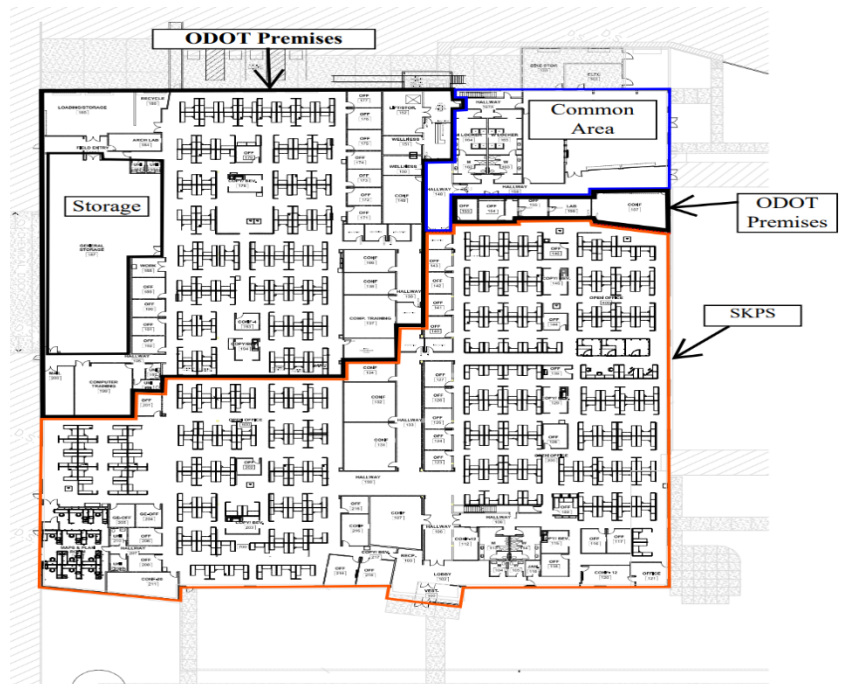
## Creative Partnerships: DAS, ODOT and Salem-Keizer Public Schools

In early 2023, the Oregon Department of Transportation (ODOT) reduced their footprint by 48,000 square feet through the combined efforts of ODOT, DAS Real Estate Services and Salem-Keizer Public Schools (SKPS). ODOT was able to assign the 48,000 square feet directly to SKPS. The lease modification and new direct lease with Salem-Keizer took three months and commenced August 1, 2023.

### ODOT Savings for Remaining Lease Term:

- ODOT would have paid = \$2,059,414.82
- ODOT instead will pay = \$785,813.04

**This lease partnership will save ODOT \$1.2 million.**



## RESOURCES AND LINKS

### Agency Feedback

- [DAS Space Planning Policy and Guidelines Feedback](#) While not a requirement, DAS invites all state employees to share thoughts, concerns, recommendations and successes through this form

### Agency Space Planning Tools

- [Space Design and Utilization Policy 107-011-100](#) New office space planning policy, approved in 2024 and aligned with the hybrid workplace design standards.
- [Space Planning Calculator](#) Tool for agencies to **estimate** office space needs, assigned and unassigned spaces, and programming needs.
- [Office Space Request Form](#) For agencies to submit Space Planning Calculator.
- [DAS Programming Quickstart Tool](#) 1-page tool to help agencies and their staff brainstorm programming needs for the hybrid office.
- [Space Utilization and Guidelines - Definitions](#)
- [Space Standard Exemption Request Form For agencies requesting an exemption from Policy 107-011-100.](#)
- [res.info@das.oregon.gov](mailto:res.info@das.oregon.gov) Real Estate Services contact – Main point of contact for space planning and rightsizing questions.

### Assignment of State Office Space

- [ORS 184.340](#) allows DAS to adopt uniform policies or procedures applicable to multiple state agencies, boards or commissions.
- [OAR 125-120-0020 - Assignment of Office Quarters](#) gives DAS permission to evaluate agency space requirements.
- [OAR 125-120-0120 - Locating Office Quarters](#) states that DAS has statutory authority to search, select and negotiate for office quarters to rent or lease in any manner necessary to best serve the interests of the state. DAS reserves the right to reject, in the best interest of the state, all offers received while conducting solicitation for offers on leasable properties or facilities. In most circumstances, DAS will search for available office space in a manner consistent with applicable executive orders and policies.
- [ORS Chapter 184 - Administrative Services and Transportation Departments](#) Allows DAS, with approval of the Governor, to adopt uniform policies or procedures applicable to multiple state agencies, boards, or commissions.

### Sustainability

- [Statewide Energy and Resource Conservation Policy 107-011-010](#)
- [Green Chemistry Procurement Guidelines Policy](#) Statewide guidance on reducing toxic chemicals in procured products to support indoor air quality.
- [Materials Management Program](#) DEQ program for agencies to consult regarding embodied GHG emissions (carbon)

- [Athena Embodied Carbon Calculator](#) DEQ program for agencies to consult regarding embodied GHG emissions (carbon).
- [DAS Surplus For reusing or recycling office furniture and other materials.](#)
- [Miller Knoll's RePurpose program For reusing or recycling office furniture and other materials.](#)
- [Responsible Disposition of Office Furniture Options for State Agencies to Reuse, Repurpose and Salvage](#)
- [House Bill 3409 Consult for plug load reduction.](#)
- [Executive Order 17-20 Procurement requirements for energy and water efficient products.](#)
- [State Energy Efficient Design Program \(SEED\) Procurement requirements for energy and water efficient products.](#)
- [The WELL Building Standard Identifies sources of pollutants found in materials such as paints, carpet, adhesives, furniture that emit volatile organic compounds \(VOCs\) or semi-volatile organic compounds \(SVOCs\).](#)

### **Diversity, Equity, Inclusion and Belonging**

- [DEI Action Plan 2021](#)
- [Center for Inclusive Design and Environmental Access](#) Information on the design process that enables and empowers a diverse population by improving human performance, health and wellness, and social participation.
- [Executive Order 19-08](#) States that all state agencies must ensure access to restrooms regardless of gender identity.

### **Procurement**

- [OAR 125-247-0200 – Buy Decision and Methods of Source Selection](#) Guidance on the Buy Decision, which outlines the decision to buy supplies and services through socio-economic programs, agreements or the open market.
- [State and Federal Surplus Property](#) First priority procurement source as outlined in the Buy Decision. The Surplus Property program exists to provide a central distribution point for useable personal state and federal property, for reuse by state agencies, local government and nonprofit organizations.
- [Oregon Forward](#) Second priority procurement source as outlined in the Buy Decision. Oregon Forward contractors (OFC) are non-profit rehabilitation organizations employing individuals with disabilities. OFCs provide services such as janitorial services, recycling services, food and beverage services, temporary staffing services, etc. An agency must assess the availability of products or services from an OFC before going out to the open market.
- [Oregon Corrections Enterprises](#) Third priority procurement source as outlined in the Buy Decision. Administers a vocational training and work program ranging from fabricating metal and producing garments and textiles, to providing laundry service, contact center support, print and mail and furniture production.

- [OCE Indoor Products](#) Office and lounge furniture, custom cabinetry and casework with optional installation, upholstery, ergonomic seating, and accessories.
- [OCE Outdoor Products](#) Fleet equipment, outdoor furnishings, bus shelters, tiny shelters, boat docks, cabins, and mobile command centers.
- [OCE Services](#) CADD, Multimedia Design, Laundry, Print and Mail services, and Call Centers.
- [OCE Projects](#) Indoor and outdoor signage, metal fabrication, price agreements, quick ship, and more! See an array of previous projects to help you plan for yours.
- [OregonBuys Project Information](#) OregonBuys started as the collaborative effort of ten state agencies and is now approved for enterprise adoption as the statewide eProcurement solution for all state agencies. OregonBuys features procure-to-pay automated processes from request through payment, including workflows and approvals, solicitations, bid submission, purchase orders, invoicing and reporting.
- OregonBuys Website Master Agreements have been established with qualified, awarded suppliers to provide office furniture to Oregon state agencies.

## Other Resources

- [JLL's 2023 Future of the Government Workplace Summit](#)
- [Hybrid work: Making it fit with your diversity, equity, and inclusion strategy](#)
- [Women in the Workplace](#) by McKinsey
- [Hybrid Work: Making it fit with your diversity, equity, and inclusion strategy](#)
- [Transitioning to a Government Hybrid Office](#)
- [The Future of the Office Has Arrived: It's Hybrid By Gallup](#)
- [BOLI / Hyphen Hybrid Office Case Study](#)
- [A case study about BOLI's hybrid remodel for their Portland office.](#)
- [DAS – OCM – Organization Change Management Series – Workday](#) (This Organizational Change Management Series (state employees only) explores a wide variety of topics critical to leading and managing change successfully. Each video contains discussion questions for deeper learning and concept application.
- [2023 Office Utilization and Parking Survey Results](#)
- [Work Reimagined Reopening Recommendations](#)



## DEFINITIONS

**Activity-based design:** The principle that employees will be more productive when they have the right spaces for the tasks they need to accomplish. This discipline describes spaces in terms of the activities, needs, and frequency of use (i.e., focusing purely on space needs), rather than a hierarchy of staff positions.

**Activity-based work:** Refers to creating a flexible environment for employees in an office setting, recognizing that certain activities require specific settings, giving employees the freedom to choose when, where, and how they work. Agencies provide employees with a choice of office settings for a variety of tasks and activities throughout the workday.

**Adaptable space:** Prioritizing flexibility and resiliency, allowing spaces to be repurposed easily and cost effectively. As agencies' business needs evolve over time, office spaces must be positioned as flexible as possible to accommodate change.

**Agile office:** Spaces designed to suit different activities throughout the day.

**Assigned workstations:** Traditional offices or open workstations designated for a single employee or shared between two or more designated employees. Assigned workstations should only be assigned to designated employees if they will be utilized at least 3 days per week.

**Capacity:** Capacity is the total occupants a room or facility can support at a time. This is typically based on the number of seats or workstations. As you reconfigure your space and change its density, your capacity will increase or decrease. Office space capacity also serves as a key component of other space utilization metrics.

**Central workplace:** The agency-assigned location of the position, not the employee. It is normally where the position officially reports, but alternative workplaces can be agreed upon. It is the permanent assignment of the employee's position within Oregon and is not their residence. [Policy 50-050-01 Working Remotely](#)

**Change management:** The process of overseeing and facilitating change at any level where it occurs. It involves preparing and supporting employees and establishing the necessary steps for change.

**Collaboration spaces:** Areas that promote teamwork and provide opportunities for idea-sharing across an agency. They are critical for facilitating workplace culture, impromptu brainstorming sessions, or an informal meeting. Examples of collaborative spaces include open seating areas, enclosed meeting rooms, break rooms and lounges.

**Co-located** – A co-located agency is one that shares a Central Workplace one or more agencies.

**Department of Administrative Services:** The Department of Administrative Services (DAS) is the central administrative agency that leads state government to implement the policy and budget decisions of the Governor and Oregon Legislature. Employing an enterprise-wide perspective, DAS serves state government by developing and upholding accountability standards to ensure productive and efficient use of state government's financial, human and information resources.

**Desk sharing:** Desk sharing accounts for workspaces (seats) that are assigned, but not specifically dedicated to a single employee. For example, two employees may share one seat due to schedules that occur at opposite hours. This example would require only one seat for two head count employees. Seat sharing is typically calculated at a 2:1 ratio.

**Embodied carbon:** Embodied carbon refers to the carbon emissions related to the extraction of raw materials, manufacturing, transportation, deconstruction, and disposal of materials at the end of life. As the operational carbon associated with the utility grid is reduced over time, embodied carbon will begin to dominate carbon-reduction planning.

**Employee-centered office:** An office that is structured to encourage flexibility from the moment the employee steps into the office. It creates a workplace where employees feel safe and supported.

**Enterprise Asset Management (EAM):** Enterprise Asset Management (EAM) centralizes management of state real and personal property to support state agency workspace, travel, and operational needs.

**Footprint (office):** Refers to the energy, water, and waste consumption of an office building.

**Gender expression:** The way in which a person expresses a gender identity, typically through their appearance, dress, and behavior.

**Gender identity:** A person's innate sense of their gender.

**Greenhouse gas:** Greenhouse gases are gases that trap heat in the atmosphere. They include carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, nitrogen trifluoride, and sulfur hexafluoride, expressed as carbon dioxide equivalent.

**Head count:** The head count is the actual number of people who use a space. The number includes employees who are full time, part time, vacant (funded) positions, temporary, vendors, contract workers and other agency employees.

**Hoteling:** Unassigned, first-come, first-served, or reservable workspaces that can be occupied by any staff member.

**Hybrid workplace:** A flexible model that combines elements of remote work and on-site work.

**Inclusive space:** Inclusive design, at its best, creates a safe space where people can efficiently work and where various cultures, gender identities, and ethnicities can be supported, recognized, and celebrated.

**In-office work:** Work for this position must be completed in the central workplace.

**In-person meeting** – An *in-person meeting* (also known as a “face-to-face meeting”) is simply one where attendees are physically present, as opposed to virtual meetings over Skype, Zoom, or Microsoft Teams and distance meetings such as on the phone.

**Interagency space:** Interagency space is any space that is not dedicated to one agency, regardless of size or frequency of use. A typical example of interagency space is a large meeting space that is required for occasional use by an individual agency and is, therefore, suitable for consideration to use by multiple agencies.

**Lactation room:** A private space in a workplace where breastfeeding employees can express breast milk, nurse a child, or perform other medically necessary activities.

**Meeting room / conference room** – Coworking spaces, meeting rooms and conference rooms can be booked by the hour on a flexible basis without the need for membership. This model is useful for any person or team that works remotely, as it enables them to reserve meeting space in a business environment with all the necessary facilities, such as furniture, whiteboards, WiFi and conferencing amenities.

**Neurodiversity:** Neurodiversity refers to the range of differences in individual brain function and behavioral traits, regarded as part of normal variation in the human population (this term is commonly used in the context of ADHD/ADD and autistic spectrum disorders).

**Occupancy (office):** A measure of how much of an office space is used by people at a given time, usually expressed in a percentage.

**Occupancy management (OM)** - Introduces new ways to allocate space for a dynamic workforce. Helps agencies manage unpredictable space demand while offering an easy and frictionless way for employees to customize their workplace experience.

**Onsite health and wellness facilities:** Any combination of onsite health and wellness areas that support employees' body and mind. This could range from exercise rooms with or without gym equipment, rest and relaxation rooms, stretching areas, meditation spaces, or a walking/running path.

**Operational carbon:** Operational carbon refers to the carbon emissions associated with the utilities, on-site fossil fuels and refrigerants needed to operate a building or space. Energy efficiency, renewable energy and refrigerant management are key strategies for reducing operational carbon.

**Peak usage:** The value of measuring point-in-time occupancy is to identify trends in where and when employees use specific workspaces. Peak utilization tells a facility manager how valuable a space is at any given time of the day or week.

**Point-in-time occupancy:** This method shows usage by measuring total time of occupancy across every workstation and dividing it by the total hours in a workweek. Using this method agencies can determine when a workstation is used, for how long, and at what percentage of total available capacity.

**Private lease:** A private lease in this context refers to those buildings owned by private sector landlords and leased by state agencies.

**Ratio planning:** The concept of calculating the ratio of seats per useable square feet. Consider the percentage of time that people at the office spend in meetings or at individual workpoints. Proportion of individual workstations to collaboration areas.

**Real estate footprint:** The term real estate footprint used throughout this document refers to the total square footage of all state office spaces across the enterprise.

**Real Estate Portfolio:** A real estate portfolio is a collection of real estate assets. The state of Oregon has three different portfolio types referenced throughout this document. Private lease portfolio, DAS-owned portfolio, and other agency-owned portfolio.

**Remote work:** Essential functions of the position are performed from both the central workplace and an alternate workplace. Business needs may require the employee to come into the central or mobile workplace to perform work on a regular or periodic basis.

**Rentable square feet (RSF):** Office area of a tenant plus the tenant's share of the common area of the floor and the building (for example shared building restrooms, shared building/floor circulation, shared building lobby, etc.).

**Respite space:** Spaces that promote quiet and wellness as a complement to those spaces that promote interaction.

**Rightsizing:** The process of identifying and calculating what the actual space need is to meet requirements specific to end-user groups, which may or may not be the same as occupied space usage. Rightsizing establishes a baseline from which future space needs can be projected and may be greater or less than the current need. Typical rightsizing exercises apply proposed space standards to eliminate the surplus and/or account for deficiencies to optimize space efficiency.

**Seat count:** Seat count is the total number of actual seats needed to serve the agency. Seat count also accounts for seat sharing and workspaces that are not specifically dedicated to a single employee. For example, two employees may share one seat due to schedules that occur at opposite hours. This example would require only one seat for two head count employees.

**Semi-volatile organic compounds (SVOC):** a subgroup of VOCs that tend to have a higher molecular weight and higher boiling point temperature than other VOCs.

**Sound transmission class (STC):** Composite sound transmission class (STC) rating is a weighted value for the capacity of a partition to attenuate airborne sound. STC rating is calculated by averaging the transmission loss through an entire assembly.

**Space utilization rate:** The percentage of space in a building, floor or zone occupied by employees compared to the space's total capacity. How to calculate space utilization rate: Number of employees occupying the space ÷ total capacity of that space = utilization rate.

**Suitable positions:** Positions with limited need for direct supervision and access to hard-copy files; limited need for face-to-face contact with other employees, clients and customers; and limited need for access to the agency's resources.

**Support space / shared common:** These spaces are common areas and shared spaces between offices and programs that any agency staff may use, such as conference rooms, copy/print areas, shared storage rooms, training rooms and break areas.

**Surge space:** Space outside of the central workplace that accommodates capacity surges due to unforeseen circumstances, all-staff on-site events, or other large gatherings.

**Unassigned workstations:** Include "hoteling" stations and offices available for any employee to utilize, including those employees with assigned workstations.

**Unique spaces:** Spaces that are specific to a business or service-delivery need. This does not include collaboration spaces.

**Universal Design (UD):** UD is the design and composition of an environment to be accessed, understood, and used to the greatest extent possible by all people regardless of their age, size, ability, or disability.

**Usable square feet (USF):** Office area of a tenant, including all spaces used solely by the tenant (for example offices, workstations, workrooms, reception areas and the circulation connecting these spaces). The common area of the floor and the building (for example shared

building restrooms, shared building/floor circulation, shared building lobby, etc.) is not included in the usable area.

**Utilization:** In its simplest terms, space utilization is the action of making practical and effective use of something. For the purpose of this document, utilization is a measurement of capacity divided by occupancy. For example, if an office has a capacity of 100 people, but only 10 people go into the office on any given day, the rate of space utilization is 10%.

**Utilization rate:** The percentage of space in a building, floor or zone occupied by employees compared to the space's total capacity. For example, if a floor has a 7% utilization rate on a Tuesday, employees aren't using 93% of the floor on that day. How to calculate space utilization rate: Employees occupying the space / total capacity of that space = utilization rate.

**Volatile organic compounds (VOC):** Organic chemicals that have a high vapor pressure at room temperature and participate in atmospheric photochemical reactions. Can be harmful to human health.

**Well Building Standard:** Takes a holistic approach to health in the built environment addressing behavior, operations, and design.

**Wellness rooms:** Refer to Onsite Health and Wellness Facilities.

**Work modality:** Refers to the ways in which work is coordinated, performed, and compensated over time and space.

**Workpoints:** Places for tasks that require focus. Places for individual work in the office, whether open or enclosed and whether assigned or unassigned. Shared common seats, including seats in collaboration spaces, are not considered to be workpoints for these guidelines.

**Workstation:** An area where work of a particular nature is carried out.

---

<sup>i</sup> Institute of Medicine. Health Literacy: A Prescription to End Confusion. Washington, D.C.: National Academies Press; 2004. doi:10.17226/10883, quoted in International Well Building Institute. WELL Building Standard v2, 2020, p. 10.

<sup>ii</sup> U.S. Department of Health and Human Services. National Action Plan to Improve Health Literacy. 2010. [https://health.gov/communication/hlactionplan/pdf/Health\\_Literacy\\_Action\\_Plan.pdf](https://health.gov/communication/hlactionplan/pdf/Health_Literacy_Action_Plan.pdf); [Colorado Design Guidelines 2022.pdf](#)