UC San Diego
Administrative Space Analysis
Implementation Guide Review

Business Affairs
External Relations
Resource Management and Planning

July 2009
Study Outcomes – a conceptual action plan providing for:

1. Reduced occupancy costs
2. Realigned functional adjacencies
3. Improved flexibility
4. Better support for new work processes
5. Long-term plan for growth
6. Smaller carbon footprint
7. Increased asset values
Discussion Topics

1. Discovery Process
2. Findings
3. Design Concept Recommendations
4. Design Strategy
5. Costs & Benefits
6. Implementation Guide
7. Next Steps
1. Discovery Process: Nov 08 – Mar 09

1. Visioning Session
2. Best Practices Facilities Tours
3. Senior Leadership Interviews
4. Focus Groups
5. Steering Committee Meetings
6. Departmental Interviews
7. Camera Study Responses
8. Benchmark Comparisons
9. Hours of Activity Analysis
10. On-line Survey Responses
2. Key Findings

$600,000 + Annual Rent Expense for 4570 Executive Drive
2. Key Findings

Aligning Functional Relationships – External Relations
2. Key Findings

Aligning Functional Relationships - Planning
2. Key Findings

Maintaining Functional Relationships

- TPCN
  - OCGA
  - Tech. Transfer
  - OPAFS

- TPCS
  - Business & Financial Services
2. Additional Findings

a. Inflexible, Fixed Wall Construction
b. Haves / Have Nots
c. No Incentive to use Space Efficiently
d. De-centralized IT
e. Distractions Interrupt Focused Work
f. Decreasing Reliance on Dedicated Training Spaces
g. Staff Desire more Collaborative / Meeting Space
3. Design Concepts

Cultural changes

a. Space as a Business Resource

b. Centralized Workspace Management – clearinghouse for vacant space

c. Shared Resources

d. Increased Access to Flexible Work Arrangements

Physical characteristics

a. Open Planning Approach – critical to foster organizational equity

b. Space Aggregated by Activity Type – critical to support effective work processes

c. Universal Planning Standard – critical because change will continue

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3. Design Concepts for Functionality & Flexibility

before

Private Work Spaces  Meeting Spaces  Open Plan Work Spaces
3. Design Concepts for Functionality & Flexibility

Private Work Spaces  Meeting Spaces  Open Plan Work Spaces

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3. Design Concepts for Functionality & Flexibility

- Workstations: for heads-down activity with low panels to facilitate communication and direct access to daylight and views.
- Enclosed conference rooms: with glass fronts for acoustically private meetings.
- Interior private office: with glass front allows daylight and views for workstations and offices.
- Team area: for impromptu collaboration.
- Lounge area: promotes interaction.
- Impromptu meeting areas: along perimeter circulation.
- Open team/confERENCE area: for team building and informal meetings.

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3. Design Concepts for increased Mobility after

Team Activity Spaces

Huddle Areas

Touchdown Business Centers

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3. Design Concepts for increased Mobility
4. Design Strategy – Current State

Torrey Pines Center North
226 USF / seat avg.
196 seat capacity +
0 future capacity

Torrey Pines Center South
182 USF / seat avg.
575 seat capacity
+ 70 seat future capacity (Data Center, Salk Lease)

= 771 seat capacity
= 950 seats required
= 70 seat future capacity
4. Design Strategy – Current State

7 locations
1 leased

181,560 USF
950 seats required
191 USF / seat avg.

70 seat future capacity
4. Design Strategy – Current State

Legend

- **Vacating recommended**
- **Renovation recommended**
- **Renovation optional**
- **Renovation not required**

[Diagram showing various floor plans and renovation statuses]
4. Design Strategy – New Workplace Standard

Torrey Pines Center North
153 USF / seat avg.
(226 USF / seat avg. exist.)
290 seat new capacity
(196 existing capacity)
19 seat future capacity

Torrey Pines Center South
150 USF / seat avg.
(182 USF / seat avg. exist.)
696 seat new capacity
(575 existing capacity)
115 seat future capacity
(Data Center, Salk Lease)

= 986 seat new capacity
(771 existing capacity)
for
950 seats required
= 134 seat future capacity
4. **Strategic** Renovation

- **Starts with TPCN** to vacate leased space
- Relocates Tel Outreach to Price Center
- Consolidates External Relations, OPAFS, OCGA & Tech
  - Transfer in TPCN
- Vacates leased space & McKee St.
- Long-term targeted renovations to TPCS including Salk space & Data Center equip. relocation

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4. **Full** Renovation

- Starts with TPCN & continues with TPCS to improve efficiency & add long-term capacity
- Relocates Tel Outreach to Price Center
- Consolidates Business Affairs & Resource Management & Planning
- Relocates Data Center to SDSC
- Vacates UC, Pepper Canyon Hall & Chancellor’s Complex

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## 5. Costs & Benefits

<table>
<thead>
<tr>
<th>Status Quo</th>
<th>Strategic Renovation</th>
<th>Full Renovation</th>
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</thead>
<tbody>
<tr>
<td>181,600 sf occupied</td>
<td>157,000 sf occupied</td>
<td>143,500 sf occupied</td>
</tr>
<tr>
<td>950 seats in Torrey Pines, Exec &amp; core</td>
<td>950 seats in Torrey Pines</td>
<td>986 seats in Torrey Pines</td>
</tr>
<tr>
<td>70 seats of growth</td>
<td>10 seats of growth</td>
<td>134 seats of growth</td>
</tr>
<tr>
<td>1,020 total capacity</td>
<td>960 total capacity</td>
<td>1,120 total capacity</td>
</tr>
<tr>
<td>- No improvements</td>
<td>+ Adjacency &amp; functional improvement</td>
<td>+ Adjacency &amp; functional improvement</td>
</tr>
<tr>
<td>20 yr cost = $117.2 m</td>
<td>20 yr cost = $103.2 m</td>
<td>20 yr cost = $112.2m</td>
</tr>
<tr>
<td>Reno cost = $4.5m</td>
<td>Savings = $14m</td>
<td>Reno cost = $13.3m</td>
</tr>
<tr>
<td>Savings = $14m</td>
<td></td>
<td>Savings = $5m</td>
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</tbody>
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5. Costs & Benefits – Cumulative Cash Flows

- **Full Renovation break even at $100,000,000**
- **Strategic Renovation break even at $-**
- **Status Quo break even at $20,000,000**

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6. **Strategic** Renovation Implementation

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2010</td>
<td>Laptop Program &amp; Flexible Work Arrangement Support</td>
</tr>
<tr>
<td>2011</td>
<td>Implement Department Incentives for “Right-Sizing” Space Allocations</td>
</tr>
<tr>
<td>2012</td>
<td>Centralized Workplace Space Management</td>
</tr>
<tr>
<td>2013</td>
<td>Renovate TPCN</td>
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<tr>
<td>2014</td>
<td>Vacate Executive Drive &amp; McKee Street – Consolidate ER</td>
</tr>
<tr>
<td>2015</td>
<td>Executive Drive Lease Expiration</td>
</tr>
<tr>
<td>2016</td>
<td>Salk Lease Expiration</td>
</tr>
<tr>
<td>2017</td>
<td>Renovate Salk space in TPCS</td>
</tr>
<tr>
<td>2018</td>
<td>Vacate PCH &amp; Inst. Res. – Consolidate EH&amp;S &amp; Planning</td>
</tr>
</tbody>
</table>

Future Growth
6. **Full** Renovation Implementation

- Laptop Program & Flexible Work Arrangement Support
- Implement Department Incentives for “Right-Sizing” Space Allocations
- Centralized Workplace Space Management
- Renovate TPCN & TPCS
- Vacate Executive Dr., McKee Street, 201 UC & Pepper Canyon Hall – Consolidate ER, B&FS, RMP, HR & ACT
  - Executive Drive Lease Expiration
- Relocate IT Equipment in SDSCC
- Renovate Data Center Space in TPCS
- Salk Lease Expiration
- Renovate TPCS
- Future Growth
6. Implementation Guide

Assumptions & Other Considerations:

a. Minimal Staff Growth < 1% per year
b. Flexible Work Arrangements
c. Incentives for Right Sizing Space Utilization
d. Parking
e. Base Building Upgrades – HVAC, Restrooms, Roofing, etc.
f. Re-implement Campus Shuttle Service
g. Re-purpose Surface Parking at TPCS – University & Fleet Vehicle Relocation
h. Expand Amenity Offerings
i. Enhance Outdoor Space
7. Next Steps

a. Engage Academic Affairs & Research regarding the optional renovation of Technology Transfer’s and Office of Contracts & Grant Administration’s space
b. Conduct an information technology inventory
c. Commence detailed programming
d. Institute a change management strategy
e. Develop the Project Budget
f. Secure swing space or develop a telecommute plan
g. Design and produce detailed construction documents
h. Renovate
i. Move-in
j. Conduct a post-occupancy analysis to measure the success of the initial renovation
Thank you