State of Washington
Office of Financial Management

State Facilities Workplace Strategies and Space Use Guidelines

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Facilities Oversight Program
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building a
MODERN
work environment

Developed in consultation with HOK, Inc.

Table of Contents

Overview

Purpose

This document provides the framework for defining and designing workplaces in the state of Washington so that workspace supports user work patterns and workstyle preferences, provides the appropriate space for customer service and uses state resources efficiently.

The state's space use policy, established by the Office of Financial Management in accordance with state law, calls for state agencies to follow these guidelines. These guidelines outline the state's major workplace strategies, a process for determining agency space needs and criteria for space allocation. Following these guidelines will produce a facility project that is well informed, responsible and forward looking.

The state promotes thoughtful engagement with employees and consideration for the changing nature of work and workplaces when undertaking facilities projects. These guidelines provide direction for aspects of the workplace that shape the user's experience, including organizational culture, physical space, technology and tools, and staff interactions.

Background

Work has changed in how, where and when it is done. Advances in technology, changing customer and employee demographics, social media, mobile work and the economy are just a few of the factors that affect workplace needs. The state is building a workplace not just for today's employees and customers, but also for future generations. There are four —- soon to be five — generations in the workplace, each with its own perceptions of work and expectations for the workplace.

Leaders in all sectors, including government, continue to nurture organizational culture, setting new business and workplace expectations. As a state, we must balance these expectations with the resource demands required to serve the public. To address these factors, the state has adopted policies and procedures, including these guidelines that support modernizing the physical work environment, to:

- Attract to and retain talent in state government.
- Increase employee productivity and engagement.
- Serve the customers of the state more effectively.
- Optimize our real estate footprint.
- Leverage technology solutions.
- Increase our ability to adapt to future business and workforce needs.
- Reduce our environmental impact.
- Support health and well-being for our employees.

Modern Work Environment Strategies

Facility projects provide the state with the opportunity to review the actual use and function of our facilities. A facilities project includes any new, expanded, relocated or reconfigured space. Modernizing the workplace involves modifying our institutional practice of standardizing workspace for all and focusing instead on workspace designs that support the business needs of the agency and organizational culture and reflect how the space is actually used. The following strategies will assist agencies through this process, supporting the design and implementation of a modern work environment.

Alignment of work and space

Creating a business case for change relies on identifying the current and future state, and bridging the gap between them through the application of specific strategies. It is important to identify how space will best support the agency's overarching mission, core values, leadership vision, employee preferences and workstyles, and business processes. Agencies need to make a direct connection between the work being done and agency space requirements.

Technology

Technology in the workplace is central to business operations and enables mobility. Technology provides the ability to work anywhere, inside or outside the office. Work can be performed at various areas throughout the office as well as remotely from another agency building, from home or anywhere there is connectivity. Software, hardware, electronic file storage, remote access, and public and networked internet connectivity must all be integrated throughout the workspace to enable mobility and imaging. It is important that agencies have updated technology policies and devices, adequate infrastructure and appropriate applications to support the new way of working. Connecting with information technology departments early in planning can help agencies leverage the life cycle of hardware to increase mobility and flexibility. Consider the following technology strategies in planning for the workplace.

Mobile technology solutions

As the state embraces workplace mobility and aligns policies to support mobile work, there is an opportunity to think more strategically about how workspace is planned and what mobile workers require to be successful. State agencies should identify current technology tools and policies, as well as any needed changes and improvements, to support the design. Priority must go to providing technology and equipment that enables employees to "plug and play" effectively while in the workplace and when working externally. The investments needed over time to support mobility can drastically change programming and real estate needs, resulting in considerable savings in operational costs.

Imaging

Mobile technology has decreased the need for paper and individual storage in the office environment. Digital filing systems, used where possible, will reduce the amount of office space needed for hard copy storage. Imaging has the added benefit of enabling greater mobility since people no longer need to carry physical files and have the flexibility to access files from anywhere at any time.

Flexible space design

A flexible environment will support evolving business needs and changing expectations of customers and the workforce. Spaces should be designed to support multi-use that is easily reconfigurable (lighting, wiring, walls, etc.) with flexible technical infrastructure, furnishings and spatial dimensions. In this way, space can be easily adapted to support future business needs, changing work practices and employee growth while providing immediate value.

Variety of settings

Today's workplace must support different work styles. Good design allows people to easily find the type of space they need for their preferred work style. Taking a people-based approach to assessing business needs leads to workplace designs that create positive experiences. Well-designed space provides a balance of individual focus and privacy and interaction within teams.

Choice and variety empower employees and have a direct impact on productivity and job satisfaction. While it will be important to provide quiet workspace for focused work, more interactions among employees can lead to greater collaboration and innovation. Indeed, research shows that moving through a variety of spaces throughout the day energizes people: There is a direct connection between this energy and productivity (AllSteel, 2014).

Workplace well-being

Our buildings have an impact on employee wellness. Science is now recognizing the influence of the interior environment on human health, illuminating the connections between workplace design and employee engagement, health, well-being and productivity (Delos, 2016).

Employee well-being is enhanced by workplace design that factors in access to natural light, air quality, thermal comfort, acoustics and glare control. Daylight and views can be protected with strategies like lower panel heights, open layouts, semi-transparent walls and hard wall spaces that are shifted to the interior (such as for offices and conferences rooms). Acoustical needs can also be managed through design that calls for methods such as white noise systems, sound absorbent materials and agreed-upon office protocols. Providing wellness spaces for employees to rest and rejuvenate, or at a minimum, a quiet place for people to decompress also supports employee well-being.

Modern Work Environment Process

The process of designing a modern work environment begins with early leadership and employee engagement. It concludes with a post-occupancy evaluation to assess the success of the project and identify areas that may need adjustment. The process outlined below derives from HOK Inc., a global architecture and design consulting firm that assists clients as they define their workplace goals, and then develops and implements workplace strategies.

Throughout the process, you are urged to consider the unique characteristics of your organization and/or agency. The larger the space and greater degree of expected workplace change, the bigger the benefit from each step in the process.

Manage change and expectations

Change can be challenging. Managing change is essential to the success of new workplace projects. The modern work environment approach is very different from the present-day way of planning and designing space. State government, including both service delivery and support agencies, will require major mindset shifts and cultural changes. A successful workplace transformation engages the organization from the beginning of the process. Employees need to understand the "why?," the "what's in it for me?," the "how?" and the "when?," which can be explained through employee education before the project is launched. The Modern Work Environment website provides tools to assist agencies in this process.

A strong emphasis should be placed on involving leadership, human resources departments, business units and employees throughout the project process so they can claim ownership of their new workplace environment. There are many well-known change models, like Kotter's eight-step change model (Figure A), that your agency can adopt.

Figure A. John Kotter's eight-step change management model.

Consider your agency's workplace strategy

Workplace strategy is the dynamic alignment of an organization's work patterns with the work environment to enable peak performance and reduce costs while maintaining or improving business operations and customer service. Leadership creates the vision of the future to demonstrate to all the value of taking ownership and to elicit buy-in to achieve that vision.

Start with formulating a direction for the project with leaders and key stakeholders. This will involve defining project goals and objectives, as well as developing a vision of the future state as it relates to work processes and practices, protocols and behaviors, and technology.

As the modern work environment incorporates many integrated elements, it is highly recommended that you include an internal team of experts in information technology, human resources, facilities, budget, wellness and safety to support the effort. OFM also encourages agencies to coordinate with their labor relations professionals.

Conduct a workplace assessment

Before defining program requirements, study the current state of the organization to understand how the workplace can better align with users' work patterns, the culture of the organization and leadership vision. Engage with employees across the organization to understand the culture (vision, values, behaviors, norms, beliefs and habits) and how employees use the space.

User work pattern assessment

Administer the OFM work pattern to survey the planned project users. [Instructions] for the survey are available on the Modern Work environment website. Agencies may add questions to the standard survey template and should strive for an 80 percent response rate. Work pattern assessments will reveal the distribution of users' current modes of work (interactive vs. concentrative) and their current and future potential level of mobility.

- An interactive work mode is when a user spends more than 50 percent of his/her time working with others.
- A concentrative work mode is when a user spends more than 50 percent of his/her time working alone doing work that requires focus.

A key element of a successful workplace strategy is to understand the work patterns of the employees of the agency. As discussed in detail later in this document, the state recognizes four work patterns (resident, internally mobile, externally mobile and remote), each with its own space needs.

Department leader interviews

Conduct interviews with leaders of the business units to understand the strategic vision of various groups and their connection to the broader organizational mission. Work to understand their customers, specific departmental challenges and ideas for better work process. Confirm work patterns and values and define a desired culture.

Employee focus groups

Focus groups are a means for further exploring the results from the employee work pattern survey, discovering how employees can do their best work and what shapes the organizational culture. Engage a cross section of the organization and encourage discussion through individual and/or group exercises designed to gain a deeper understanding of the complexities of work being

performed and the ideal work environment and culture. Collect ideas related to future needs and draw out perceptions about the proposed project. The outcomes will help link process and goals to program solutions.

To help assess perceptions about the project and participants' readiness for change, have employees list physical and technology attributes to "keep," "toss" and "create." See the example below.

Keep	Toss	Create
• Telework standards • Electronic files • Dual monitors • Telework capability • Mobile devices • File cabinets • Desk area • Efficient storage • File cabinet (large) • Coffee room area • Conference room with computer + VTC • Breakroom • Privacy • Location, proximity to train station • Storage room • Selected closed spaces	• Existing mail room with copier • Photocopy machine, printer • Printing area • Reception area • Communication system • Old Wi-Fi • Old files from hallway • Old stuff in storage • Chairs in the conference room • Furniture	• Efficient, modern space • Redesign the office space • More appealing reception • Consolidation of printer area equipment • Redesign mail room area • Reproduction room • Training room with the latest technology • Better technology • Better security • Better wireless technology • More server space or use of "cloud" to store e-files • Larger, more comfortable breakroom • Working group area • Team work room • Larger desk space • Personal scanner • Phone call room and visitor room • Touchdown spaces for mobile workers

Figure B. U.S. Department of Agriculture focus group exercise results

Observations

Observe the behaviors of group members, including how they interact and where they perform their work. Conducting an observation can help shape a comprehensive picture of the organization space utilization and employee behaviors and work patterns. Take special note of how the space is used, such as where and how people perform their work. Is it at their desks, huddling with coworkers or in meetings? Larger, more complex projects may need a formal, in-depth space use study. See an example of space use study results below. The data provided from on-site observations can better inform agencies on space need.
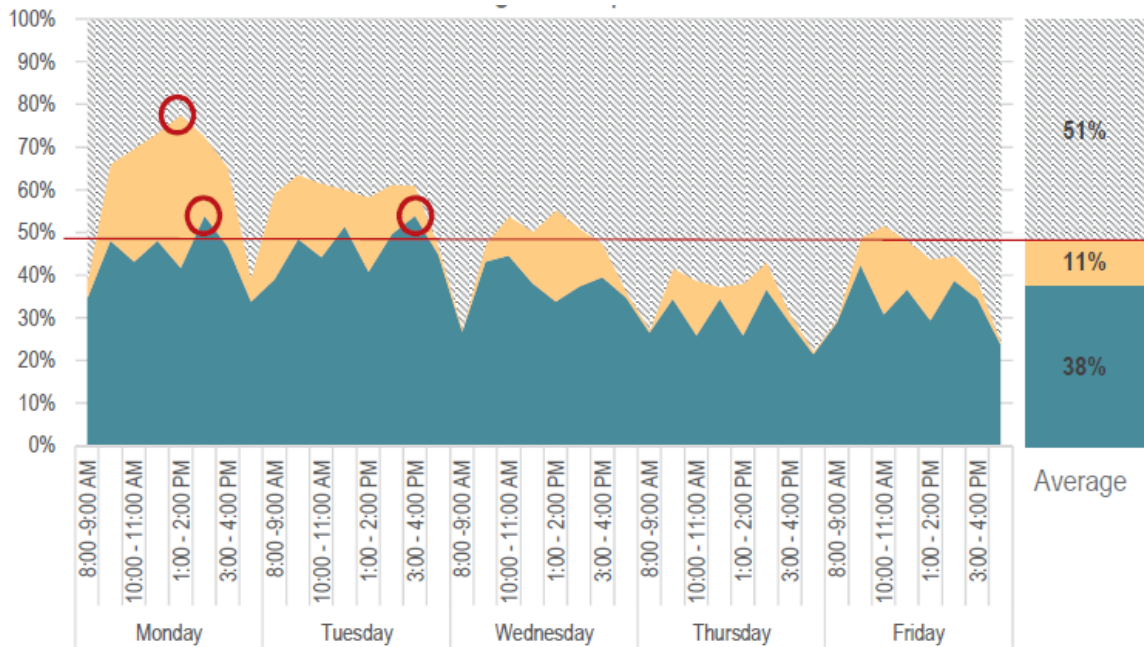
Figure C. This chart contains the results of a space utilization study at one facility. It shows that the facility was toured each hour and the occupancy of each space was logged and summed up to illustrate the percentage of workspace occupied at each point in time. The green section illustrates workspaces being used at each time and average 38 percent for the week. The yellow shows workspaces that appear to be used but were not occupied at that time and average 11 percent for the week. The gray shows workspaces that were unused at that time and average 51 percent for the week. Circles are drawn around peak times during the week.

Develop the space requirements

Synthesize information gathered in the workplace assessment step of the process to develop program requirements. Confirm current and projected head counts by function and role, identify employee work patterns and verify customer service needs. Use this information to determine an appropriate sharing ratio for more-mobile users, define workspace allotment and plan additional areas to support the work performed. It is important to include a variety of collaborative and focused workspaces, as well as social areas and support areas to be shared by all employees. The program must consider the ratio of "we" spaces to "me" spaces based on the desired work patterns of the organization and the degree of employee mobility.

Align the program with your agency efficiency targets

Set agency programming-per-user at or below your agency efficiency target. Your agency efficiency target is set by the projected average square-feet-per user from six-year facilities planned actions. If you find during programming that you are not reaching your efficiency target, consider reducing the number and size of offices and workstations ("me" spaces) before reducing the shared collaborative, focus and support areas ("we" spaces).

Prepare a facility project request

Integrate workplace strategies and key planning considerations in your project request to ensure you consider all aspects of the statewide space use policy. This will include exploration into ways to increase utilization, adapt the existing space through reconfiguration and support greater employee mobility and choice. Applying these considerations is the first step toward identifying your space needs. After implementation, a post-occupancy survey is recommended.

New facility, expansion or relocation project

The previous steps are a prerequisite for submitting new facility projects. Follow the [modified pre-design process](#) with this information incorporated to request new projects.

Reconfiguration project

Although you do not need to provide a modified predesign for approval to OFM for major reconfiguration projects, the process outlined above should be used for reconfiguration projects in leased and state-owned facilities. Major reconfiguration projects are those where approximately 50 percent of a workspace is being changed or remodeled.

State agencies are encouraged to consult with OFM facilities analysts on these projects and to work with the Department of Enterprise Services during the space planning process. A consultation with OFM by the agency is required when the reconfiguration does not align with the agency's efficiency targets and these space use guidelines.

Key Planning Considerations

The following are the key planning principles that must be applied to any facility project.

Space utilization

Growth alone will not qualify an agency for additional space. Research indicates that typical office space is occupied on average 40–60 percent of the time (JLL, 2016). As a state, our goal is to be at 70–80 percent of active workspace use. Understanding how your current space is being used and how the adoption of the strategies will change utilization is paramount. Consider this as you determine the optimal and most-efficient uses of space.

"We" space vs. "me" space

The composition of the modern workplace is evolving to a more balanced mix of "we" spaces and "me" spaces. Shared space promotes collaboration and community and makes the best use of our real estate. Ensure you have enough shared spaces to support the way people actually work and look for ways to consolidate redundant functionality. Many offices today consist of 60 percent individual and 40 percent shared space. Some have managed a 50-50 percent balance, depending on mobility patterns, work styles and appetite for change. Check your space distribution against these benchmarks.

Different work patterns suggest a variety of workspaces for individuals. The higher the mobility, the greater the potential to increase the number of users (ratio) of the space without increasing the number of workstations.

"Neighborhoods"

A "neighborhood" is an area of an office that supports a specific work unit or units. Neighborhoods promote connectedness and knowledge sharing among teams and instill a sense of ownership and workplace identity. Workspace should be clustered in neighborhoods in proximity to collaboration and concentrative space when possible.

Neighborhoods allow employees the freedom to work anywhere within the area, depending on the type and duration of task. When evaluating your space needs, consider how neighborhoods will support the various work tasks performed in the office.

Unassigned workspace

As mobility increases, so does the opportunity for shared and unassigned desk arrangements. This strategy can include settings where small groups and/or teams are assigned to a neighborhood. Since not all employees are in the office at the same time, some people can share workstations. This allows employees the freedom to work anywhere within the neighborhood, depending on the type and duration of task.

Rather than dedicating an office to a single individual based solely on hierarchy, consider how these spaces can be better utilized if they are shared spaces available to all.

Unassigned workspaces provide employees variety, support mobility and optimize the ratio of user per square foot. Make sure to allocate a range of collaborative and focus areas adjacent to or within each neighborhood. These can also serve as workspace for the occasional drop-in user.

Customer experience

Many state facilities provide the primary function of serving customers. In those facilities, it is critical to consider how employees will engage with customers in the workplace design. State agencies should take time to define an efficient customer experience.

This could include defining:
- the number of customers served in the facility daily (or hourly)
- the type of interaction with the customer (transactional, confidential, visitation, etc.)
- the length of time you will serve that customer
- how the employee routes customers through the facility

Traditionally, many state offices have provided dedicated rooms or spaces for customer interactions. Consider whether the same space can be used for customer interactions as well as employee needs.

Employee experience

By designing a workplace that reflects the business needs, organizational culture and work patterns of a group or agency, the resulting spaces will look and function differently from each other. This level of customization also provides an opportunity for the workplace to reflect the unique brand and desired culture of the organization.

Figure D shows how a work environment can be designed to support work patterns of the users. The three layouts depicted below align with three work patterns: those who are regularly in the facility and primarily at their work stations (residents); teams who spend a lot of their time in meetings and some time at their workstations (internally mobile); and those who spend more than 50 percent of their time working at locations other than the facility (externally mobile).
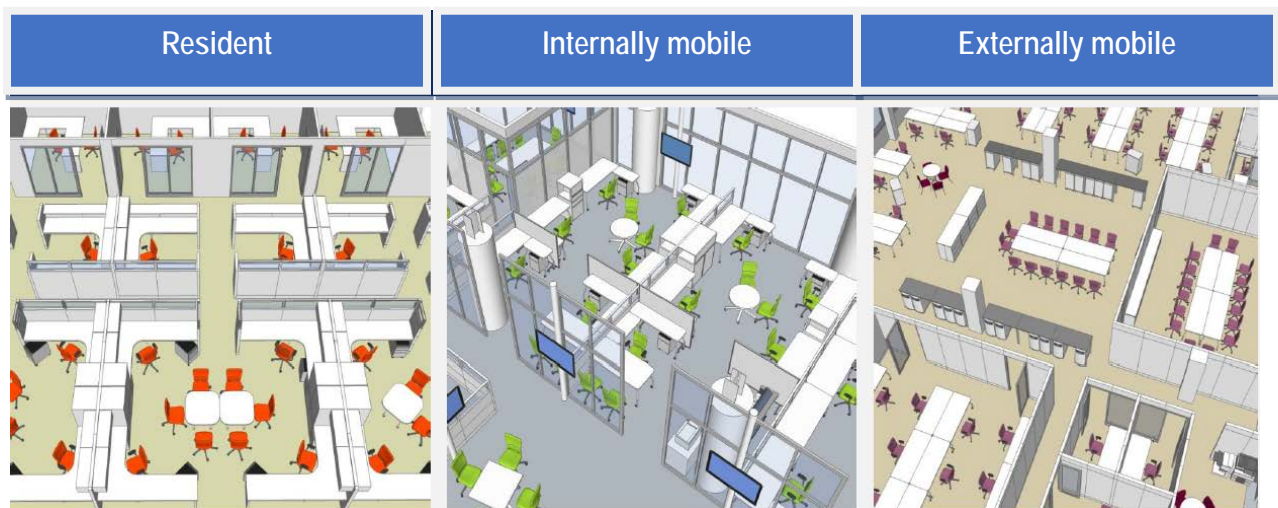
Resident	Internally mobile	Externally mobile

Figure D. Aligning the work pattern with the workspace design

Space Allocation

Each agency is responsible for making a case for space that aligns with the distinct business, culture, leadership vision, and current and future user work patterns in the agency and work unit. Allocating space types and ratios (space per user) according to the guidance provided in this document is required. Space allocation is also necessary to complete the [Modified Predesign and the Space Planning Data Sheet](#) process.

The sections below define different space type allocations, acceptable assignable square foot allocations and ratios per users. Agencies must ensure that the [workplace strategies and key planning considerations](#) are reflected in the allocation decisions.

Workspaces and users

A workspace is defined as an office, workstation, mobile bench, touchdown space, service counter or other work area where a user performs his or her duties. Workspaces may be assigned, unassigned or shared. These spaces are the individual or "me" spaces.

Definitions

Below are definitions for unique terms used in this section:

Workspace
- Office: An enclosed unassigned or assigned space used by a resident user with floor-to-ceiling walls.
- Workstation: An open or partially enclosed, unassigned or assigned space used by a resident or internally mobile user.
- Mobile bench: A workstation in a bench format, unassigned or assigned, used by an internally or externally mobile user.
- Touchdown space: An unassigned space that provides open seating in varying forms, used by externally mobile users, remote users and visitors to conduct work on an irregular basis or for short periods of time.

Users
- User: Any person who routinely works at a facility for any amount of time and may have an assigned workspace.
- Resident: A user who typically spends more than 50 percent of his/her time at the same workspace in the facility.
- Internally mobile: A user who typically spends more than 50 percent of his/her in the facility with as much or more time spent away from their workspace than at it.
- Externally mobile: A user who spends at least 50 percent of his/her time outside the facility working in the field, from home or from other external locations.
- Remote user: A user who is occasionally (one to four days per month) in the facility.

Allocation

The chart below shows the standard allowance or range by space type and square feet per user. These ranges are provided to define agency square footage need. Actual square-footage-allocation per workspace and user may vary based on building and furniture configuration.

Space Type	SF per User
Office	100-150
Workstation	42-64
Mobile bench	24-36
Touchdown space	24

How to apply

Right-sizing workspace based on work patterns can provide the capacity for collaboration and focus space to be included to support agency business needs.

Before assigning an office, workstation, mobile bench or touchdown space to a user, consider the organization's desired culture, leadership interviews, space use data, employee engagement and work patterns and work mode as defined in the workplace assessment phase. Then review the allocation chart and the guidelines below. Assignment of an office, workstation, mobile bench or touchdown space must be justified operationally rather than by organizational status. The total number of workspaces should not exceed the total number of users.

Offices
- A user may be assigned a dedicated office only if he/she meets *all* the criteria below:
  » Is a resident user.
  » Engages in confidential conversations 60 percent or more of each day (at least five hours) and finds it impractical to use shared meeting space for these conversations. Confidential conversations include discussions that must be kept private from other staff and are related to:
    › confidential legal issues
    › personnel counseling
    › confidential investigations
- A user may be assigned a shared office only if he/she meets *all* the criteria below:
  » Is an internally mobile user.
  » Engages in confidential conversations less than 60 percent of each day (at least five hours and finds it impractical to use shared meeting space for these conversations).
- If this office space is larger than 120 square feet, it should include meeting space that can be shared when not occupied by primary users.

Workstation
- A user may be assigned a workstation if he/she meets the criteria below:
  » Is a resident or internally mobile user.
  » Conducts concentrative work on a regular basis in the facility.
- A user should not be assigned a workstation if he/she is externally mobile or a remote user.
- Agencies should consider shared workspace or a mobile bench for internally mobile staff when the majority of work is performed away from the desk.
- The size of a workstation should be relative to the work performed within it. For example, if a space is for concentrative work, the workspace should be smaller than a workspace that is also used for client interviews or supervisor coaching.

Mobile bench
- A user should have access to a mobile bench when he/she is internally mobile or externally mobile.
- A mobile bench may be assigned or unassigned, depending on the work performed.
- If unassigned, an agency should create one mobile bench space for every three mobile users.

Touchdown space
- A user should have access to a touchdown space if he/she is externally mobile or a remote user.
- Touchdown space is unassigned.
- Agencies should consider if touchdown space is needed for remote users or if these users can be accommodated in collaboration space, focus rooms, focus point or other "we" space when in the facility.
- An agency should create one touchdown space for every five externally mobile or remote users.

Meeting and focus space

Meeting and focus space is defined as the "we" or shared spaces that provide informal and formal meeting and training areas as well as small spaces that support confidential and focus tasks. These spaces should be included in a facility based on business need.

Definitions
Below are definitions for unique terms used in this section:
- Collaboration space: A nonreservable space that is open or semi-enclosed for informal meetings.
- Focus room: An enclosed space with limited visual and/or acoustical distractions for one to four users.
- Focus point: A nonreservable, semi-enclosed space with limited visual and acoustical distractions for a single user.
- Conference room: An enclosed space for meetings.
- Training room: An enclosed space for recurring specialized training.

Allocation
The chart below shows the standard allowance by space type and square feet per user.

Space Type	SF per User within the Space
Collaboration	20
Focus room/focus point	40
Conference	15
Training	25-35

How to apply
Before identifying collaboration, focus, conference or training space to be included in a facility, consider the organization's desired work patterns as defined in the workplace assessment phase, the allocation chart above and the "how to apply" guidelines below.

To determine the size of these spaces, multiply the number of users for the space by the square feet per user within the space. For example, a collaboration space that seats six users would be calculated by multiplying 6 x 20, resulting in a planned collaboration space of 120 square feet.

For calculation of the number and sizes of these spaces, the combined number of meeting and focus space "seats" should be equal to or less than the total number of users assigned to the facility. To support greater mobility, collaboration and focus space is encouraged when providing mobile benching or touchdown spaces instead of workstations.

Technology should be integrated in these areas as much as possible to provide connectivity and promote seamless presentations.

Collaboration
- Collaboration space supports brief impromptu discussions, team meetings and social interactions. These spaces can be used in lieu of conference space.
- Collaboration spaces should serve multiple functions through flexible furniture and technologies.
- Locate collaboration spaces in proximity to workstations or neighborhoods to encourage spontaneous interactions and movement throughout the space.

Focus room and focus point
- Locate focus spaces near neighborhoods to support easy access.

Meeting/conference
- Conference space must be shared by programs in a facility.
- Collaboration space may be used in lieu of dedicated conference space.

Training
- Training rooms should be provided only when there is a well-documented ongoing need for a dedicated training space. Otherwise, conference/meeting space should be considered to serve training needs.
- Consider how an increase in online training services and user preferences for learning change in the future and how this will affect your agency over the next five years.

Office support
Office support is defined as areas necessary for an agency to run day-to-day business needs that support the facility occupants and customers. Examples of these spaces are printer areas, wellness rooms and a mailroom.

Definitions
Below are definitions for unique terms used in this section:
- Wellness: A semi-enclosed or enclosed space provided for staff.
- Break/social hub: A multipurpose space that is open, semi-enclosed or enclosed that provides opportunities for people to connect with colleagues, perform concentrative or interactive work, and enjoy beverages and food.
- Lactation space: An enclosed space that is sanitary, safe and private, and not a restroom, that allows for breastfeeding or expressing breast milk.

Allocation

- All office support space should be included based on actual business need. Each of these spaces should be relative in size to the square footage of the facility, number of floors and number of users.
- Agencies should make an effort to consolidate these office functions where possible by providing central mail operations and integrated copier and printer functions.
- All facilities over 5,000 square feet should have a wellness room, typically 120 square feet.
- All facilities with 50 employees or more must provide a space for lactation, typically 120 square feet.
- All facilities over 20,000 square feet should have employee showers, where financially feasible.

How to apply

Before assigning office support space to a facility, consider day-to-day operations and what is needed to support employees in service delivery.

Wellness/lactation
- Wellness spaces must support employee health and wellness programs by providing access to a quiet place to decompress, rest, rejuvenate and energize.
- A lactation room is required per Section 7 of the Fair Labor Standards Act (FLSA).
- A wellness and lactation room can be shared with other spaces that meet FLSA requirements.

Break/social hub
- The social hub replaces a traditional lunch or break room.
- These spaces provide a variety of seating areas with flexible furniture and technology that are complementary to the neighborhoods and other spaces in the facility.

Showers – Access to showers must support commute trip reduction programs required by law.

Staff lockers – Staff lockers replace overhead bins and/or file cabinets to store personal items at workstations for users with unassigned space.

Print/scan
- Base print/scan space sizes on current and future print needs.
- Combine LAN/telecom spaces when possible.
- Office of the Chief Information Officer policy requires locally operated equipment rooms to be used only to support local office building operations, print rooms, file sharing, on-site client configurations, call centers and telecommunication.

Storage and files

Storage and file spaces are defined as enclosed or open areas within a facility that are shared to support central file storage, supplies or other items related to the business need.

Allocations

All storage and files space should be included based on actual business need. Each of these spaces should be relative in size to the size of the facility and items being stored.

How to apply
Before assigning storage and file space to a facility, consider the agency business need and the "how to apply" guidelines below.

File
- Assess the volume of files that could be scanned and consider imaging to decrease file space.
- Follow [state record retention laws and guidance](#).

Program-specific areas
Program-specific areas are those spaces unique to an agency's business need(s) and do not fit any other space type defined. Examples of these types of spaces are hearing rooms, customer lobby areas, interview rooms, emergency operation centers, evidence storage and firearms storage.

Allocations
All program-specific allocations should be included based on actual business need. Each of these spaces should be relative in size to the size of the facility.

How to apply
Before assigning program-specific space to a facility, consider the agency business need and the "how to apply" guidelines below.

Hearing/interview spaces
- Consider how these spaces could serve multiple functions through flexible furniture and technologies.
- Traditionally, dedicated rooms or spaces for customer interactions are provided. Consider whether these spaces can serve as a space for customer interactions as well as employee interactions, such as collaboration spaces or focus rooms.

Warehouse and special equipment
Warehouse and special equipment space is space that is not typically part of an administrative facility but is necessary to meet agency business needs. Examples are shop space, vehicle storage and loading docks.

These types of spaces do not typically have internal circulation.

Allocations
All warehouse and special equipment space should be included based on actual business need. Each of these spaces should be relative in size to the size of the office and items being stored.

Load factor
The square footage allocations above are for assignable square footage. The modified predesign space planning data sheet adds a base building circulation of 40 percent of the assignable square footage for pathways and 10 percent for building services and amenity areas.

The assignable square footage in the programming document, plus these percentages, represent the total rentable square footage to meet the business need.

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