Do not go where the path may lead; go instead where there is no path and leave a trail.

– RALPH WALDO EMERSON
design charrette
hosted by Arnold Levin and Chris Hood
background
STARTING POINT

1. UNDERUTILIZED SPACE
2. NO ROOM FOR GROWTH
3. INEFFECTIVE TECHNOLOGY
4. LACK OF COLLABORATION
5. WE PREACHED A SOLUTION BUT DID NOT LIVE IT
THE VISION & OBJECTIVES

EFFECTIVENESS
- Collaboration
- Technology
- Productivity

LEADERSHIP
- Lead by example
- Bold change
- High-risk, high-reward

EXCITEMENT
- Create “wow factor”
- Disruption (in a good way) to our clients
- Liberation to our sales professionals

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51% AVERAGE, 72% PEAK UTILIZATION

Business units

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SELECTED BUILDING
Your challenge

- Improve the way we work
- Attract and retain talent
- Generate increased business volume
- Optimize cost
- Address the need for flexibility
improve the way we work

• Break down silos
• More cross-business collaboration
• Higher levels of knowledge transfer
• Embrace technology
• Get rid of paper
attract and retain talent

- We care!
- An inspiring work environment
- I’m proud to work here
- Employees are engaged
- Employees are successful
Generating increased business volume

• Increased visitations by clients
• A demonstration of thought leadership
• How did you do that?
• Connect workplace excellence to core business
• Generate public visibility
Cost optimization

• Reduce wasted resources
• Reinvest in high-value items
• It’s not about cost reduction!
• Fixed cost versus variable costs
• Place a value on high levels of service.
Address the need for flexibility

To accommodate

• Headcount growth
• Headcount reduction
• Organizational change
• Mergers and acquisitions
• New working relationships
What actually happened?
KEY RESULTS

• 100% FREE ADDRESS
• INCREASED CAPACITY FOR GROWTH – SAME FOOTPRINT
• WELL™ CERTIFIED
• SIGNIFICANT COST SAVINGS
• COLLABORATIVE ENVIRONMENT
• AN ENVIRONMENT THAT IMPROVES THE WAY WE WORK
IMPROVE THE WAY WE WORK
IMPROVING THE WAY WE WORK

78% REDUCTION IN FILE DRAWERS

84% OF PAPER PURGED (PRE-SCANNING)

1,169 REDUCED FILE DRAWERS FOR NEW SPACE

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IMPROVE THE WAY WE WORK
TECHNOLOGY TO WORK FROM ANYWHERE

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ATTRACT AND RETAIN TALENT
WELLNESS: FIRST WELL™ CERTIFIED OFFICE

**COMFORT**
- Acoustic damping walls
- Ergonomic workstations
- Antimicrobial surfacing
- EMF shielding
- Lumbar supporting floor core
- WELL cleaning protocol in place

**WATER**
- Filtered water hydration stations

**NOURISHMENT**
- Nutrition tips & nutritional snacks
- Nutrition classes via Fitness Concierge

**MIND**
- Biophilia – indoor landscaping
- Aromatherapy
- Wellness literacy

**AIR**
- UV treatment and activated carbon filtration
- Outdoor air flow at all times
- CO₂ and relative humidity monitoring

**LIGHT**
- Circadian Lighting System™

**FITNESS**
- Inviting stairs
- Treadmill desk
- Stretch area
- Kybun standing pads
- Yoga classes via Fitness Concierge

**SUSTAINABILITY**
- LEED Platinum Certified Building
- LEED Gold Certified Tenant Improvements
- WELL Certified Tenant Improvements
- Red List compliant materials

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ATTRACT AND RETAIN TALENT
BUY-IN THROUGH COMMITTEES

ART & RECOGNITION
Nary La
Jeff Waters
Morgan Slade
Ken Fanelli
Laura Espinoza
Will Adams
John Zanetos
Clay Hammerstein
Kathleen Rucker

DIGITIZATION
Justin Jeffries
Susan Hylton
Berrick Treidler
Mackenzie Lynch
Brett Green
Dennis Salkin
Liz Atlee
Onno Zwaneveld

FURNITURE
Ken Fanelli
Paul Stockwell
Wally Rosvall
Don Spradlin
Chris Karlen
Carlos Posada
Lindsay Malison
Steve Bay
Andy Ratner
Mike Syrengelas

HEALTH
Onno Zwaneveld
James Repkin
Berick Treidler
Mike Syrengelas
Lew Horne
Lenny Beaudoin
Laura O’Brien
John Rocca
Ken Fanelli

HEART
Kevin Bender
Kat Rucker
Mark Moniz
Barbara Emmons
Seth Martindale
Karen Greenberg
Meagan Brazil
Paul Stockwell
Cicily Dostalek
John Zanetos

TECH
Susan Hylton
Norman Lee
Ed Tan
Matt Renshaw
Stephanie Lew
Paul Ayoob
Trey Wales
Laura Espinoza

ATTRACT AND RETAIN TALENT
BUY-IN THROUGH COMMITTEES

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ATTRACT AND RETAIN TALENT
TOURED THE WORLD

OFFICES INCLUDED
BLOOMBERG – NYC
BOFA – NYC
STEELCASE – GRAND RAPIDS, MI
HERMAN MILLER – GRAND RAPIDS, MI
AUTODESK – SF
SALESFORCE – SF
GOOGLE – SF
AT&T FOUNDRY – SF
RUSSELL INVESTMENTS – SEATTLE
MICROSOFT – SEATTLE
PWC – LOS ANGELES
HYUNDAI – ORANGE COUNTY
ORACLE – AMSTERDAM
MICROSOFT – AMSTERDAM

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ATTRACT AND RETAIN TALENT
LOCAL ARTISTS BRING THEIR CREATIVITY

AUGUSTINE KOFIE
Graffiti Mural
Located on 30 ft x 270 ft wall

JIM McHUGH
Photo exhibit of Los Angeles
Located throughout the space

JESSE VINT
Thingvellir communal table
Located in RISE Cafe

ROBERT DOWNS
Employee photos
Located in RISE Cafe

PAIGE SMITH
Paper origami geodes
In Service Center

GENSLER: LINDSAY MALISON & CARLOS POSADA
Architecture & Design

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GENERATING INCREASED BUSINESS VOLUME
MARKET REACTION

12–15 TOURS A DAY

3,200+ CLIENTS AND COMMUNITY LEADERS HAVE TOURED THE SPACE

60+ ARTICLES COVERING OUR STORY

EMPLOYEES WOULD NOT GO BACK TO THE OLD WAY OF WORKING
GENERATING INCREASED BUSINESS VOLUME
THE WOW FACTOR

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Generating Increased Business Volume

1. Optimizing Our Assets
   - Real Estate Cost Savings
   - Operational Cost Savings
   - Square Footage Reduction

2. Improving the Way We Work
   - Increase in Collaborative Spaces
   - Employee Satisfaction
   - Improving Locally Important Characteristics
   - Health & Wellness Additions

3. Generating Business
   - Cross Team Deal Opportunities
   - Community Engagement
   - Client Experience

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## COST OPTIMIZATION

**IMPROVED EFFICIENCY AND VARIETY**

<table>
<thead>
<tr>
<th>BEFORE:</th>
<th>AFTER:</th>
</tr>
</thead>
<tbody>
<tr>
<td>61KSF</td>
<td>48KSF</td>
</tr>
<tr>
<td>191, SEATS, 191, PEOPLE</td>
<td>168, SEATS, 210, PEOPLE</td>
</tr>
<tr>
<td>319SF/PERSON</td>
<td>228SF/PERSON</td>
</tr>
<tr>
<td>3 DIFFERENT SPACES TO WORK</td>
<td>16 DIFFERENT SPACES TO WORK</td>
</tr>
</tbody>
</table>
COST OPTIMIZATION
TOTAL GROSS RENTAL SAVINGS

$900K PER ANNUM RENTAL SAVINGS =
$9M OVER 10 YEARS
ADDRESS THE NEED FOR FLEXIBILITY

VARIETY – 16 SPACES TO WORK

1. CLIENT CONFERENCE ROOM
2. TEAM HUDDLE ROOM
3. OPEN TEAM AREAS
4. OFADS
5. NEIGHBORHOOD TOUCHDOWN SPACE
6. FOCUS ROOM
7. WORKSTATIONS
8. TEAM TABLE
9. BANQUETTE & CAFE TABLE IN THE HEART
10. BAR SEATING IN THE HEART
11. GARDEN AREA
12. OPEN MEDIA:SCAPE SPACE
13. LOUNGE SEATING IN THE HEART
14. PHONE BOOTHS
15. RISE CAFE
16. TREADMILL WORKSTATION

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LESSONS LEARNED – PRE MOVE

1. Lead from the front – You can’t delegate this
2. Bring everyone with you – Make it meaningful to your team
3. Change Management – Start early
4. All about the paper
5. Explore Health and Wellness
6. Create a “wow factor”
7. WIIFM – Reinvest vs Expense Reduction
8. Transparency – Admit to your mistakes
LESSONS LEARNED – POST MOVE

1. Assess your needs and determine how change links to your business
2. Start early
3. Define what’s in it for them
4. Get people involved – everyone!
5. Communicate
6. Look for similarities
7. Engage people in things they care about
8. Educate in how to do things differently
9. Be transparent
10. Lead by example