The San Francisco chapter of the AIA has an opportunity to strategically consider its presence in the Bay Area through the potential relocation of its office and event space. AIASF teamed up with HOK to define the selection criteria and spatial requirements of the new space as informed by the Chapter’s strategic priorities and collective vision for the future.

The selection criteria were informed by a number of activities designed to engage stakeholders across the local chapter. The purpose of these activities were to solicit information that would draw out the priorities of the SF Chapter, particularly as they relate to its physical location and characteristics. These activities included:

- Online Survey distributed to all Members
- Vision Session with Board Members
- Vision Session with Members
- Programming interview with office staff

This brief is intended to assist in the pre-qualification of potential buildings, as well as record the research and activities performed in developing the prioritized selection criteria.
Key Findings

The following key findings were derived through engagement with AIASF leadership and its members through a variety of activities that occurred during the investigation phases of the project.

1. Board members and members are largely looking forward to the opportunity to make a creative environment that draws the community in, supports collaborative work, and is reflective of design thinking.

2. People envision this space as a connection point for engaging with others. With the right mix of resources, the space could be a magnetic hub that draws people together for the purpose of exploration and discovery, and thereby energizing and galvanizing free thought.

3. There is a desire to be more visible to the outside world, whether through presence on the ground floor, or an event space that gathers people.

4. The ability to collaborate more frequently and in better ways is a high priority.

5. The workspace and the supporting spaces need to be distinct from the event space with visual and auditory separations (the gallery space currently separates staff from their kitchen and meeting areas).

6. Members value the resources provided by the AIASF and desire a balance of human, hands-on, and digital resources.

7. Technology is an area for improvement, both A/V capabilities and the ability to connect to other AIA locations.

8. There is a desire to create a space that is efficient and adaptable, and that can maintain its relevance to members and the community.
**Project Drivers & Process**

**Project Drivers**
- Lease is reaching termination
- Options include: renew lease and leave as-is, renew lease and reconfigure, or relocate
- Define new vision and criteria for space
- Desire a space that embodies the mission of the organization, and its future in the industry

**Process**
- Understand current space configuration, square footage, staff, and member headcounts
- Consult the Board to define aspirations and managerial and operational challenges
- Consult Members to understand user experience, and the future of AIASF as it pertains to membership, networking, and positioning
- Define a space program and site selection criteria that addresses the opportunities identified throughout the process
- Confirm strategy, space program, and criteria with AIASF project team
AIASF Mission Statement:

As a resource for our members and the general public, AIA San Francisco strives to improve the quality of life in the Bay Area by promoting architecture and design.

We further this goal through community involvement, education, advocacy, public outreach, member services, and professional excellence.
AIASF Strategic Priorities:

**Promote the Profession**
*Elevate respect and legitimacy for the profession; serve and support members.*

**Advance the Professional Practice of Architecture**
*Spearhead the development and dissemination of information and knowledge necessary to advance the profession’s body of knowledge.*

**Advocate for and Advance the Quality of Life in the Bay Area**
*Enrich the quality of life for Bay Area residents through creative and responsive design efforts.*
Member Survey

AIASF launched a survey to all members to collect information on each member’s thoughts about the current culture, desired future culture and inspirational spaces to inform the site selection process.
AIASF MEMBER SURVEY RESULTS
KEY ATTRIBUTES: CURRENT CULTURE

EDUCATIONAL
COMMUNITY
PROMOTIONAL
CONNECTION
AIASF MEMBER SURVEY RESULTS
KEY ATTRIBUTES: FUTURE CULTURE

ADVOCACY
EDUCATIONAL
ENGAGED
AIASF MEMBER SURVEY RESULTS
KEY ATTRIBUTES OF INSPIRING SPACES

STREET LEVEL
DESIGN
ACCESSIBILITY
LOCATION
Visioning Sessions

To understand the priorities for the AIASF space, HOK facilitated two visioning sessions, one with the Board and one with the Members as part of a regular Member Town Hall.

The activities facilitated by HOK included:

- Project Priorities
- Key Words
- Keep/ Fix/ Toss/ Create

Summary results from these exercises, illustrated in the following pages, shows a high degree of commonality and vision for the future. Details of each of these activities can be found in the Appendix section.
The chart illustrates the frequency by which each card was selected across both vision sessions.

In both the Board Meeting and Town Hall, participants leaned predominately toward Community-themed cards relating to Engagement & Inclusion, Magnetic Hub, and Partnering Economy. Space Efficiency & Effectiveness was also highly selected.

While Diversity was not selected as a stand-alone card, it was included in the larger conversation about Community within the context of Engagement & Inclusion.

Adaptable was only selected once, and by consensus it was considered “a given.”
Participants selected 4 words that most closely conveyed their goals for the organization and expressed their vision for the new space. The size and color of the circle indicates the number of times the word was selected (the warmer and larger a circle = highest frequency).

Community had the highest frequency, followed by sustainable, resources, network, and design. The top two highest frequency words are primarily people-oriented, with the others speaking to a range of topics. Collectively they illustrate a desire to not only provide resources for members, but also to foster relationships beyond the architectural community to create an enriching experience for all.
Participants were provided five Post-its and were invited to share their ideas for concepts or physical elements relative to the current and future AIASF space.

There was significant consensus in most of the categories, particularly with regard to keeping the Gallery/Event space, tossing the current A/V Tech and creating a Street Presence and a Magnetic Hub that draws people for the purpose of exploration and discovery.
**Keep Toss Fix Create**

**Top Collective Priorities**

- **Create** a street level public gallery/event space
- **Toss** moveable wall system
- **Fix** antiquated AV/Tech
- **Keep** convenient location
- **Create** a maker space

**Board Priorities**

- Keep space flexible/convertible
- Toss high rental cost/premium for historic building
- Toss "public" restroom - need secure restroom for employees and members

**Member Priorities**

- Keep architecturally significant building, not necessarily historic
- Fix Communication Boards - greater visibility to job postings, communiques
- Toss old equipment
- Toss limited hours of access

**Efficiency: operations and cost**

- **Enhance Membership Experience**
Project Principles

Synthesizing the information collected from the vision sessions and survey uncovered three overriding project principles for the new AIASF space.

**INTENTIONAL**
Make purposeful decisions about space use that support our mission

**CONNECTED**
Foster an environment that sustains existing and creates new pathways for members

**RESOURCE-DRIVEN**
Provide resources to share knowledge and foster members’ growth
## Project Principles

Each principle aligns with a strategic intent that was expressed by the Board and the Members.

### INTENTIONAL

*Make purposeful decisions about space use that support our mission*

- Promote the profession by celebrating our work and each other
- Expand outreach to public by drawing them in the space
- Build relationships with organizations outside of AEC
- Reach for fiscally and environmentally responsible solution
- Use space efficiently
- Accommodate future needs with an adaptable and flexible space

### CONNECTED

*Foster an environment that sustains existing and creates new pathways for members*

- Attract and support a diverse member base
- Nurture a culture of inclusivity
- Foster meaningful relationships and strong networks
- Bring people together, both within and outside of the architectural community, for purpose of exploration and discovery
- Improve connections across the organization at every level, including with other AIA Chapters

### RESOURCE-DRIVEN

*Provide resources to share knowledge and foster members’ growth*

- Provide enriching educational, mentorship, and hands-on opportunities for members
- Provide a balance of human, hands-on, and digital resources
- Foster idea and knowledge sharing among members
- Enhance the public community’s understanding of architecture
- Play a prominent role in community development and civic engagement
Project Principles

Each principle and strategic intent are translated into a spatial attribute to begin to form the concepts around the type and qualities of the new space.

**INTENTIONAL**

- Make purposeful decisions about space use that support our mission

- Community space that is visible, open to the public, and draws people in
- Architecturally significant space or building
- Opportunities to partner with like-minded organizations
- Spaces that are convertible and can serve multiple purposes and host a variety of events and activities
- Distinct public and private spaces
- Secure space to host both day time and evening events

**CONNECTED**

- Foster an environment that sustains existing and creates new pathways for members

- Space that is inclusive to a wide and diverse member base and community
- Appropriate quantity and size of meeting rooms
- Meeting rooms that are accessible during events
- Spaces that promote casual interactions
- Technology that allows employees to connect to one another, external members, and colleagues regardless of where they are physically located

**RESOURCE-DRIVEN**

- Provide resources to share knowledge and foster members’ growth

- Space to host classes, informational sessions and lectures of a variety of sizes
- Confidential or quiet spaces that foster conversation between mentor and mentee
- Accessible hands-on and digital resources to members
Project Principles

And finally the spatial attributes are translated into specific physical and technological components that support the principles and strategic intent of the new AIA SF office and event space.

**INTENTIONAL**

*Make purposeful decisions about space use that support our mission*

- Event space, gallery, or flexible space on ground floor, that has the potential to be reserved by the public
- Variety of spaces – some that are more flexible and open and others that are more fixed and acoustically sound
- Space that can be laid out to separate Front of House and Back of House spaces

**CONNECTED**

*Foster an environment that sustains existing and creates new pathways for members*

- Open and closed collaboration areas with mobile furniture, white boards, and tackable/writable walls
- Meeting room sufficiently sized to accommodate groups up to 25-30 people
- Meeting rooms that are accessible to both AIA employees and members throughout the day, including during presentations and events
- Reliable and easy to use video conferencing capability in conference room(s) and on employee laptops

**RESOURCE-DRIVEN**

*Provide resources to share knowledge and foster members’ growth*

- Divisible and configurable event/lecture space
- Huddle rooms/phone rooms available to members to drop in and work and meet with each other
- Video streaming capabilities to connect presenters to a wider virtual audience
- Maker space with physical materials/tools/equipment for members
- Materials library or kiosk
- Storage for materials
Benchmarking

In comparing the AIASF space with that of its sister chapters, we found that AIASF’s square foot per member is below that of the average for all chapters, and significantly below the average of Chapters with a similarly sized member base. We also found that the AIASF square foot per office user was also significantly below the average.

### SF per Current Member

- **AIASF's Current Member SF per Member**: Below average for all chapters and significantly below the average of Chapters with a similar member base (2000 – 2,400).

### SF per Current Office User

- **AIASF's Current Office User SF per User**: Below average for all chapters and significantly below the average of Chapters with a similar member base (2000 – 2,400).

**AIASF Future Target Range:**

- **8,670 SF**
  - *2,415* (AIASF’s current members with 5% growth)
  - *3.59* (Avg. SF/Member of Chapters with similar member base)

- **10,039 SF**
  - *12* (AIASF’s future office user count)
  - *836.6* (Avg. SF/Office of all Chapters)
Spatial Requirements Summary

This strategic brief establishes baseline requirements for three scenarios:

- AIASF as the sole tenant
- AIASF in partnership with a like-minded organization in order to realize practical and business synergies, and also to increase space efficiencies and share the cost of “Front of House” facilitates.*
- AIASF in partnership with a like-minded organization with a large scale event space with the potential to rent it out to other organizations or to private parties for rental income.

* For the purpose of this exercise, we included a small, fictional partner (similar to ULI) with 4 full-time and 2 part-time employees.
The following table indicates the desired amount of space recommended for each scenario, compared against the current space. This table separates Front of House facilities from Back of House staff space so that each can be considered and manipulated as opportunities to partner are explored. It is possible that the Front of House spaces could be adequate for some partnerships, and the Back of House could require adjustment based on the number of part and full time employees that would need to be accommodated.

The potential to partner with an organization such as ULI offers a number of advantages, including synergies in public outreach, greater flexibility and utilization of Event/Lecture space, greater public engagement, and sharing in the rental fee.

Results of this effort indicate the recommended space range is between approximately 8,736 and 12,577 USF. The sole tenant scenario is within the benchmark target range of 8,670 to 10,039 USF. Depending on the load factor used to calculate rentable square feet (RSF), actual total RSF will need to be determined on a site by site basis (by the broker).

A live spreadsheet has also been provided so that AIASF can easily study various options. HOK will also be available to assist in the running of scenarios should that be useful to AIASF.
Program - Overview

Program Detail

Program Area Requirements

Front of House

<table>
<thead>
<tr>
<th>Program</th>
<th>Current</th>
<th>Future: Sole Tenant</th>
<th>Future: Partnership Scenario 1</th>
<th>Future: Partnership+ Scenario 2</th>
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<td>Qty.</td>
<td>Unit NSF</td>
<td>Total NSF Total USF</td>
<td>Qty. Unit NSF</td>
<td>Total Seats Total NSF Total USF</td>
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</table>
| Event Space
| Reception | 1 385 | 385 | 592 | 1 500 | 1 500 | 769 | 1 500 | 1 500 | 769 | 1 500 | 1 500 | 769 |
| Event/Lecture | 1 811 | 811 | 1,247 | 1 1,200 | 1,200 | 1,846 | 1 1,200 | 1,200 | 1,846 | 1 2,000 | 100 | 2,000 | 3,077 |
| Event/Gallery/Prefunction | 1 405 | 405 | 624 | 1 400 | 400 | 615 | 1 400 | 400 | 615 | 1 800 | 800 | 1,231 |
| Resource Library (C) / Kiosk (F) | 1 95 | 95 | 146 | 1 100 | 100 | 154 | 1 100 | 100 | 154 | 3 50 | 50 | 150 | 231 |
| Catering Kitchen | 0 0 | 0 | 0 | 1 120 | 120 | 185 | 1 120 | 120 | 185 | 1 200 | 200 | 300 |
| Event Storage | 1 117 | 117 | 180 | 1 200 | 200 | 308 | 1 200 | 200 | 308 | 1 400 | 400 | 615 |
| Catering Storage | 1 77 | 77 | 118 | 1 120 | 120 | 185 | 1 120 | 120 | 185 | 1 120 | 120 | 185 |
| Total Event Space | 1,890 | 1,890 | 2,907 | 102 | 2,640 | 4,062 | 102 | 2,640 | 4,062 | 9 | 104 | 4,170 | 5,415 |
| Collaboration + Meeting
| Phone Room / Visitor Touchdown | 2 80 | 2 160 | 246 | 2 80 | 2 160 | 246 | 3 80 | 3 240 | 369 | 1 200 | 200 | 308 |
| Maker Space | 1 144 | 144 | 222 | 1 120 | 120 | 185 | 1 120 | 120 | 185 | 1 200 | 200 | 308 |
| Medium Conference (15-24 prsn) | 1 450 | 12 | 450 | 692 | 1 450 | 12 | 450 | 692 | 1 450 | 12 | 450 | 692 |
| Large Conference (25-30 prsn) | 1 800 | 200 | 800 | 1,231 | 1 800 | 200 | 1,231 | 1 800 | 200 | 1,231 |
| Total Sub-Total | 144 | 144 | 222 | 34 | 1,410 | 2,169 | 35 | 1,530 | 2,354 | 7 | 36 | 1,810 | 2,785 |
| Back of House
| AIA Office
| Private Office (Mgmt + HR) | 1 140 | 91 | 140 | 2 120 | 240 | 369 | 2 120 | 240 | 369 | 2 120 | 240 | 369 |
| Workstation (includes growth) | 8 36 | 419 | 644 | 8 36 | 288 | 443 | 8 36 | 288 | 443 | 8 36 | 288 | 443 |
| Touchdown | 0 36 | 2 | 25 | 2 | 50 | 77 | 2 | 25 | 50 | 77 |
| Sub-Total | 9 | 212 | 510 | 784 | 12 | 578 | 889 | 12 | 578 | 889 | 12 | 578 | 889 |
| Partner Office
| Workstation | 4 36 | 4 | 144 | 222 | 4 36 | 12 | 144 | 222 | 4 36 | 12 | 144 | 222 |
| Touchdown | 2 25 | 2 | 50 | 77 | 2 25 | 6 | 50 | 77 | 2 25 | 6 | 50 | 77 |
| Sub-Total | 6 | 194 | 298 | 18 | 194 | 298 |
| Collaboration + Quiet
| Phone Room | 1 80 | 1 | 80 | 123 | 2 | 80 | 2 | 160 | 246 | 2 | 80 | 2 | 160 | 246 |
| Open Collaboration | 1 120 | 1 | 120 | 185 | 1 120 | 1 | 120 | 185 | 1 120 | 1 | 120 | 185 |
| Sub-Total | 2 | 5 | 200 | 308 | 3 | 6 | 280 | 431 | 3 | 6 | 280 | 431 |
| Support
| Break/ Staff Kitchen | 1 57 | 57 | 88 | 1 150 | 4 | 150 | 231 | 1 150 | 4 | 150 | 231 |
| Copy / Print | 1 86 | 86 | 133 | 1 120 | 1 | 120 | 185 | 1 120 | 1 | 120 | 185 |
| File | 3 | 5 | 15 | 23 | 3 | 5 | 15 | 23 | 3 | 5 | 15 | 23 |
| Bookshelves / ARE Study Materials | 3 | 5 | 15 | 23 | 3 | 5 | 15 | 23 | 3 | 5 | 15 | 23 |
| General Storage | 1 | 86 | 86 | 133 | 1 | 150 | 150 | 231 | 2 | 150 | 300 | 462 |
| Basement/ Archive Storage | 1 | 130 | 120 | 200 | 1 | 130 | 120 | 200 | 1 | 130 | 120 | 200 |
| Egress Hallway | 1 | 153 | 153 | 153 | 153 | 153 | 153 |
| Sub-Total | 11 | 369 | 389 | 752 | 10 | 4 | 580 | 892 | 13 | 4 | 753 | 1,159 | 13 | 4 | 753 | 1,159 |
| Total Back of House | 4,665 | 8,320 | 9,193 | 11,978 |
| Fit Factor 5% | 416 | 876 | 9,553 | 12,577 |
| Total Upper Range | 4,665 | 9,193 | 11,978 | 12,577 |
## Program Detail

### Area Requirements

<table>
<thead>
<tr>
<th>Program</th>
<th>Current</th>
<th>Future: Sole Tenant</th>
<th>Future: Partnership Scenario 1</th>
<th>Future: Partnership+ Scenario 2</th>
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<tr>
<td><strong>Front of House</strong></td>
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<td>Event Space</td>
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# Program: Back of House and Total

## Area Requirements

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## Site Selection Criteria Evaluation Tool

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>WEIGHT</th>
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<tbody>
<tr>
<td>Sufficient Square Feet to meet program of requirements (either as sole tenant or with partner)</td>
<td>3</td>
</tr>
<tr>
<td>Located in a safe low crime area within the city of San Francisco</td>
<td>2</td>
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<tr>
<td>Easy access to major public transportation (within 5 min. walk from Bart/ Muni station)</td>
<td>3</td>
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<tr>
<td>Proximity to safe and reasonably priced parking ($15/hr or less)</td>
<td>2</td>
</tr>
<tr>
<td>Direct ground floor/ storefront access</td>
<td>3</td>
</tr>
<tr>
<td>Architecturally significant building and/or tangible connection to AIA &quot;brand&quot; including appropriate aesthetic and positive image</td>
<td>3</td>
</tr>
<tr>
<td>Potential for open area for Event/ Gallery space adjacent to entrance</td>
<td>3</td>
</tr>
<tr>
<td>Floorplate configuration allowing rational, and efficient, and flexible layout (column and core placement, floor plate depth, shape of space)</td>
<td>2</td>
</tr>
<tr>
<td>Opportunity to logically segregate staff work space from public member space</td>
<td>2</td>
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<tr>
<td>Access to daylight and diverse views from both Front of House and Back of House</td>
<td>1</td>
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<tr>
<td>High quality services (tech-enabled, security, adequate HVAC, high quality lighting)</td>
<td>2</td>
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<td>After-hours and weekend access</td>
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<tr>
<td>Cost/ SF</td>
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<tr>
<td>Length and flexibility of lease terms</td>
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<tr>
<td>Tenant improvement or other incentives</td>
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</tbody>
</table>

### Scoring
- 3 - Superior
- 2 - Good
- 1 - Fair
- 0 - Potential Problem

### Weighting Scale
- 3 - Most Important
- 2 - Average Importance
- 1 - Least Important
Next Steps

AIASF Next Steps

- Fundraising feasibility
- Continue to explore partnering opportunities
- Define guiding principles and space needs
- Engage real estate brokers
Appendix
Strategic Intent - Visioning

Workplace Card Exercise
Participants were asked to identify two cards from a deck of seven that most represented the values of AIA’s culture that should be considered in the selection and design of the space. Participants split into small groups to prioritize elements of their vision and pulled from themes of community, diversity, space efficiency, adaptability, and brand expression.

Community
- Partnering Economy
- Engagement and Inclusion
- Magnetic Hub

Organizational DNA
- Diversity

Workplace Drivers
- Space Efficiency and Effectiveness

Future Workplace
- Adaptable

Design Elements
- Brand Expression
Strategic Intent - Visioning

Community
Partnering Economy
It’s the era of the sharing economy. Opportunities exist to leverage shared amenities, conference rooms, resources, and workspace without diluting one or more organizations’ culture or identity. Sharing space with like-minded organizations can harness synergies in public outreach and message impact, resulting in higher space efficiencies and shared cost of real estate.

Engagement and Inclusion
Architecture touches all of us and should be inclusive of the broader community. Providing resources that add value to members expands outreach to the public and enhances the understanding of architecture’s value in people’s daily lives.

Magnetic Hub
Space can be a connection point and hub for engaging with others. Maker spaces, tinker labs, and fabrication spaces are ways in which idea sharing can bring people together. When people are drawn together for the purpose of exploration and discovery, they will naturally form vital and meaningful connections.

Organizational DNA
Diversity
Our society is becoming a majority of minorities. Space should reflect an organization’s diverse make up and the evolution of the industry. New accommodations are an opportunity to assess current and future connections to community. Space can be used as a tool to welcome and attract members, employees, and the collective culture.

Future Workplace
Adaptable
Digital Darwinism, the inability to keep up with technology, is holding organizations back. But what can be even more limiting is an inability to accept that change is inevitable and an unwillingness to adapt. How organization adapt to ongoing changes will determine whether they will succeed.

Workplace Drivers
Space Efficiency and Effectiveness
Only 30-40% of office space is occupied at any given time. Considering the cost of that space, there are huge opportunities to make it more productive. We must understand how people are using their space before we can determine the best approach going forward.

Design Elements
Brand Expression
A space or building can be a physical embodiment of an organization’s mission, one that evokes a powerful sense of purpose to members and the community. Expression can be through a building’s heritage, materiality, and/or location.
Strategic Intent - Visioning

Workplace Card Exercise
In both the Board Meeting and Town Hall Groups, participants leaned toward Community-themed cards. All groups selected the Community suit of cards (Partnering Economy, Engagement and Inclusion, and Magnetic Hub). Both groups also chose Space Efficiency and Effectiveness.

Board Meeting

Community
- Partnering Economy
- Engagement and Inclusion
- Magnetic Hub

Workplace Drivers
- Space Efficiency and Effectiveness

Organizational DNA
- Diversity

Member Town Hall

Community
- Partnering Economy
- Engagement and Inclusion
- Magnetic Hub

Workplace Drivers
- Space Efficiency and Effectiveness

Future Workplace
- Adaptable

Organizational DNA
- Diversity

"A maker space, where technology isn’t a driver, but creates a balance between human and digital resources"

"Our space should be efficient, and moreover, effective in its power to support and influence"

"Creating a space that is adaptable and creates a live stream of communication between diverse members"

"Synergizing groups to come together to create an environment that energizes and galvanizes free thought"

"Space efficiency is a given. Without it we won’t have the resources to meet our mission"

"Change and evolve with needs in both space and activity, promoting brand awareness"
In this exercise, we ask participants to identify aspects of the current working environment that fit into the 4 identified categories.

The defined aspects of the workplace that should be kept, aspects that are obsolete, things that could be modified to work better, and any new ideas or aspirations around the new working environment.

*Participants noted keeping an architecturally significant building, but some rejected historic status in favor of an innovative new space.*
Existing Layout
WORK TO DATE:
SURVEY RESULTS

BOARD EXERCISE IN APRIL, MAY 2018
SURVEY FIELDED TO MEMBERSHIP IN MAY 2018
- 48% OPEN RATE
- 67 TOTAL RESPONSES
THREE ATTRIBUTES THAT BEST REPRESENT CURRENT CULTURE
TOP ATTRIBUTES: CURRENT CULTURE

EDUCATIONAL
COMMUNITY
PROMOTIONAL
CONNECTION
ATTRIBUTE SENTIMENT

83% POSITIVE
17% NEGATIVE
THREE ATTRIBUTES THAT COULD REPRESENT FUTURE CULTURE
TOP ATTRIBUTES: FUTURE CULTURE

ADVOCACY
EDUCATIONAL
ENGAGED
ATTRIBUTES OF INSPIRING SPACES
TOP ATTRIBUTES OF INSPIRING SPACES

STREET LEVEL
DESIGN
ACCESSIBILITY
LOCATION