Stanford University
Post-Occupancy Evaluation
3145 Porter Drive
Summary Report

March, 2010

Prepared by

MKTHINK

& T.N. Hirst
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1.0 Introduction
Project Purpose & Project Overview

Stanford is developing off-site locations within close proximity to the core campus as a way of accommodating growth while ensuring that the University maintains a commitment to its academic mission and vision. The Porter Drive complex at the Stanford Research Park, among the first of the university’s off-site staff migrations, is a temporary home to key administrative departments at the University including Land, Buildings, and Real Estate, Administrative Systems, and the Controllers Office. It is also a “testing lab” to understand how to best develop and implement an optimal workplace for possible off-campus sites to come.

Stanford has retained MKThink to conduct a Preliminary Post-Occupancy Evaluation of the Porter Drive location to determine the degree to which the intended environment is currently supporting the desired work activities of each department and staff member. Specifically, the evaluation addresses what is working, what is not working, how the users “feel” about the space. The report summarizes findings from informal observation, on-line survey data, and staff focus group interviews and then suggests ways that Stanford might address the issues at Porter Drive within the confined space and budget, and also offers suggested adjustments that might be applied to future off-campus migrations.

The ultimate goal of the post-occupancy evaluation is to generate a program and space planning process that will foster high levels of staff wellness: high productivity, morale, and a sense of connection to the Stanford community and culture regardless of on or off-campus location.

“...Stanford’s staff has shown unsurpassed commitment and dedication as we struggle to find room for the extraordinary research and teaching facilities necessary to meet the goals of our ambitious vision. Maintaining this vision will require flexibility, openness to change and an innovative approach to sustaining Stanford’s excellence within existing space constraints...”

Primary Goals

Seven key goals were identified for Porter Drive at the Conceptual Design Kick-off meeting in October 2007. These same goals were utilized as the primary success criteria for the Porter Drive Post-Occupancy Evaluation.

We intend to:

1. Enable & foster Stanford community & culture
2. Establish the Stanford @ Porter Drive identity & brand
3. Provide an effective workplace through connectivity, collaboration, & “work anywhere”
4. Enable clear way finding
5. Promote the values of sustainable building practices & wellness
6. Engage the landscaped courtyard where appropriate
7. Promote inter-connectivity (departments & shared spaces)

(Conceptual Design Kick-Off 16 October 2007)
Key Findings – Highlights

91% of staff report that they are very productive working in their work environment and have access to what they need to be successful.

87% of respondents located in workstations report that their personal workspace supports their needs.

84% of respondents agreed that places for meetings were always available.

77% of respondents listed small conference rooms as a place where they perform collaborative work.

Breaks

60% take breaks in their assigned work areas
50% take a walk
42% go to the café

Transportation

45% of respondents stated that the shuttle meets their needs
41% said that the Reservable Cars and Vans meet their needs
24% said that the zip cars meet their needs.

“...It's such a wonderful change to have such ready access to conference rooms, to have ample visitor parking and to have facilities where we can be proud to host outside guests for meetings....”

Porter Drive Staff Member
Preliminary Conclusions

• Porter Drive’s individual work spaces are effective for individual and collaborative work. This is true for open workstations as well as enclosed offices. Low use of informal shared spaces could be due to the success of individual work spaces, not an indicator that shared spaces are inadequate.

• The highest value shared space is the small conference room; this space is used for a variety of formal and informal functions where additional privacy is needed. Small conference rooms are also among the most flexible and adaptable spaces for alternate uses.

• Choice is Important. The variety of shared, informal spaces is more important than the quantity of spaces. An appropriate mix of options can reduce the overall sf/employee allocation in future projects. The perception of choice is also an important factor in satisfaction with individual workstations (flexible chair and desk options).

• Programmatic solutions can often be more effective and less expensive than facility solutions.
  • Communications Technology – Incorporating video and web conferencing into daily communications and recurring meetings will enhance connectivity to campus and reduce the demand for just-in-time transit
  • Health and Wellness – Access to a variety of health and wellness programs and activities can provide alternatives to increasing the size and functionality of the gym

• Reinforcing the Stanford identity is more important than creating a unique Porter Drive brand.
2.0

Process & Methodology
Project Methodology

A variety of qualitative measures were employed to assess employee perceptions regarding the effectiveness of space. Data were aggregated based on Porter Drive feedback as a whole, as well as by department when appropriate. Final attitudinal results, emerging themes, and next steps were generated based on the findings.

**Qualitative Measures**

**SURVEY**: A 48 item electronic survey was administered to all staff members at Porter Drive with a total of 161 respondents. **57% of those who received the survey responded.** 61% of LBRE staff responded, 51% of Administrative Services staff, and 59% of staff from the Controller’s Office. Over 650 optional comments were also received from survey respondents as a way of elaborating specific responses.

**FOCUS GROUPS**: Three 60 minute focus groups were conducted with 8-12 staff members in each of the three groups; staff from each department at Porter Drive were represented across all 3 groups. Survey data was compared to focus group data and analyzed for consistencies and inconsistencies.

**INTERVIEWS**: Specific staff members provided additional information via informal interviews pertaining to areas in need of clarification

**OBSERVATIONS**: Observational data points were integrated into the overall methodology

**REVIEW OF EXISTING DATA**: General information and data files, from the beginning of the project to the current time frame, were reviewed to guide the overall purpose and methodology
Wellness: Driving the Methodology

Finally, a “wellness lens” has served as the primary overlay to all aspects of MKThink’s evaluation methodology. Not only have we examined the degree to which people report being healthy and well at the individual level, but have also analyzed perceptions regarding how the environment (built, physical, operational) works to support staff well-being.

Our evidence-based approach is anchored by the linkage between healthy and well employees, as well as productivity and morale. Employees who have a perception of ‘high level wellness’ are less likely to get sick, miss work, burn out from job-related stress—and are far happier, more productive and loyal to their company.

See Chronicle of Philanthropy, 2004
Primary Categories Examined

The primary issues examined during the post-occupancy evaluation included:

- **Personal Work Space** - maximizing the health, well-being, and productivity of each staff member through high degrees of flexibility
- **Shared Spaces** - fostering greater interaction through intentional design of a variety of indoor and outdoor spaces
- **Technology** - driven by a desire to promote and support all technological aspects in support of a “work anywhere” philosophy
- **Wellness** - primary method through which to, ultimately, impact employee productivity, morale, & loyalty
- **Identity & Connection to Campus** - creating a seamless association and culture between main campus and remote sites
- **“Work Anywhere”** - creating a more mobile workforce at Stanford with the tools and guidance to support this cultural shift
Findings: Attitudinal Data
3.1 Personal Work Space
Personal Work Space - Perceived Effectiveness

- 90% perform most of their individual work in their assigned work area
- 84% of survey respondents use their assigned work area for informal conversation
- 91% of survey respondents agree that their personal work space supports their individual activities
- 38% of survey respondents with sit/stand tables report adjusting them several times per week

<table>
<thead>
<tr>
<th>POSITIVES</th>
<th>CHALLENGES</th>
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<td>• While only a small percentage of staff report adjusting their work table throughout the day or week, they all expressed that they have it at a different height than their colleagues - hence a feeling of it being ‘customized’ to their needs</td>
<td>• Some survey respondents and focus group participants, particularly those located near shared areas, suggested that higher panels would help reduce the noise and visual distraction that they experience</td>
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<td>• Many focus group participants report that “in general” they feel “very impressed” with their work space despite the reduction in size from their previous work space</td>
<td>• The majority of staff with sit/stand tables report needing assistance with the interface between technology and their adjustable table</td>
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<td>• Survey respondents stated that new monitors that bolt onto the desk have successfully freed up valuable desk space</td>
<td>• 91% of LBRE survey respondents agree that they are very productive in their work environment; focus group participants, however, described having insufficient layout and storage space for large drawings</td>
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<tr>
<td>• Focus group participants who are newer to Stanford than their peers expressed fewer concerns with their workstations</td>
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Personal Work Space – Key Survey Findings

- Personal workspace remains the primary location for individual work regardless of the employee's type of workspace.

- Almost half of the respondents listed 'at home', making it the second-highest used workplace, third being the small conference rooms.
• All individual workspace types are being used for collaborative work

• Conference rooms are extensively used for on-site collaborative work

• Conference calls from home and on-campus meetings are also important collaboration modes
Personal Work Space – Key Survey Findings

- Occupants of all workspace types expressed satisfaction with their personal workspace.
3.2

Shared Spaces
Shared Spaces - Perceived Effectiveness

- 84% of survey respondents agreed that places for inter-and intra-departmental meetings were always available.
- 44% of survey respondents reported that they used their personal workspace for holding most of their informal meetings, 24% reported using the small conference room.
- 89% of respondents were satisfied with their large conference spaces; many noted a need for space to host department-wide meetings of 50 people or more.

**POSITIVES**

- Focus group and survey respondents voiced general satisfaction with the overall facility features and customer support. One representative CO respondent said: “It is such a wonderful change to have such ready access to conference rooms, to have ample visitor parking, and to have facilities we can be proud of to host outside guests for meetings.”
- The conference rooms appear generally available to staff when needed and are felt to be easy to reserve.
- Porter Drive conference rooms have the opportunity to become a solid option for staff who work on campus.
- The lobby feels welcoming to staff.
- The majority of the outdoor courtyards are seen as inviting; 52% of survey respondents said that they use outdoor courtyards for breaks.
- Survey respondents commented that they meet and socialize in shared spaces with people from other departments “all the time.”

**CHALLENGES**

- Over 2/3 of the survey respondents noted being satisfied with the technology in their conference rooms but many also commented that they did not know how to use it or were unaware of its full capabilities (see also Technology).
- Staff said that hot/cold temperatures in the conference rooms and café often prevented them from using them.
- Sun and sun glare can hinder use of courtyards for work and meetings.
- Staff appear unaware of the tradeoffs necessary between flexible conference table configurations and the requirement for floor-mounted power and data access.
- The perception exists, in spite of reality, that wireless internet is not available in courtyard spaces.
Shared Space – Survey Data Observations

- Nearly 1/3 of respondents attend meetings on campus
- CO 18% of meetings on Main Campus
- LBRE 29% of meetings on Main Campus
- Admin systems 27% of meetings on the Main Campus
Shared Space – Survey Data Observations

- The outside courtyard, touchdown areas, and café all received satisfaction levels high enough to suggest they are useful small-group meeting spaces, particularly during peak demand times.
3.3 Technology
Technology - Perceived Effectiveness

- 94% of survey respondents felt that the technology functions at Porter Drive supported their work
- Over 2/3 of the survey respondents noted being satisfied with the technology in their conference rooms but many also commented that they did not know how to use it
- 51% of survey respondents felt that there was a greater need for training in teleconferencing equipment

**POSITIVES**

- Those who use the technology available in the conference rooms are pleased
- Staff are very interested in the opportunity to “relearn” how to use the various technology tools available to them but say that effective use also depends on their partners / customers
- One survey respondent noted that the “ability to hook up a laptop to a screen in most conferences greatly facilitates meetings...this is one of the best features of our new space!”
- Staff who are issued an iPhone reported that the device also affords greater mobility with their work location
- Of those who reported that they do use the Porter Drive website, 81% were satisfied with remote meeting technology (See “Work Anywhere” - survey response breakdown)

**CHALLENGES**

- 51% of survey respondents felt that more training was needed related to using video conferencing, WebEx and amplification equipment
- Survey respondents generally liked walk-fit stations but suggested that a keyboard and monitor – along with more optimal locations – would optimize use
- Security access cards across buildings often precludes non-Porter staff from hosting meetings in the conference rooms
- There is a perception by some survey and focus group participants that there are barriers to remote system access
- Post-move, 68% of respondents reported no use of the Porter Drive website, a challenge for reinforcing and communicating many of the “work anywhere” technology opportunities
- Satisfaction with technology is markedly higher among respondents who currently use the Porter Drive website.
- This effect is more pronounced with web and video conferencing.
- Higher web site usage may improve the overall level of satisfaction and (more importantly) usage of the available technologies.
- Web and video conferencing are important components of successful off-campus workplaces.
3.4 Wellness
Wellness - Goals

The goals related to health and wellness are driven by Stanford's commitment to ensuring that all faculty and staff have a selection of opportunities to engage in health education, physical activity, amenities, work-life balance, and consistent access to the outdoors (among others), in a supportive environment. Today, the University provides health and wellness programs & amenities through a variety of pathways, including:

- Health Improvement Program Classes
- BeWell@Stanford Resources
- Dining /Cafes
- Physical Education, Recreation & Wellness department programs
- Work-Life services
- Outdoor courtyards

The University also provides staff access to a multitude of state-of-the-art health and wellness facilities on campus within specified hours.
Wellness - Perceived Effectiveness

- 56% of survey respondents said that they eat most meals within their assigned workspace; 32% said that they eat most meals in the courtyard
- When staff take breaks, 60% said that they take them in their assigned work areas; 50% said that they take a walk and 42% said that they go to the café
- 45% of survey respondents stated that the shuttle meets their needs; 41% said that the Reservable Cars and Vans meet their needs; and 24% said that the zip card meet their needs

**PO S I T I V E S**

- While the majority of staff report taking breaks “at their work station,” the subsequent locations include the outside courtyards, café, gym, and walking outdoors—all signs of positive connections to wellness
- The shuttle and the reservable cars were among the amenities most strongly appreciated by survey respondents
- The provision of HIP programs/classes at Porter Drive is greatly appreciated by many focus group respondents; they did suggest that attendance would be higher if the gym were improved (see Challenges)
- The majority of staff walk 20 minutes (roundtrip) daily, so they are getting a modest level of physical activity in addition to workouts in which some may engage additionally; however, their 20 minute walk is to Tibco café

**C H A L L E N G E S**

- Almost all staff reported that, when they do take a break, take it at their personal work station—-not necessarily a behavior in support of wellness
- While staff appreciate the amenities made available to them in support of work-life wellness balance, they remarked that they find the Zip Cars too expensive and the Porter shared cars too difficult to reserve
- While not introduced as a topic for discussion, the gym was mentioned by focus group participants as being too small, not having enough showers, fumes coming from the floor, and poor acoustics in the racquetball court
- A number of survey respondents and focus group participants suggested that the Café was too expensive, kept inconvenient hours, lacked sufficient food choice, and was often too cold to be a viable choice
- The majority of staff report that access to health and wellness opportunities has significantly declined since the move to Porter Drive due to transportation challenges, high cost and limited choice at the café, and aspects of the gym.
Reservable Car Stats
Toyota Sienna: Lunch (Jan - Sept 09')

- 37% unused
- 32% 1 occupant
- 18% 2 occupants
- 8% 3 occupants
- 1% 4 occupants
- 1% 6 occupants
- 1% 8 occupants

Based on this data and comments in the survey the Van was changed to a regular reservable car.

The Van was used 44%
Reservable Car Stats
Departmental Camry Usage - 55% usage
(7:30am - 5:30pm)
How much Does Lunch Cost Anyway?

The Good Earth Café

Selections
- Daily Specials @ 4.99
- Salads all $6.50
- Specialty Sandwiches all $6.50
- Favorite Sandwiches made to order $6.00
- Panini's all $6.50
- Breakfast items $1.60 - $3.95; similar to campus locations

Items of note:
- Customer base total possible 350 Porter residents
- On site Available Hours 9am – 1:30pm
- Local favorite Tibco café is a corporate subsidized cafeteria which is why prices are below the competition.

Main Campus Eateries

Selections
- Daily Specials (never less than $5.00; some over $6.00) price varies

Salads:
- Tresidder Salads - Meatless $5.75,
- add Chicken $7.00
- Alumni Café – Grab & Go $5.75
- Olives – Grab & Go 5.75 – 5.95
- CoHo – $6.75

Sandwiches:
- Alumni Café – Grab & Go $5.00 - $5.95
- Olives – Grab & Go 5.50
- CoHo – $6.95 (similar to specialty sandwiches)

Panini's:
- Tresidder $6.25
- CoHo – $6.50 - $6.95

Items of note: customer base total possible 16,000 per day
3.5

Identity & Connection to Campus
Identity & Connection to Campus - Perceived Effectiveness

- 25% of survey respondents said that they perform individual work on Stanford’s Main Campus and 28% said that they perform collaborative team work there.

- 70% of survey respondents said that they do not currently access the Porter Drive website.

- 45% of survey respondents said that Shuttle to the Main Stanford Campus meets there needs for traveling to and from the Main Campus.

**PO S I T I V E S**

- The majority of staff at Porter Drive have been employed by Stanford for a decade or more; they have a deep-seeded connection and loyalty to the University and, thus, it appears that they understand the move to Porter as a necessary step in support of the University’s future.

- Staff expressed appreciation for the research conducted early in the planning stages to understand their working styles, needs, and requests.

- Staff like the idea of Porter Drive being included on the main campus website, but do not necessarily feel having their own website is a good thing; in fact, the majority said that they never use the stanford@porterdrive site nor refer anyone to it.

**C H A L L E N G E S**

- Many focus group participants said that they feel a lack of connection with Stanford’s “essence” - the life they used to have has been replaced with something that has a less than positive impact on their overall morale.

- Survey and Focus Group participants report needing greater flexibility of movement (i.e., shuttle does not operate frequently enough, cars are often not available); and better options for parking on campus (e.g., a special pass that allows them to park for free the majority of the day).

- Some LBRE focus group participants expressed feeling a conflict between the design and planning guidelines at Porter vs. those that are required on campus - e.g., water conservation (vs. have water running in fountains), native flowers (pansies, etc. at Porter), standard furniture, no AC.
3.6

“Work Anywhere”
“Work Anywhere” - Perceived Effectiveness

- 98% of survey respondents listed their assigned work area as a place where they perform individual work; 46% of respondents listed home; 35% listed the small conference room; 25% listed the Stanford Campus. Only 10% of respondents said that they perform individual work in Touchdown Areas while 8% said the Café.

- 77% of survey respondents listed small conference rooms as a place where they perform collaborative work; 61% listed their assigned work areas, and 52% listed large departmental conference rooms. 29% listed the Stanford Campus and 22% listed home via conference call.

POSITIVES

- Data suggests that staff appear to be working in many places other than their personal work spaces, including home, conference rooms and the Stanford Campus.

- Based on both focus group and survey feedback, it appears that managers and those identified as “mobile workers” benefit most from the “work anywhere” concept due to higher levels of flexibility inherent in their roles.

- Those who are issued laptops consider working in locations other than their respective work station or office; while staff without laptops, and not identified as “mobile workers” feel less freedom of mobility.

- Staff who have previous experience with “working anywhere” appear more likely to continue that pattern at Stanford vs. those who have been a part of the Stanford culture for the majority of their careers.

- Staff who are issued an iPhone report that the device affords them greater mobility with their work location.

CHALLENGES

- The majority of staff perform most of their individual work, and have conversations/meetings in their assigned work spaces.

- Only 10% of survey respondents listed touchdown spaces as a place where they work. Many staff said that they would be more inclined to use touchdown spaces if monitors and keyboards were available there.

- 70% of survey respondents said that they do not use the website. However, those who did use the website were more satisfied with remote technology offerings than non-users (see next page).

- While focus group participants felt that walk-fit stations were a good idea, they suggested there would be more use if they were more discretely located, clustered, and were provided with keyboards, and monitors.

- The perception still exists among staff that the success of “Work Anywhere” depends on the Manager’s support and communication of the program.
“Work Anywhere” - Suggested Direction

Additional Inquiry
• Research ways in which the current Porter Drive website could be more universally used and incorporated into everyday work by all staff
• Determine actual need/demand for non-workstation individual areas (touchdown, etc.). Low reported utilization may be sufficient (i.e. 90% may be satisfied with assigned work area and not need alternate work areas)
• Since many focus group respondents reported that they would like more flexibility to work from home, more investigation is needed into the barriers that they perceive from doing so
• Investigate the feasibility of extended parking passes for Porter Drive staff at Stanford’s Main Campus (e.g. four hour parking passes, etc.)

Staff Education & Training
• There is a tremendous opportunity to develop an orientation type of program - “Working Well Remotely” - where staff participate in a 30 day experiential education approach to learning how to incorporate all aspects of “work anywhere,” health and wellness, technology tools, transportation, etc.
• Provide additional workshops for managers related to how they can better communicate to their staff the flexible work opportunities available and supported by Stanford policy
• Since staff who use the website report higher satisfaction with work anywhere technology, consider additional staff workshops to illustrate the exact website offerings

Physical Modifications
• Relocate and cluster the walk-fit stations into a more discrete area (possibly a small conference room with partially filmed glass or provide screened partitions around the cluster or “bank”). Provide each station with keyboards and monitors. Hold a highlight month to inspire use. If walk-fit stations are still not used, consider eliminating the program. (see also Technology and Wellness)
4.0

Emerging Themes:
Opportunities, Recommendations
Quick Fixes - Summary

After examining all major categories connected to the initial goals of the Porter Drive project the following Quick Fixes are recommended:

• Generate communication to all staff indicating that IT is available to assist with improving the coordination between their sit-stand table and technology (e.g., cords, monitor adjustments)  Held OWP meetings and appointments. Building Mgr/IT appointment sessions available upon request

• Provide conference rooms and touch down stations with laminated how-to guides for setting up and using wireless, web and video conferencing capabilities  Done

• Equip conference rooms with extension cords and power strips as needed  Done

• Provide an inventory of recognizable staff bikes that can be checked in and dropped off at multiple locations  Departmental issue to address

• Determine other locations near Porter Drive that have showers; negotiate access and provide information to staff  YMCA
Staff Training & Education - Summary

After examining all major categories connected to the initial goals of the Porter Drive project, global trends and themes have emerged. Emphasis should be placed upon additional Staff Training & Education with respect to “how” to “work anywhere”. The following recommendations are initial thoughts to consider:

- Leverage the web site as a primary communication/education channel. Develop mechanisms to increase usage among staff.

- Bring greater clarity to ALL staff at Porter Drive with respect to the concept and definition of “work anywhere” via workshop, small group meetings, etc.

- Provide ongoing workshops for ALL staff related to the technology available in support of the “work anywhere” concept; hold workshops continually for months to optimize attendance (see also Shared Spaces, Technology) IN PROCESS NOW next class 4/6

- Provide a list of all touchdown spaces on all Stanford campuses (e.g., main, Porter Drive, Redwood City) on the “work anywhere” website Done

- Create a “user manual” for Porter Drive at-large indicating both the opportunities and guidelines/boundaries with which each staff member should become aware (see Emerging Themes & Next Steps – in process)

- Advertise all available channels for scheduling Porter Drive conference rooms via e-blasts and departmental newsletters

- Host fun and inviting health and wellness fairs with department specific follow-up to provide individual programs for each staff member (e.g., how to fit “health & wellness” into your schedule)

- There is a tremendous opportunity to develop an orientation type of program - “Working Well Remotely” - where staff participate in a 30 day experiential education approach to learning how to incorporate all aspects of “work anywhere,” health and wellness, technology tools, transportation, etc. in a manner that will optimize their productivity, morale, and loyalty To be investigated with HIP
5.0
Actions Taken:
Actions Taken - Summary

Since the survey results were provided, actions based on the results have been accomplished:

**Implemented:**

- Breakfast at the Good Earth Café, and longer hours as well
- Specials for under $5 at the Good Earth Café
- Power Strips on top of the Conference Room tables in San Francisquito
- Increased reserve time available for the Toyota Sienna van
- Umbrellas have been placed at all outside tables that did not previously have them
- San Francisquito Walkfit station has moved to upper stair landing in San Francisquito, a more private location while still providing a view
- CO Walkfit has moved to Barron Creek in a room with a view
- All three Walkfit stations have keyboards and Monitors available to plug in a laptop
- Furniture configuration changes in the San Francisquito cafeteria and side lounge areas
- Some other open space furniture moves will occur based on these changes
- Our Porter Furniture vendor has conducted two “Wellness in the Workplace” seminars, and will arrange individual workstation consultations re: wire management & use of Sit-to-Stands
- We are holding special meetings for reports on the survey and focus group results, March 26, April 9th & 19th
Since the survey results were provided, actions based on the results have been accomplished and there are more in process:

**Coming soon:**

• Online meeting and conference room technology training began in February, continuing through April and beyond.

• **Opportunity for group(s) to sign up to pilot an existing recurring meeting with an on-line/conference option, with technical support provided**

• Porter Newsletter accessible on the Porter website

**Winter/Spring:**

• We are working on developing further Conference Room Technology Training Opportunities (Ideas?)

• Continued efforts to improve Hot/Cold temperature issues in San Francisco and other locations as reported

• Additional involvement in Stanford’s new sustainability programs – designed to enlarge Porter Drive’s green footprint
Project Team

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