BEYOND
WORKPLACE

LITTLE
DIVERSIFIED ARCHITECTURAL CONSULTING

CREATING THE
HUMAN
WORKPLACE

We live in an age of technology and convenience. Automation has impacted almost every aspect of our work lives, from the ability to order morning coffee and breakfast from a phone, to programs that find mistakes in our work output, to clouds that allow us to work from a location other than the office at any time. Somehow, all of this convenience and all of these tools to increase productivity have left the modern worker feeling disconnected -- from society, from the mission of their company, from their co-workers, and frequently from themselves.

Far from being Luddites and denying the incredible gains that technology has enabled, equal focus needs to be put on the worker and their needs as a human. By creating healthy environments that are designed with human neurobiology in mind, we can create workplaces that are memorable, meaningful and motivational, so that we increase the connection between co-workers, cultivating employee engagement and a sense of belonging.

Many studies have been conducted about the three biggest issues in the workplace today: recruiting, retention and employee disengagement. We also know that the three things that keep people coming back to work (aside from a paycheck) are a bond with the people they work with, connection to the mission of their company, and the feeling that their work has meaning.

SO HOW DO WE CREATE WORKPLACES FOR PEOPLE THAT ARE STILL BUILT ON A TECHNOLOGY PLATFORM TO SUPPORT INNOVATION AND PRODUCTIVITY WHILE CREATING AN ENVIRONMENT THAT FEEDS THEIR PHYSICAL AND MENTAL NEEDS – SUPPORTING HUMAN HEALTH AND PERFORMANCE?

By designing with human neurobiology in mind we can create environments that are literally healthier for the humans that occupy them. Studies show that healthy, happy humans do better work. Burnout at work isn't just related to physical exhaustion. It's related to loneliness and a lack of connection. By finding ways to increase a sense of community and culture in the workplace, we find that people are more connected to their teams, their mission and their company, and happier as a result. Integrating technology into the workplace in a way that's intuitive, foundational and reinforces the sense of community results in people feeling more in control of their environment rather than at the mercy of it, especially when technology isn't available or doesn't work.

The articles and projects highlighted on the following pages represent research and designs we've completed over the past year. Much of it is backed with hard data from the occupants. All of it is focused on creating a more human workplace. Are the projects "cool"? Yes. Do they look good? Absolutely.

The real value for these clients is in their ability to differentiate themselves in the market by offering spaces that are actually better for their workforce.

HYBRIDITY

WHEN UNLIKELY TYPOLOGIES COLLIDE

By Jim Thompson, AIA, IIDA, LEED AP BD+C

THE POWER IN A HYBRID IS MORE THAN THE SUM OF ITS PARTS; IT'S THE UNEXPECTED INNOVATION FROM THE COMBINATION.

Over the past few decades design has mainstreamed. Children today have grown up with design in the form of devices so intuitive that they can determine how to work them without an instruction manual. It's no surprise that people are beginning to create spaces that combine elements in ways that suit their wants and needs.

The idea of hybridity is an association of ideas, concepts and themes that reinforce and contradict each other at once, creating an interesting result in the built environment because of the different types of experiences that they can bring to the users of the spaces, and novel ways of overlapping unanticipated uses in the same space.

When these unlikely typologies and ideas collide in the making of new spaces, an extraordinary intersection is created. These unorthodox combinations and ideas related to "place" and the unanticipated associations that are generated because of them become fertile ground for innovation. The power in a hybrid is more than the sum of its parts; it's the resulting unexpected innovation from the combination.

Hybrid buildings are intended to disrupt the social norms of public and private life. What we are seeing with hybridity – through ideas, social and cultural settings, advanced through technology and the intersection of diverse ideas – is making what was once something "out there" and "on the edge" very real and attainable, soon to be expected and the new norm.

Hybrid buildings take this a step further. In essence they create places that become catalytic incubators for new and experiential architectural types that are inspiring, active and most often, urban. The best examples of hybrid architecture create stronger physical and programmatic links between an urban center's educational institutions, businesses, people and vibrant destinations.

We are seeing an early progression to hybridity though mixed-use/ shared typologies in places that combine uses, such as retail with work, STEM labs that combine science and technologies, and schools that have community spaces. These types of facilities are pushing the idea of typology in a "linear" fashion; as most simply put, they are combining functions and changing the future of work itself.

Jim Thompson is a Partner and Design Principal in the Workplace Practice at Little. He can be reached at jim.thompson@littleonline.com.

In February 2018 Little engaged in a competition sponsored by *Metals in Construction* magazine to design the Next Generation Façade in the Williamsburg section of Brooklyn. The design brief specified that the façade should play a major role in the health and wellbeing of the people working in this tech innovation space.

The resulting work, which was selected as the first runner up by the competition jury, was produced in a two-week period by our talented team of architects, engineers, interior designers, landscape architects, building performance experts and artists. It's part of an internal program that the Workplace practice engages in each year to push the envelope of design while investigating ideas about creating a better workplace.

Our entry focused on the regenerative design concepts of Air, Water & Well, incorporating human sustainability with environmental sustainability to deliver a design that would have a beneficial impact on the occupants.

LIVING IN THE WALL
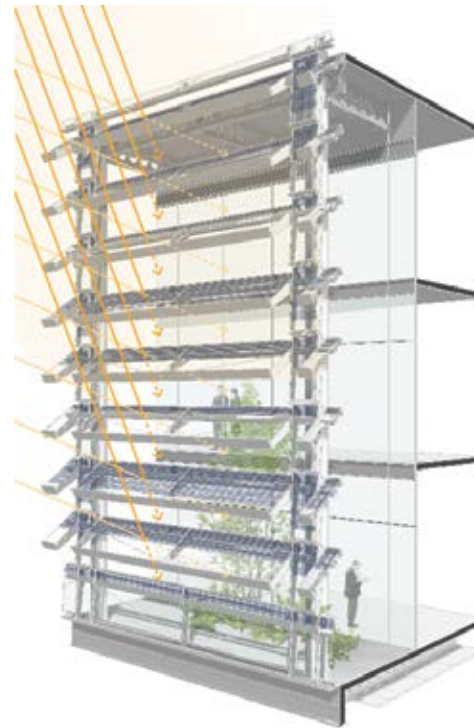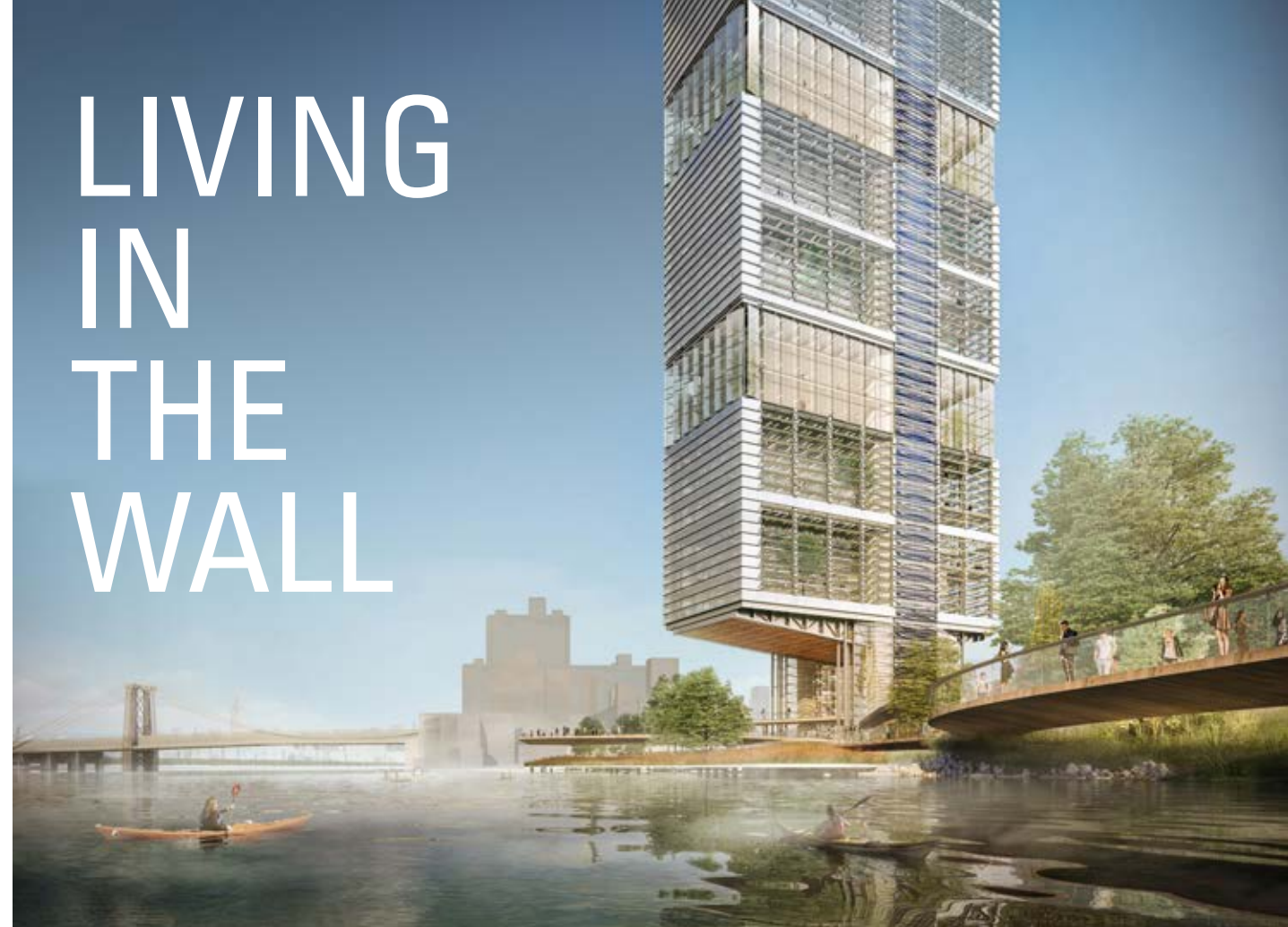
Living in the Wall explores what happens when the building envelope evolves beyond being a line on a page to a blurred line; a multi-dimensional, occupiable space for people and the environment, technology and humanity, inside and outside. Through the frame of Air, Water and Well, the design rethinks the concept of façade and expands the definition into a device that has a measurable, beneficial impact on the building occupants. By this means, the curtain wall becomes the foundation for every element of the building.

The 30-story, module-based, unitized tower embodies WELL building design with the intent to improve the health and productivity of its inhabitants and connection to the community. Pulling the building up off the ground, community gardens and a three-story winding boardwalk ramp engage the community at the ground plane while concepts like active design, biophilia, measures that promote alignment with the circadian rhythm and the creation of community have been designed into the building itself. The building core has been split so as not to impede the amazing views to Manhattan.

The building has a double skin with seasonal gardens between them and a unitized cassette-assembly of windows, both vertically and horizontally, as well as building-integrated photovoltaics and a rainwater catchment system for grey-water use in the building.

HIGHLIGHTS

Location: Brooklyn, NY

Client: *Metals in Construction* Competition

Size: 230,500 sf

Recognition: 1st Runner-Up in International Competition, designed to achieve WELL

Program Elements: 30-stories, module-based, façade gardens, rain-harvesting curtain wall, pivoting walls, wind turbines and air filtration/purification system

Winding Pier Boardwalk

Seasonal Gathering Plaza

Floating Lobby

Infinity Pool

Building Core

Seasonal Gathering Plaza

Parking Access & Drop-Off

Grass Reed Islands & Storm Surge Buffer

Roof Terrace / Sun Deck

Pop-Up Retail

Aquaponics Center

Retail Plaza

East River

BRINGING **MILLIONS** OF **YEARS** OF **EVOLUTION** TO WORK

AS "WELLNESS" JOINS THE INDUSTRY LEXICON ALONGSIDE "SUSTAINABILITY," ONE DESIGNER HAS BEEN AHEAD OF THE CURVE.

Carol Rickard-Brideau, AIA a partner and wellness design specialist at the design firm Little has written and presented on the topic of salutogenic design (designing for wellness) in industry journals and conferences for over a decade, including a TEDx talk on the brain and its connection to the built environment. We spoke with Rickard-Brideau to help break down the current thoughts on salutogenic design, and how designers can fit wellness into any project – even with the most hesitant of clients.

INTERIORS & SOURCES: Tell us about your title and work.
CAROL RICKARD-BRIDEAU: I'm a partner and the Corporate President. I essentially help chart the strategic direction and thought leadership for Little, an expanded services architecture and design firm. We're architects, engineers, interior designers, planners, landscape architects, building performance experts and artists.

IS: A lot of your work focuses on how neurology ties into the design of space. How so, and why is it important?
CRB: We've taken millions of years to evolve as human beings, and there are a lot of things that are hardwired into our neurobiology, things that are affected by the environment in which we are placed during the day. As a designer, someone who is trying to design environments to make people better and more effective in what they're doing, it became important to me to understand how the environments I'm creating have an impact on the people that they are being created for.

IS: You have said that wellness is more than just installing a yoga room and bike rack. Will you elaborate on that?
CRB: The 100 billion neurons in our brains respond to the things in our environments, because of the way that our bodies were wired over millions of years. Designing for wellness in humans is about designing features into those spaces to positively affect human health on a molecular level. It's not just getting exercise or doing yoga -

which are both great! -but it's about really addressing the ways that our bodies and our brains are hardwired to respond to external factors in ways that have a beneficial impact on our health and well-being.

IS: Is there a particular way you think designers should implement these strategies, beyond just adding a yoga room?
CRB: There are a number of things that I think are pretty easy, not the least of which are natural daylighting and circadian rhythm. Our brain has a structure which acts as the body's master clock to help our bodies stay in balance. Our bodies get clues from the sun governing the release of hormones and other natural processes in the morning and at

night. Morning light is typically blue in color. Our brains read that and give our body a shot of cortisol which wakes us up. Evening light is yellow in color. That tells your body to release melatonin to help you relax, prepare for sleep, and get a good night's rest.

When we spend time in spaces without access to daylight, our bodies are missing the cues far what they're supposed to be doing , resulting in sleep disruption. Sleep disruption is the foundation for many chronic diseases like obesity, diabetes, heart disease and cancer. So it's important for us to allow everyone to have access to daylighting, and to bounce that light as deeply as we can, into our environments.

ABOVE Carol Rickard-Brideau recommends reconsidering the open- versus closed-workspace conversation. Providing both closed and collaborative spaces to work can increase employee productivity.

LEFT Creating a design for wellness doesn't need to be grandiose; a central staircase promotes walking rather than taking the elevator while spaces for collaboration encourage engagement and stimulate the novelty center in our brains.

CLOCKWISE FROM LEFT
Collaborative areas provide employees spaces to participate in discussion. as well as to spur creativity; an employee takes in natural sunlight during her workday; allowing in natural light to fill interior corridors increases employee productivity; wayfinding should not be disregarded. said Rickard-Brideau, and can inform employees on how spaces should be used; brightly lit spaces within the interior along with naturalistic elements support worker wellness and performance.

> It became important to me to understand how the environments I'm creating have an impact on the people that they are being created for.
>
> – Carol Rickard-Brideau

IS: You mention sitting disease in your presentation. Can you explain that issue?
CRB: Our species has been on the earth for millions of years, even though modern man is maybe 6,000 years old. We evolved to run 5-9 miles a day, hunting and gathering; that's how our bodies developed. Now we spend 90 percent of our time indoors, and almost 50 percent of that time is in front of screens. We've gotten really great at producing with our brains rather than our bodies the way we used to, resulting in more sedentary behaviors.

When we sit in one place for 30 minutes, our metabolism drops 90%, good cholesterol drops 20 percent, our blood moves more sluggishly and leaves fatty deposits in our veins, and the insulin that our bodies produce is less efficient. It's really important for us to get up every 30 minutes, even if it's just for 5 minutes to walk across the office to get a cup of coffee. We need to be aware of how long we've been sitting and make sure we're staying active.

IS: Considering all these factors, what is your main suggestion for designers?
CRB: To make themselves aware. There aren't a lot of colleges and university design schools that incorporate this into their curriculum, but it's beginning to gain attention. What's important from a design standpoint is to actively engage in research and understanding about how the human body is wired so that we understand we're creating spaces that are salutogenic, which are good for us, rather than pathogenic, which is something that prolongs and promotes habits that aren't healthy.

IS: How would you suggest approaching clients who are reluctant to take on wellness design?
CRB: I think often people are hesitant to do it because they' re afraid of the cost, but it doesn't have to be prohibitive; there are a lot of things that can be done that are relatively inexpensive. The bottom line is awareness and incorporation of design elements that help people stay active, using natural materials that help reduce blood pressure, and expose us to daylight.

We're seeing the ROI coming in the form of differentiation as companies seek to hire and retain the best and brightest. After all, wouldn't you rather work in a space that's been engineered to make you healthier and happier?

Carol Rickard-Brideau, AIA, LEED BD+C, WELL AP is a Partner, Corporate President and WELL specialist at Little. Email her at crickard@littleonline.com.

*"I feel healthier the moment
I walk through the doors."*

– Becky Laden, Global Workplace
Innovation Manager, Symantec

SYMANTEC
HEADQUARTERS

Symantec wanted to pursue WELL Building certification as a benefit for the population of their Mountain View, CA headquarters, as well as a differentiator for recruiting and retention in their highly competitive market. This building reposition focuses on things like Active Design, circadian lighting, natural views, biophilic material finishes, hydration stations and even a hula hoop wall to help impact the well being of it's occupants. Little and AP+I employed design elements that encourage people to use the stairs, paths that allow walking meetings and education elements about nutrition and human health in the workplace.

Little and AP+I Design organized the design in a way that created neighborhoods to break down the scale of the space into more manageable areas for their different divisions. To encourage more physical communication between floors, we created a vertical "hub" space that acts as a communal/social space, alternate work zone and conferencing area.

Symantec has shaped a community-based, modern and sophisticated campus that brings the company brand and culture to life, while creating a unique experience for its employees and clients. They have created an environment that fosters connections from the team level to the global level through integrated technology, engagement and 'buzz' that is created through communal spaces. This project is one of the first in Silicon Valley to achieve WELL Silver Certification.
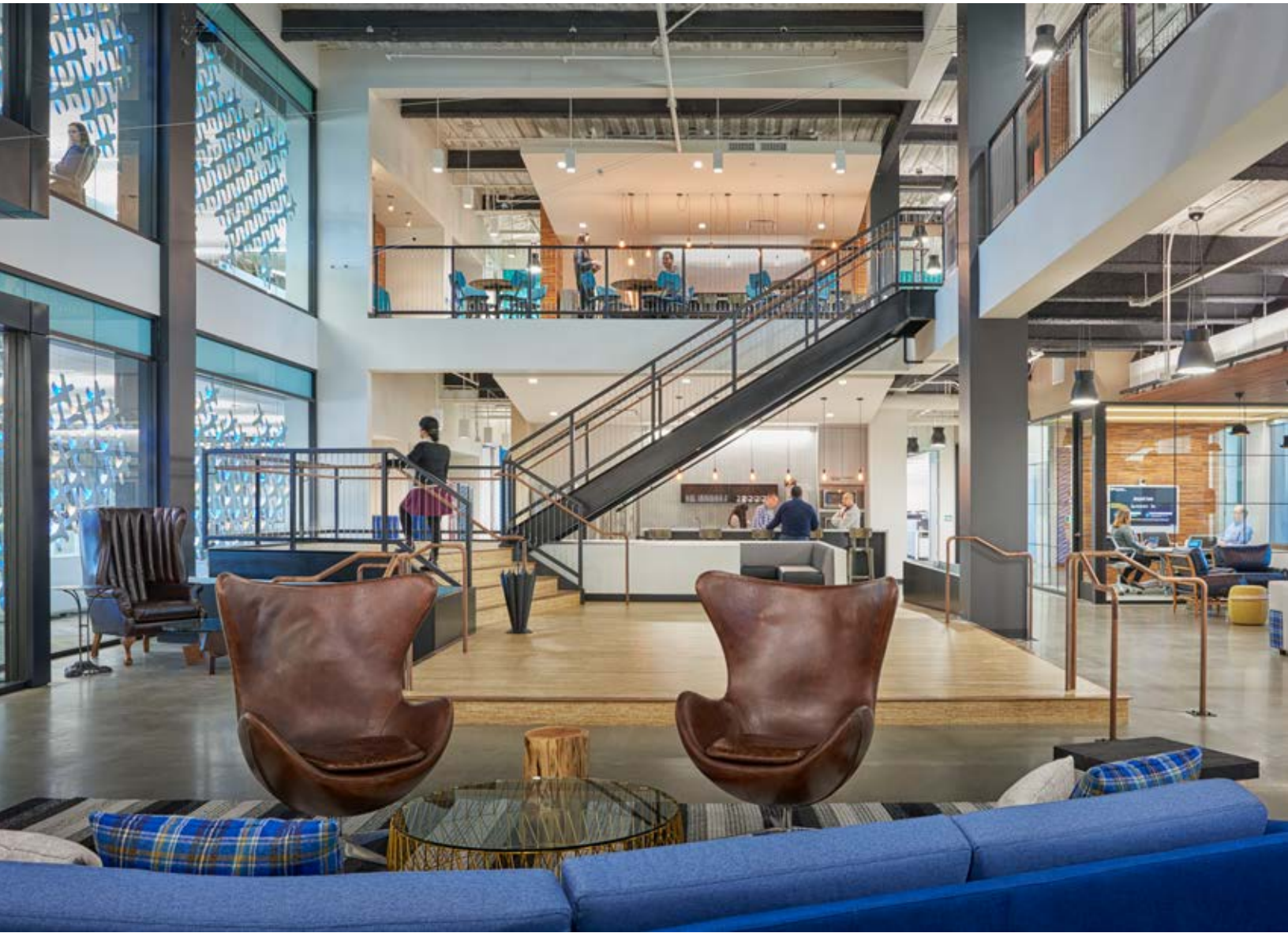
Location: Mountain View, CA

Client: Symantec

Size: 140,000 sf

Recognition: WELL Silver Certified, AIA Northern Virginia Citation Award

Program Elements: Vertical hub space, alternate work areas, indoor walking track, hula-hoop wall and workplace neighborhoods

Grab a rope and get out!

Jumping rope burns around 10 calories a minute while strengthening your legs, shoulders, and arms. And it doesn't take long to reap major rewards. You can burn around 200 calories in two, 10-minute sessions each day—that's around 1,000 calories a week!

RETHINKING PLANNING:

THE GAME HAS CHANGED

By Phil Tackett, MCR, CFM, LEED AP BD+C

Not since Henry Ford pulled workers from the fields to the factories have we seen such a comprehensive change in the workplace as we are now experiencing. Change are simultaneously happening in how, when and where we work. To facilitate these changes, strategists and designers have developed innovative workplace solutions that can respond to, and even inspire, these new ways of working.

The challenge for Corporate Real Estate (CRE) teams is to leverage these new solutions across large or disparate portfolios to enable, and even encourage, new modes of work. Understanding the impact of these changes on the planning process can help CRE leaders make informed space decisions across the broader portfolio. No longer can planners rely on the old rules of occupancy planning, aligning occupancy demand with space capacity at a simple 1 person:1 seat ratio.

The game has changed.

Today's planner realizes that work styles are changing and that workplace solutions need to support mobility and flexibility. Add to this the ever increasing need for integration of organizational, technology and real estate strategy, the growing availability of space analytics, a focus on employee experience, and the increasingly agile nature of work itself, and the work of planners and CRE managers can seem intimidating. So where does a planner start?

As occupancy planners, problem solving is at the core of what we do. Whether developing a high-level portfolio occupancy strategy, planning the implementation of that strategy, or managing routine occupancy changes, we are solving what author and security expert Gregory Treverton called either a *Puzzle* or a *Mystery*. The problem ultimately has a right answer, even if we can't find it. One of the first steps in any planning effort, therefore, is to decide which type of problem you are solving. If you're unsure, I would recommend reading Treverton's original premise in his *Risks and Riddles* article on the Smithsonian. com website. What he asserts applies to the space and occupancy planning world in a variety of ways; following are two examples that planners tackle every day.

Problem: *Is this a Puzzle or a Mystery?* You have been charged with providing additional space for a new line of business (LOB) at your headquarters facility. Let's look at the key data you've been given and what can be obtained:

» You know from the FM data that you have 20 open seats.
» You know to plan for 50 employees from organizational benchmarking of similar LOBs.

> "THE TEAM DOESN'T FIT SO, WE START LOOKING AT ADDITIONAL LEASED SPACE... NOT SO FAST!"

The team doesn't fit, so we would typically start looking at additional leased space... Not so fast! With a little deeper inquiry...

» You learn from HR that workplace mobility was a big concern noted in recent employee surveys.
» You simultaneously conduct a workplace survey and a space utilization survey.
» You identify from these surveys two departments that have both a low seat utilization rate and a desire for change.
» You work with the workplace strategist and designers to create a renovation plan that creates an agile workspace that promotes new work styles and accommodates up to 80 additional staff, meeting the need and even providing for growth.

Answer: *Because you were able to add new levels of data to reach the right answer, this would be considered a Puzzle*.

Problem: *Is this a Puzzle or a Mystery?* You have been charged with providing space needs for a new campus headquarters. Let's look at the key data you've been given and what can be obtained:

» You know from the FM data that you have 6% vacancy across 3 buildings to be consolidated.
» You know that new government regulations will impact your industry in the coming year.
» You know company executives want to create space that encourages collaboration, innovation and efficiency.
» You have conducted workplace strategy and a space utilization surveys, and created new space standards.

The staff fits and the new workplace will be a model of innovation and efficiency.... Not so fast! With a little deeper inquiry...

» You learn from HR that the new legislation may require a new team to update current company policies.
» You learn from Operations that the new legislation may require additional regulatory oversight staff, and that two LOBs will be significantly reorganized or even dismantled.
» You work with HR and executives to create three occupancy scenarios addressing growth / flat / reduction staffing models.
» You work with the workplace strategist and designers to create a master plan leveraging new work environments, mobility strategies and a variety of shared seating options to provide flexibility within the plan.

Answer: *Because you were not able to provide enough data to create a single plan, the solution becomes a framework of options from which to address the unknown. This would be considered a Mystery*.

The planning game has changed. As planners, we must adapt by re-thinking our approach and the questions we seek to answer. Asking the right questions will help us leverage key data, incorporate agile strategies, create innovative solutions and ensure the value of our counsel.

Value which can be simply stated: **From Data, to Information, to Transformation**.

Phil Tackett is an occupancy planner on Little's FM Strategies team and can be reached at phil.tackett@littleonline.com.

The ultimate design solution was to build a new "Building 2" in place of the original and keep the connector concept, reskinning "Building 1" and creating the connections to the outdoors with the brise soleil and light filled atriums. The resulting campus environment, with its planned focus on human wellness and collaboration, high efficiency skin and building control systems, critical data facility/back-up system and welcoming community presence, is a story of transformation that will ensure that *FAIRWINDS* East Orlando Campus remains a Best Place to Work for decades to come.

FAIRWINDS
CREDIT UNION SUPPORT CENTER

FAIRWINDS leadership knew they had a problem with their buildings when exit interviews with departing employees identified their built environment as a significant contributing factor in their decision to leave. Rather than just get rid of what was inherited, Little evaluated how to use the gifts inherent in the site and existing buildings to reposition the campus into a progressive workspace and a beacon of collaboration and community service, bringing the facilities into alignment with the *FAIRWINDS* brand.

Extensive due diligence through selective demolition revealed that the deck to deck height of one of the buildings was too shallow to allow for the work environment we were trying to create. Additionally, significant water intrusion damage had compromised the structure and created an unsafe environment, so the building had to come down.
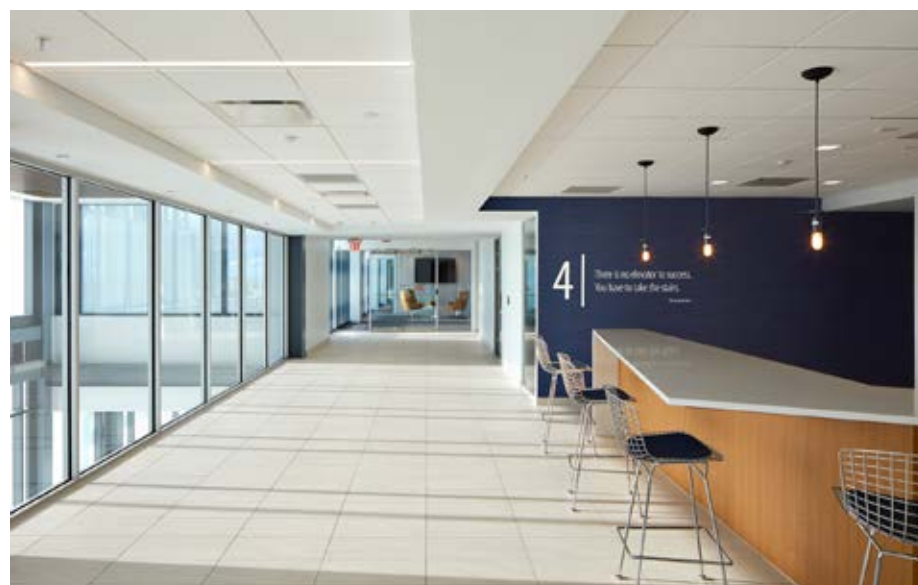
HIGHLIGHTS

Location: Orlando, FL

Client: Albu & Associates

Size: 85,000 sf *(40,000 sf Renovation; 45,000 sf Addition)*

Recognition: AIA Orlando Award of Merit

Program Elements: New workplace environments, space standards, secure office spaces, renovation re-skin

"I drive up to the beautiful new building every morning and say to myself 'Wow, I work for a company that built that for its members and employees."

– Fairwinds Employee

THE *OPTIMIZED* WORKPLACE

By Rebecca Sistruck, IIDA, LEED AP ID+C

Today's "optimized workplace" is a response to the continued influx of dynamic technology, the immersion of future generations, and a multitude of economic drivers facing businesses. The evolution of one-dimensional metrics, space flexibility and densification all create their own set of challenges. When care is taken by looking at the three key drivers of workplace as a balanced ecosystem, then a high-performance workplace is possible.

People Strategy: Understanding how and where PEOPLE are working while connecting to their own personal passions and the common purpose of the organization. Insight into employee activities and work processes, coupled with organizational support of employee wellbeing, leads to enhanced performance.

Technology Strategy: Providing a ROBUST TECHNOLOGY infrastructure and appropriate hardware and software to support fluid communication, operational business needs and workforce choice and control. When technology strategy is not a key driver, the balance of the Optimized Workplace is easily disrupted.

Space Strategy: The WORKPLACE continues to play an integral role in supporting business, culture and human performance. Organizations are reallocating and reassessing their real estate portfolios so that their workplace reinforces the overarching business mission while still addressing both the collective and individual needs.

People Strategy

The first component, and perhaps the most critical to support culture and human performance, is insight into the workforce. It's the second most costly expense after physical facilities, but the workforce is obviously the most important factor for a company's success. Progressive companies think of space as another tool in their arsenal. The workplace plays an integral role in supporting both the business and culture.

Some questions to be explored for an effective People Strategy include:
» *What drives your workforce to come to work each day?*
» *When and where is the workforce performing work and where are they most productive?*
» *What personal and work commonalities connect the employees to each other and to the community?*
» *How does your space support excellence in your market?*

Today and in the future, the workforce's capacity to find their own balance in the workplace through choice and control, in conjunction with technology and real estate strategy, will define the future of The Optimized Workplace.

Technology Strategy

Our industry research and dialogue continue to trend towards the significance of technological influence in every aspect of our lives. As we explore a robust technology strategy in the Optimized Workplace, several metrics promote this concept:

» From a recent Adobe survey: US Workers believe technology makes them more productive (85%), improves work-life balance (70%) and would make their workday better and easier (74%).
» Past surveys conducted by Little posed two questions:
  • *Of these hypothetical situations, which would you prefer? (A) Company provided personal device of your choice, or (B) State-of-the-art tech in shared workspaces?* **63% preferred a personal device of their choice.**
  • *What are your top 5 "go-to" tools to get your work done? The top 3 responses tied directly to technology.*
    1. **98% Laptop**
    2. **66% Smartphone**
    3. **51% Digital Reference Materials**

Perhaps it's no longer surprising to see these increasing percentages. Our digital tools are an integral part of work and life, in part because of the constant access we have in most of our daily experiences. As a result, it is impossible to talk about the Optimized Workplace and not discuss how and where organizations should plan for technology.

An overarching technology strategy should always support the business and the workforce's choice and control. For technology to meet the needs of the workers, three areas should be addressed collectively:

1. **Infrastructure**: Is there a plan and budget to invest in a strong network foundation, including wireless connectivity and power? How will you future-proof and support the rapid changes in the digital workplace?
2. **Devices & Equipment**: What devices and equipment are the right fit and meet the needs of your workers' daily work activities? How do these devices support choice?
3. **Business Operation Software & Tools**: What does the work process look like? What software applications and tools are available to enhance the business as well as communication and collaboration?

When technology is not a key driver in overall Workplace Strategy, the optimization balance is disrupted.

Space Strategy

It seems like for as long as we have been talking about the workplace, our clients have always been looking for ways to "optimize", drive down costs, and engage, attract and retain employees through their real estate portfolio planning. Organizations are moving toward a more dynamic planning approach that balances efficiency, effectiveness and flexibility. Mobility, Adaptability and Flexibility are key drivers in workplace planning, design, and physical infrastructure. Mobility can be defined as the workforce's capacity to have both choice and control over how and where they perform work, externally and within the workplace. As it relates to the optimized workplace, flexibility is key to that choice and control. Also, the more adaptable the workplace becomes with intuitive technology, a variety of work settings, and flexible furniture, the more inherent workplace mobility becomes.

So where does an organization begin when implementing a space strategy that includes mobility?
» An initial step is to fully understand workplace utilization; the process of understanding and tracking workspace usage as well as employee occupancy within the office environment.
» Thoroughly assessing when people are in the workplace and how they are using space provides key insight to the space strategies that must be developed or realigned to better support an optimized and balanced workplace.

Once organizations are able to understand workplace utilization, how can this understanding directly impact space strategy?
» Allocation ratios can be explored to improve overall workplace performance. These ratios address the correlation of the designated seats to the number of people allocated to a floor and/or building.
» Historically, planning has specifically targeted 1:1 allocation ratios (1 seat for 1 person). Space strategies and workplace utilization inform the optimized workplace so that it is responding specifically to where and how people are working.
» Optimization can lead to real estate and operational cost savings. As the quantity of people allocated to a floor or building increase, the SF per person begins to decrease, allowing for potential SF savings.
» Looking at allocation ratios coupled with concepts such as free address (unassigned seating), desk sharing and hoteling, support ultimate flexibility, choice and control.
» The concept of equitable ME and WE spaces means that the work-place becomes a representation of all of its workforce needs.
» The physical space must find reconciliation between the square foot area that is distributed to all types of spaces; both dedicated and common, both open and enclosed, both collaborative and focus.

To promote mobility, strong executable People, Technology and Space strategies must be in place to address the future of work and the workplace. This means that Real Estate, Finance, HR, IT and key Business Leaders must be working together toward a common vision, with every-one on the same page and supporting the same goals.

Rebecca Sistruck is a workplace strategist on Little's FM Strategies team and can be reached at rebecca.sistruck@littleonline.com.

CHARLOTTE CENTER CITY PARTNERS

As "the city builder," Charlotte Center City Partners views itself as the "face of the city." The organization needed a workplace that celebrated the culture of the city through purposeful play and storytelling. Little responded with an open, transformative space steeped in Charlotte culture and a genuine feeling of southern hospitality.

Upon stepping out of the elevator on the 16th floor in uptown Charlotte, visitors and employees are transported into a retail streetscape anchored by a window box. The window box offers views into the board room and city beyond, and acts as a portal between the important business of city planning and the vibrant, rich texture and history of Charlotte. A coffee house, or main gathering area, greets visitors while the "snug", a round, sculptural booth, offers employees, business partners and guests a place to meet, collaborate and socialize.

Throughout the workspace are flexible meeting spaces with sliding partitions and highly intuitive technology.

"Our environment is the ultimate 'swiss army knife' of space. It's a workspace, a welcome center, an incubator and a lecture hall. Most of all, it's a connector – a place that connects people to create stronger, more successful businesses and a better Charlotte."

– Michael Smith, President & CEO, Center City Partners
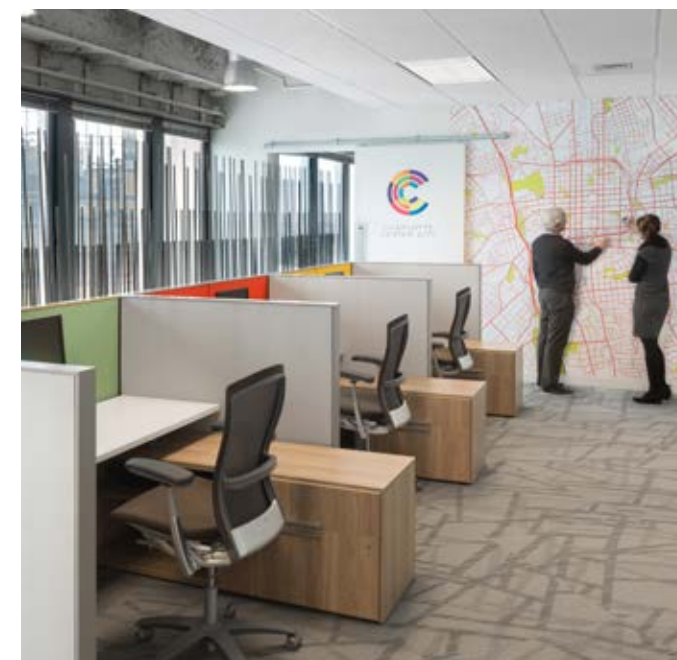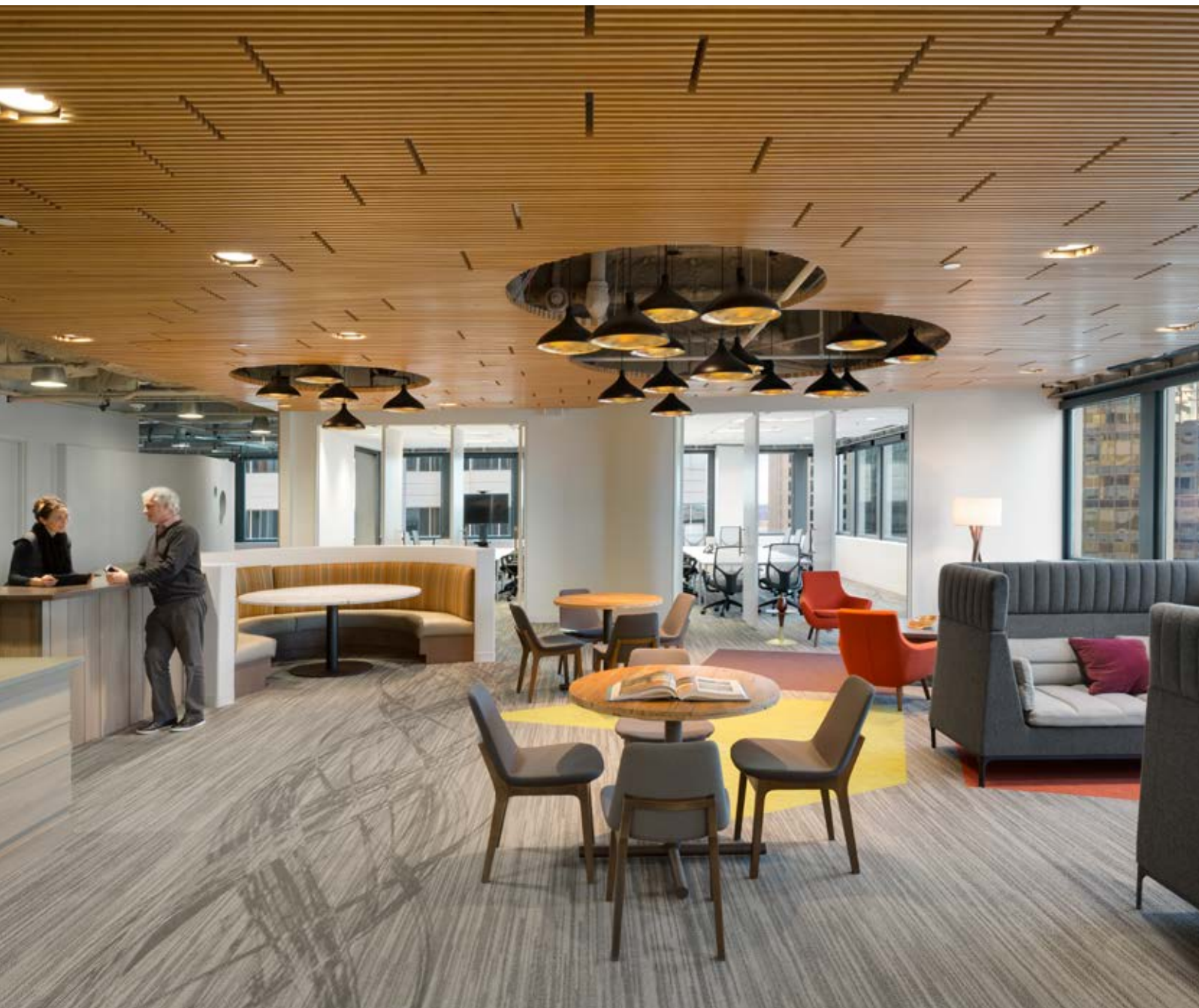
HIGHLIGHTS

Location: Charlotte, NC

Client: Charlotte Center City Partners

Size: 16,000 sf

Recognition: IIDA Carolinas Best Small Corporate Design, IIDA Carolinas Best in Show

Program Elements: Retail "shop" window, coffeehouse greeting area and flexible meeting spaces

THE POWER OF AN INTEGRATED PROJECT TEAM PROCESS

By John Walker, AIA, CCCA, LEED BD+C

Over my 30 year career, I've had the opportunity to work on a wide range of projects with diverse project teams and complex programs – a number of which would be considered "once in a lifetime" opportunities. I've also been fortunate that many of these projects have been performed in a collaborative team-based approach that was an essential component of the successful delivery of these projects.

So what exactly is an Integrated Project Team Process? From my experience, it is comprised of four essential components:

1. A HIGHLY ENGAGED CLIENT

The only reason that any design and construction project is performed is that the Owner has a personal, business or organizational need that requires a real estate solution to achieve. No one builds, upfits or renovates a building just for the fun of it. They have real purpose and objective they are trying to achieve, and understanding the Owner's requirements, goals and expectations is critical to delivering a project solution that truly aligns with those needs.

Therefore, it should not come as any surprise that one of the first and most important components of project success is to have the Owner as deeply immersed in the project design and implementation process as possible. This allows them to provide and continuously refine the project goals, understand how the project is being developed, and offer decisions and directions to keep the project aligned with goals.

Likewise, the Owner is also the key to maintaining project team buy-in to the Integrated Project Team Process, and their actions in leading by example are critical to the success of this approach. If the Owner values, trusts and respects the project team members and works in a collaborative manner, then the rest of the team will follow that lead. If not, it is highly likely the process will suffer and fail.

2. A COMPLETE PROJECT TEAM

The second component of an Integrated Project Team Process is to engage the core and supplemental project team members as early as possible in the project process. The Architect, Engineers and Contractor are all engaged at the project start, and other consultants and subcontractors are engaged as soon as their expertise is beneficial to the project's development.

The purpose is to engage the appropriate expertise at the right time so that the project team has the most complete technical, cost, schedule and other information available, allowing the Owner and project team to make decisions that are in the best interest of the project.

This complete project team also applies to the Owner, where it is equally important for the Owner's project leader to engage other members of the Owner's team at appropriate points to provide requirements, review and comment on design development, and coordinate on items that will be provided directly by the Owner, such as facility management and maintenance, furniture systems, technology systems and similar items.

Lack of information leads to assumptions and guessing. Good and complete information at the appropriate time leads to informed decision-making aligned with the project goals. It really is that simple.

3. A HIGHLY COLLABORATIVE PROCESS

The third component of an Integrated Project Team Process is that the project team members must work together in a highly collaborative process, through which they share their expertise, and value, trust and respect the expertise of the other team members.

This is more that simply involving the full team up front and having them meet on a regular basis. Team members have to become actual partners where they proactively help each other. For example, the architect and engineer have to provide detailed information and assumptions early in the design process if they want the contractor to be able to put together valid budget pricing. The contractor then has to provide detailed clarifications and assumptions in the budget pricing so the architect can validate those assumptions, identify areas where changes might help improve the budget or schedule, and continue to develop the design in line with budget assumptions. This is a simple concept, but it requires commitment and proactive behavior.

The most important part of achieving this component of the Integrated Project Team Process is to hire firms and people who genuinely want to collaborate, know how to collaborate, and naturally work in a collaborative manner. Collaborators will come together if given the chance. Prima donnas won't.

4. A COMMITMENT TO SHARED SUCCESS

The fourth component of an Integrated Project Team Process is the belief in common success. First, all involved parties must truly commit to the mindset that making the project successful for the client is the most important goal, and that their individual firms cannot be successful individually without achieving this primary goal. Secondly, all involved parties must be committed to helping each other be individually successful.

I was introduced to this concept early in my career by the retired CEO of a Fortune 500 company. During a sticky spot in construction, he surprised me by saying that he wanted to make sure the contractor would make a profit. He understood that the contractor would need to look for cost saving approaches, such as performing the project with less oversight, less staff, less experienced staff, or inexperienced and less reliable subcontractors, if pressed on profitability. The

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ONE OF THE FIRST AND MOST IMPORTANT COMPONENTS OF PROJECT SUCCESS IS TO HAVE THE OWNER AS DEEPLY IMMERSED IN THE PROJECT DESIGN AND IMPLEMENTATION PROCESS AS POSSIBLE.

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potential impacts would then be lower quality construction, increased chance of errors, and late or incomplete work. To this CEO, it was a simple business fact: if he wanted his company to be successful, then he needed to help ensure his partners, vendors and consultants would also be successful. That conversation has stuck with me for 30 years now, and helps remind me that if I want to be personally successful and my firm to be successful, then I have to do all I can to make my owner, the contractor and other project team members successful as well.

This all sounds so simple and obvious, doesn't it? Well, in many ways it really is that simple and will consistently lead to successful projects. It does require, however, a deliberate use of this approach, buy-in from the entire project team and each project team member staying committed to their roles and responsibilities throughout the project.

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ALLY CENTER

Located in the heart of Charlotte, Ally Center is a new kind of mixed-use development that exemplifies the creation of the human workplace.

It's a place where community, stewardship and inspiration are the core drivers of design. Vertically integrating workplace, retail, restaurant and hotel spaces, this 27-story urban tower will be grounded by thriving public spaces, with pedestrian corridors, niches and gathering spaces, that enhance the streetscape and engage the business, theater and art districts. The building complex will connect with city features in a way that has meaning and resonance with its occupants.

The building pushes multiple envelopes and epitomizes performance through high-technology: it was the first registered core and shell project in the WELL Building Standard program east of the Mississippi, it's pursuing LEED Silver Certification and will be WIRED Certified, enhancing and future-proofing digital connectivity for all building tenants.

HIGHLIGHTS

Location: Charlotte, NC

Client: Crescent Communities

Size: 742,000 sf

Recognition: Designed for WELL and LEED certification

Program Elements: 27-stories, office, retail, hotel, pedestrian plaza and above-ground parking

MAKING IT COUNT:

USING MEASUREMENT TO UNDERSTAND THE IMPACT OF DESIGN ON *HUMANS*

By Anh Tran, LEED AP BD+C

A **67%** increase in satisfaction with new adjustable and sit/stand furniture.

A **26%** increase in the ability of your space to accommodate organizational changes and new hires.

A **16%** increase in spontaneous collaboration, without any reduction in ability to do focused work.

A **33%** increase in employees' feeling that the workplace accurately reflects your organization's mission, values, and brand.

A **118%** increase in Millennial hires.

GOALS TO SET FOR NEXT YEAR? NO, THESE ARE ACTUAL RESULTS FROM AN EMPLOYEE SURVEY OF ONE OF OUR MOST RECENT HEADQUARTERS PROJECTS, CONCLUDED AFTER USING A COMPREHENSIVE VISIONING AND MEASUREMENT IN CONJUNCTION WITH THEIR RENOVATION DESIGN.

Metrics and measurement are the nerdiest things a designer can think about relative to a space. The numbers seem less sexy than the design, but we consider them vital to our process and the way in which we serve our clients. We have been educating our teams to think of Measurement (capital M for our own proprietary process) as more than simply pre- and post-occupancy evaluation. Instead, it's an integral element of generating robust design solutions. We can validate the results of Visioning across a population, better inform programming efforts, and make our clients' change management strategies more successful. Measurement also allows us to objectively assess the performance of each project after it has been occupied. Integrating feedback

WE BELIEVE THAT MEASUREMENT IS VITAL TO THE CREATION OF DESIGN SOLUTIONS THAT IMPACT LIVES.

about what did and didn't work is how we improve our own design skills and help our clients plan for future change to their organizational environments. We use Measurement to gather feedback from as much of the population who'll be affected by our design as possible; people who may not have decision-making power for the project or the design literacy we've

been trained to, but have useful insight into how their spaces work for and against them. The methods we select for evaluation – survey, observation, interviews, etc. – are predicated upon the information we're trying to obtain about the population under study. These methods are also informed by what our clients care about and the industry standards to which they're being held. We're constantly learning and refining the questions we ask, and the information that we gather.

Subsequent feedback can cover many different potential attributes for a space, from individual and group workspaces, to environmental sustainability and wellness strategies, to organizational structure and experience of change. This intelligence informs the creation of a gap analysis between different sectors and how they experience / perceive the space, and helps the design and stakeholder teams figure out how to align all of these different parameters and experiences.

After nearly ten years and 50+ measurements to date, we've gained invaluable knowledge and enacted a few best practices:

» **ENCOURAGE HONESTY, TRANSPARENCY, AND IF NECESSARY, ANONYMITY.** No one wants to speak out publicly against their leaders' goals and priorities, but the stakeholder and design teams should seek to know what people are truly concerned about. Certain necessary choices sometimes invoke fear, so being aware of this fear allows us to improve communication or design strategies that make the solution more familiar and acceptable. Other times, we learn that some attributes should definitely not be part of the solution set. Or, what we learn helps us anticipate the consequences and ask whether we think these are acceptable outcomes.

» **BE AGENDA-LESS.** The design and stakeholder teams need to be aware of their own biases, and then remove as much bias as possible from the questions asked and the interpretations developed. Measurement is a way to listen to a lot of people at once, and to encourage people to admit difficult truths about how they experience space.

» **MEASUREMENT IS NOT DESIGN.** The Measurement process is not intended to create design by committee. While many respondents will have suggestions and desires for the new space, decisions will be made by the stakeholder team, assisted by the design team. However, the feedback received from Measurement allows stakeholders to make the most informed decisions possible so that they can act in the best interests of their people.

» **REMEMBER, THIS IS ABOUT A POPULATION.** While individual metrics and comments are interesting, no one person should be able to derail what's good for the whole. So even if you find one extremely loud voice in the process, remember that their input should be considered in the context of all the responses. In a way, this process is a form of advocacy for the group of people affected.

» **READ THE COMMENTS.** Open comments help to explain ongoing pain points and provide additional insight, including post-occupancy fine-tuning of building performance. They can also be really interesting and informative.

» **WELLNESS IS AN INCREASING FOCUS OF QUESTIONS, BUT CAN BE FRAUGHT.** The true impact of designing for wellness is only now being quantified, which can leave doubts about effectiveness and cost benefits. For example, clients are often concerned that employees will be unhappy if they're asked about a wellness feature and don't receive it in the final design. To address these concerns, we suggest that Human Resources and leadership have early discussions with the design team about the topic of wellness, and convey that the survey or interview process is being used to investigate people's interests.

We believe that Measurement is vital to the creation of design solutions that impact lives. It enables us to evaluate the performance of spaces we design against the goals established for the project, and has proven time and again to result in statistical evidence that validates the importance of this step in the design process.

Anh Tran is a Workplace Anthropologist and leads Little's measurement team. She can be reached at anh.tran@littleonline.com.

REYNOLDS AMERICAN INC. HEADQUARTERS RENOVATION

When RAI decided to renovate its corporate headquarters in Winston Salem, the company was seeking a transformation in how they work, collaborate and enhance employee wellness. A bedrock of the community which the RAI companies helped build, they wanted to honor a 140-year history of growth and progress while looking to the future and their integral role in transforming the tobacco industry. The goal for the project was to evolve the work environment in a way that fosters collaboration, connectedness and well-being through physical spaces, technologies and policies, so that the renovated space projects the RAI employer brand, culture and identity to attract, retain and develop innovative talent.

An overarching goal was to manifest a cultural transformation in the beliefs and behaviors of their associates. Additionally, it was important to have variety and choice in how and where one might work, and in turn, thrive; in the ability to share and collaborate and learn from one another and how this new environment may enhance employee wellness. This new environment became catalytic in the realization of these goals.

The design team began by focusing on RAI's core goal of a cultural transformation and the role that every associate, today and in the future, plays in realizing this. With the understanding that attracting and retaining top talent was a primary strategic goal, the design team opened up floorplate and workspaces to create clustered work and seating areas, allowing for a more visually open flow of movement with an "in your neighborhood" feel.
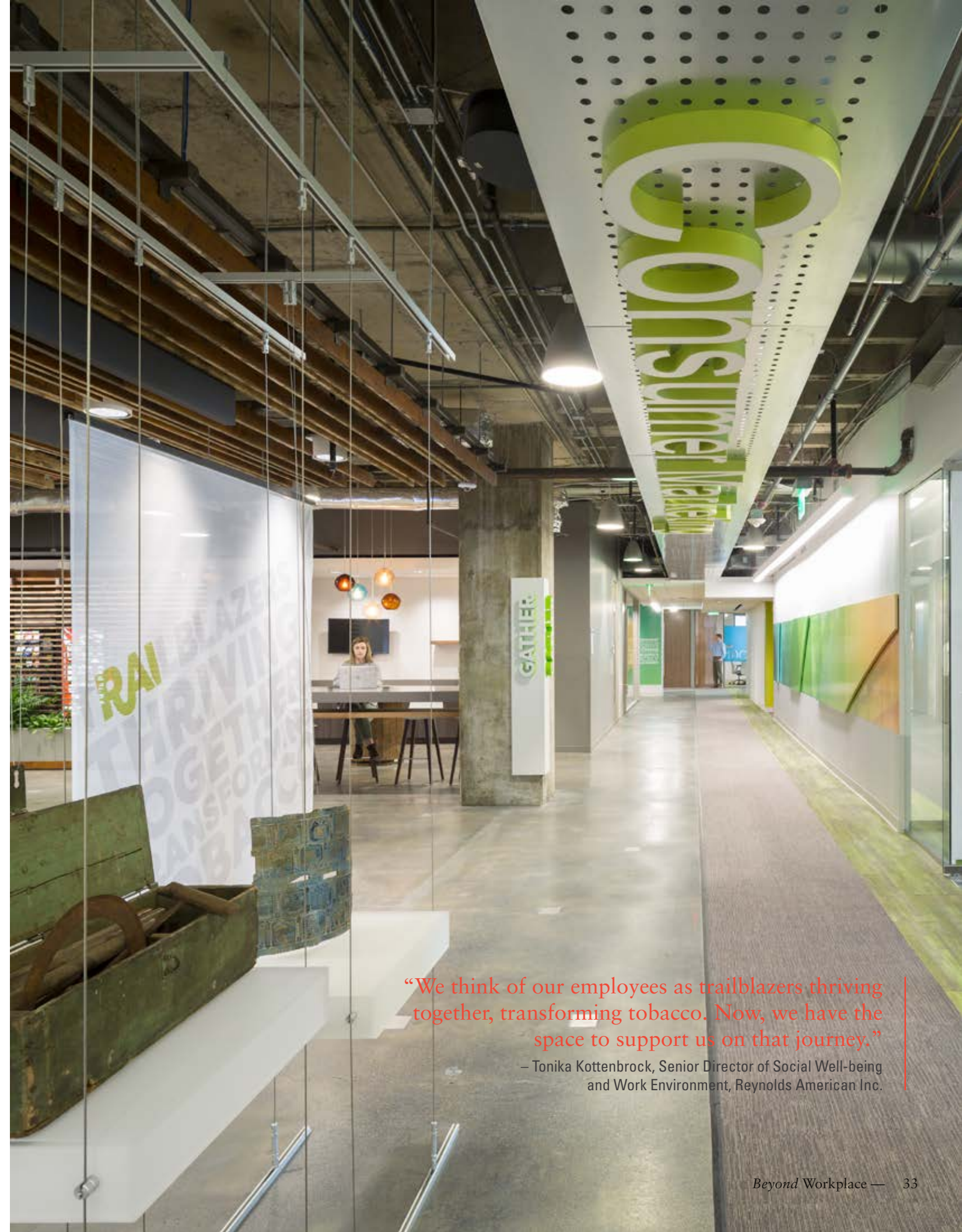
"We think of our employees as trailblazers thriving together, transforming tobacco. Now, we have the space to support us on that journey."
— Tonika Kottenbrock, Senior Director of Social Well-being and Work Environment, Reynolds American Inc.

HIGHLIGHTS

Location: Winston Salem, NC

Client: Reynolds American Inc.

Size: 436,000 sf

Recognition: IIDA Carolinas Best Large Corporate Design

Program Elements: Bold graphics, impromptu collaboration areas, integration of reclaimed materials, sustainable design features, office workspace, state-of-the-art touch-screens

MAXIMIZING
THE DOLLARS
AND CENTS (SENSE) OF SPACE

By Courtney Fain, WELL AP

Companies are spending millions of dollars on underutilized space they don't need. Depending on which publication you read, offices are being utilized anywhere from 30-60 percent of the time. So how can a company accurately track their utilization to ensure they are in the right amount of space? By completing a utilization study with the latest sensor technology. And by spending only pennies on the dollar, they can save millions of dollars by right-sizing their space to be as highly utilized as possible.

Understanding real estate utilization empowers a company to make more informed real estate decisions. Years ago, our clients would say that they needed to expand their spaces to accommodate growth, so we manually observed their workforce at regular intervals over the course of two weeks and made recommendations on enhanced seating ratios based on what we observed. We began to see that the perceived need for more space wasn't being borne out by the utilization studies. With manual methods, however, there is always the potential for a larger margin of error in the data.

As technology advanced, more companies started using badging for building entry, providing us with an opportunity to track utilization more accurately. By analyzing badge reports we could identify how many employees were entering the building. In cases where employees were also required to use their badge to exit, we could understand how long people were there, allowing us to make assumptions on how the space was being used. While this data enabled more concrete recommendations, there remained considerable variation in badging protocols that did not paint the entire picture.

Occupancy sensor technologies are now flooding the market - infrared, temperature, motion detection and CO2 just to name a few. With sensors strategically installed throughout an office, or even an entire portfolio, we can collect and analyze real-time utilization data. We recently met with a potential client who was expecting to grow by 11 percent in the next year. A company with a 1:1 ratio – one person per one seat – found themselves without enough seats to accommodate growth at their current ratio, so they were in the market for more space.

The client noticed that on any given day, however, the office did not seem to be as full as they thought. To track how the space was truly being utilized, sensors were installed in every workstation, office, conference room and open collaborative space for eight weeks, allowing us to provide eye-opening results.

The office was, on average, utilized only 30 percent of the time. Sensors showed which seats were regularly unused and which meeting rooms were most popular or underutilized. Eight weeks of data provided an abundance of information, but our strategist analyzed the data to understand the 'why' behind the "what". Why were the seats assigned to the marketing department always vacant? Why was the centralized conference room hardly ever used? As it turns out, the marketing team regularly travels to conferences, creating the possibility of utilizing touch-down spaces when the marketing team is in the office, rather than dedicated workstations. The centralized conference room does not have adequate auditory or visual privacy; a pretty simple change in the enclosure could make it more usable and thus more utilized.

Having this type of data at their fingertips allows our clients to make real estate decisions based on facts, not the perception of facts. While the data is crucial, so is the human element. Analyzing and interpreting data to answer the 'why' will dictate the need for the future portfolio and provide workers with the types of space they need to be as happy and productive as possible, while saving money on over-leased, underutilized space.

Courtney Fain is the Studio Principal for Little's FM Strategies team and can be reached at courtney.fain@littleonline.com.
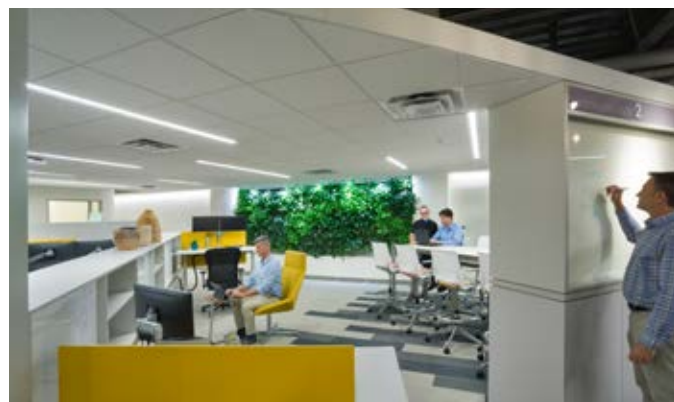
UNIVERSITY OF MARYLAND UNIVERSITY COLLEGE: ADMINISTRATION OFFICE OF THE FUTURE

The University of Maryland University College (UMUC) engaged Little in a strategic re-evaluation and redesign of its current space usage, and sought to pilot their Office of the Future through a significant renovation. UMUC's goal was to re-map its workspaces to better suit its culture, brand, business practices and mission. This project is the pilot for future roll-out to the 750,000 square foot UMUC portfolio.

The original workspaces were primarily assigned cubicles with small offices for program heads and other leaders, little collaboration or focus space, and few identifiers of culture and mission. The new design features a central work cafe, focus rooms and additional meeting spaces for a variety of meeting styles and sizes, and neighborhood hubs intended to be both touchpoints for departments as well as a way to celebrate and share their identity and work. The design team also created a "garden room" that brings nature indoors through simulated daylighting and abundant plants, positively effecting human neurobiology, lowering stress and increasing productivity.

HIGHLIGHTS

Location: Adelphi, MD

Client: University of Maryland University College

Size: 25,000 sf

Program Elements: Central Work Cafe, Focus Rooms, Meeting Spaces, Neighborhood Hubs, Garden Room

RECAPTURING THE VALUE OF
IWMS

By David Stephenson, CFM

Do you remember when you saw your first Integrated Workplace Management System (IWMS) demonstration? Remember how fantastic all of the tools were, how much time it was going to save you, how great the reports were going to be? You imagined being able to manage space, moves, facilities needs, conferencing, leases, construction projects and all of your documents in one place. Jump forward 2 years, 5 years. How you do you feel now?

All too often, software demonstrations fall short of actual results, and it's not the fault of any one person. Software vendors have flashy demos that showcase the best of what they can deliver in order to stand apart from the crowd. Once it comes down to pricing, however, value engineering comes into play and "Wants" get separated from "Needs". Staffing and resources promised during the planning and selection of the software never materialize. Implementations are split into modules to spread the cost over a longer period, extending the ROI period from months to years. Any one of these causes can disintegrate the original value placed on implementing an IWMS. If this has happened to you, keep reading for some tips and reminders about how to regain the value of your IWMS.

VALUE IS RELATIVE…KINDA.
A quick word about the value of IWMS. I've read many articles over the years expounding the benefits and cost savings of IWMS, and have seen that value materialize. But not without significant investment. If applied properly, that significant investment results in an invaluable tool that will help you better manage your first and second most valuable as sets – your employees and the real estate that houses them. Significant investment is relative

to the size of the company. There is an IWMS for everyone, with the more robust solutions being used by larger companies and requiring more investment. Saving 5% of total rent and occupancy cost, however, is a savings regardless of company size and will outweigh the cost of the software and implementation.

STAFF IT RIGHT!
The most common issue I have faced in my 20 years of implementing IWMS is a lack of appropriate staffing. Many times as an afterthought, the management of the system is not successfully aligned to the skills and interests of the staff necessary for full adoption. For example, the responsibility may be designated to the space planner only because the space planner has AutoCAD and can update drawings. However, the space planner may not have the skills or desire to grow as a data analyst, which is a more important trait to have when managing an IWMS.

To be fair to most companies, finding a data analyst with CAD skills is like trying to find Waldo. Nearly impossible. The CAD component of most IWMS systems is very basic, so first find the data analyst skills and then teach the CAD skills. You don't need a team of people in the Space

Planning or Real Estate team to manage an IWMS. One well trained administrator should be able to maintain up to a three million SF portfolio, including data integrity, CAD dwg updates, fielding requests and generating reports. You may have two to four space planners for that same portfolio, but you only need one IWMS administrator.

DON'T FORGET THE RULES
The second most common issue we find is the abandonment of the original processes and data standards developed during implementation. The main culprit goes back to staffing and skill sets. Management of the IWMS gets passed around sometimes, resulting in processes and standards not always being clearly communicated. When the system is not managed with a data mindset, shortcuts become commonplace with unintended results. I'll explain one real life example from a past client.

A CRE administrative assistant inherited the keys to the IWMS castle. Their job was to up date CAD drawings (remember CAD skills are basic), run reports and update data. Over the course of two years, this person artificially inflated the occupancy and vacancy of this four million sf portfolio by 7%, which is equivalent to four floors of leased office space. They did this by

taking shortcuts and not having the benefit of the IWMS data standards explained to them. After a few months of working with the client to reset standards and better communicate processes, the value of the IWMS returned and the CRE team began trusting the data again.

REIGNITE PAST RELATIONSHIPS
For most organizations, implementing an IWMS means getting a nightly import from HR and Finance to populate employee and department records. This is great for tracking vacancy and performing chargebacks, but there is more out there. Historically, HR has been reluctant to share data for fear of the wrong data getting shared or someone seeing something they shouldn't. You could get employee IDs, names, departments, title, email, phone and a few other basics. But just like CRE and FM have become more tech savvy, so too have HR and Finance.

HR has tools that allow them to better understand the employee population, which is of great benefit to CRE and FM. HR may now be able to provide management hierarchy in their data import, allowing space planners to view occupancy by Director or Senior VP levels on reports and floor plans instead of just the individual occupant level. This should not be confused with organizational hierarchy, which provides the departmental rollup and is typically not ideal for strategic space planning.

Let's not forget about Finance. If you're not already integrating Rent & Occupancy (R&O) expenses on a monthly basis from Finance, that should be your first conversation. Understanding cost per person, SF, seat and other metrics is important when discussing future space plans and supporting the effectiveness of alternative workplace projects. In addition to capturing R&O, Finance may be collecting quarterly headcount forecasts for their own planning purposes. These forecasts are typically done at the cost center or department level and include information such as location, title or job type, and date or quarter for the additional staff. This is invaluable information for the CRE strategic planning process. Integrating a corporate wide headcount forecast on a quarterly basis is much simpler than interviewing each department about their planned headcount each year.

A DIAMOND IN THE ROUGH
One of the most useful data points we have started integrating into IWMS is information on the positions that are approved within the organization. Some HR departments have started assigning unique Position IDs to every single position in the company, and tying the Position ID to the Employee ID when the position is filled. This has allowed us to switch from tracking employees to tracking positions. We can determine by location and department how many filled, open and vacant positions exist and compare that to the current capacity of that location or department.

Open positions are new positions that have never been filled. Vacant positions are existing positions that were filled, but are not currently. When filled positions are vacated, we can retain the position information on the seat that was vacated, allowing the occupancy charge to remain with the department while providing information on the position as well. This position can be moved around like an employee, and when filled again, the hired employee information drops right into the seat. Open and vacant position designations allow a look into the very near future of hiring which supports daily tactical planning needs. This provides additional value to both CRE, FM and the departments they serve.

SHARE IT LIKE IT'S HOT
Wouldn't it be great if IWMS systems had 'Like' buttons? Someone could 'Like' the fact that their department's $/seat was the lowest in the company, or the move to their new floor was finally scheduled for next week. Unfortunately, IWMS has not quite captured the heart of the general office population like Facebook or Instagram, but

that doesn't mean you shouldn't give it to them anyway. An often overlooked source of data integrity is the many department liaisons and general users that might access the IWMS each day. Department liaisons have a vested interest in data integrity because it is tied directly to their R&O allocation, as well as the smooth execution of their moves and service requests. Liaisons also help distribute the workload to the departments, which lowers the staffing requirements for the CRE or FM team.

Casual uses can provide benefit as well. I remember accompanying an end user on a walk-through a few years ago when they were performing a yearly audit. We were talking with the occupants of a workstation bullpen trying to determine the location of an employee. One of the occupants stopped us mid-sentence and said "Wait, you should check this website and look at the floor plans. I'll pull up the plan of where John sits now." This banking employee proceeded to pull up the IWMS and give us a quick tour. We couldn't have been more proud to see first-hand how this software implementation makes such a positive impact in the workers' daily life.

Create a new relationship with your IT department and connect your IWMS to the corporate intranet. You may be hesitant at first, but if you have taken these steps, your data should be in great shape. Share it with the whole company, and remember to provide a link to "Like" us. Or, on the off chance someone finds some incorrect data, they can be a key to data integrity!

By reviewing or initiating some of these recommendations, you can begin to reclaim the value of your IWMS. It takes investment, the right mind and skill sets, adherence to data standards, a thirst for uncovering valuable new sources of enterprise data and the faith to share it with everyone. You'll be there before you know it!

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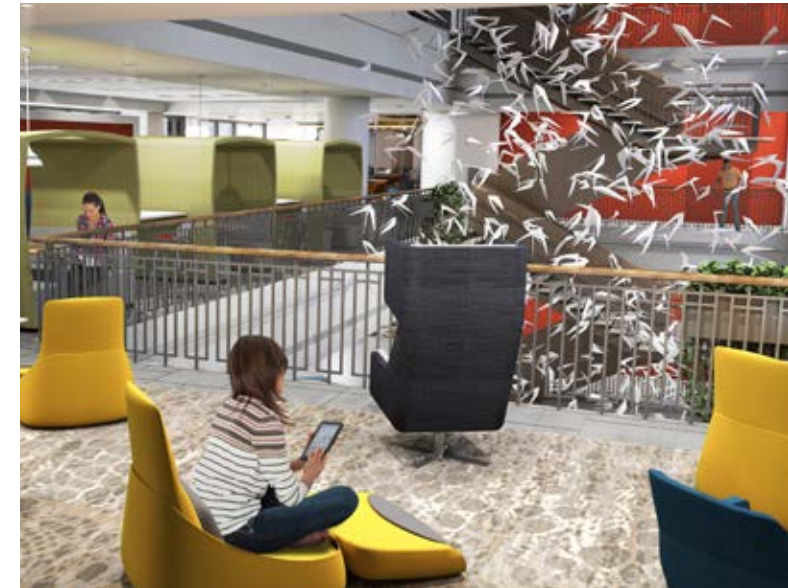
ADVENTIST HEALTH WEST

Little's focus in developing the new headquarters for Adventist Health West was to create a project that embraces the community and creates a transformative workplace. In architecture, health is about being proactive and seeking ways to improve building occupant health through design solutions, reducing illness and disease before it takes hold. To achieve those goals, the project is seeking LEED and WELL Building certifications.

Little's design team created a 275,000 square foot building consisting of two five story bars joined by an atrium. The narrow bars ensure that the workplace is filled with daylight and views of the beautiful gardens and surrounding hills. Walking trails in the native plant landscaped park setting is shared with the neighboring community and features a medicinal herb and vegetable garden.

The ground floor contains shared amenities such as the large social lobby, atrium and conference center that can host 400 people. To promote health and wellbeing, there is a dining room and food service area featuring a demonstration kitchen, a movement instruction room, a pharmacy and compatible treatment modalities such as acupuncture, massage and mental health.

Other floors feature alternative work environments, job and career counseling for employees, meeting rooms and additional dining areas. All floors are connected by a monumental staircase, and treadmill workstations incorporated throughout the space encourage employees to "get their steps in".

HIGHLIGHTS

Location: Roseville, CA

Client: Adventist Health West

Size: 275,000 sf

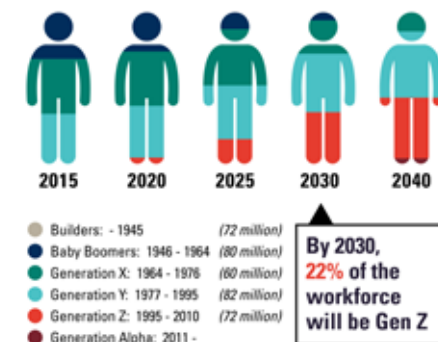**Recognition:** Designed for WELL and LEED certification

Program Elements: Large social atrium, dining room /food service area, pharmacy, fitness room, alternative work environments, walking trails and gardens

THE GEN Z WORLD

CREATING THE HUMAN WORKPLACE WITH GENERATIONAL RELEVANCE

By William Hendrix, AIA

Generally born between 1995 and 2012, Generation Z is starting to enter the workplace in sizable numbers and, by 2030, is expected to be 22 percent of the workforce. Differing from millennials in substantive ways, Gen Z represents change to all aspects of corporate real estate based on expectations in the workplace, retail, residential, cultural, and lifestyle environments.

2015	2020	2025	2030	2040

Builders: - 1945   (72 million)
Baby Boomers: 1946 - 1964   (80 million)
Generation X: 1964 - 1976   (60 million)
Generation Y: 1977 - 1995   (82 million)
Generation Z: 1995 - 2010   (72 million)
Generation Alpha: 2011 -

By 2030, 22% of the workforce will be Gen Z

According to research Gen Z is shaped by three primary influences: Gen X Parents, Growing up Phygital, and Living in Uncertainty.

- Many Gen X Parents lived through the ambiguity of the Vietnam War, the recession of the early 80's and 90's and, as a result, are passing along lessons and desires of safety, security and self-reliance.

- Phygital represents the unique intersection of the physical and digital realms. Gen Z grew up on social medial, have never known a world without smart phones and have always understood that access and connectivity comes at a price. For Gen Z, managing their time, connections, online persona and security are important both socially and professionally.

- Living in Uncertainty is a result of Gen Z having few memories before 9/11, but experiencing the impact of 9/11, Columbine, Cyber Bullying and the recession of 2008. Through Gen Z's existence, the past has been a poor prediction of the future resulting in their sense of safety, clarity, control and predictability.

With these influences in mind, our approach to design for Gen Z is different than that of their predecessors, the Millennials, and will shift how we think about future cities, buildings and the human workplace with generational relevance. As such, we have identified five principles to guide decision-making for attracting, retaining and upholding productivity of the Gen Z workforce.

FLEXIBILITY
Flexibility for Gen Z focuses on life-work choices. When bombarded with information that often requires immediate response, Gen Z implements efficient, strategic time management using the latest technology.

Real estate allocation will need to evolve in response to this customization. The best work locations will have options for life-work amenities in compact, mixed-use urban districts that are active day and night. Buildings and workplaces will need to accommodate unconventional schedules using technologies, address levels of security, and assess utilization and spatial design. To optimize flexibility, locations, buildings, and workplace strategies that incorporate places for all aspects of life will be highly sought after.

AUTHENTICITY
Gen Z places high value on security, relevancy and realism. Overall, they are most comfortable with a realistic portrayal of life and want to live and work in places that have these qualities.

In cities, we see the resurgence of and attention to older neighborhoods. Preservation and adaptive reuse could become an ideal attraction for this generation as there is security in re-purposed buildings - a sense that they have survived. As buildings strive to combine permanence and flexibility, design parameters will shift from single use to even broader definitions of multi-use.

In the workplace, relevancy and realism are critical. Our research shows generational relevance is a confluence of attributes in workplaces that promote both learning and productivity. Environments and experiences that put emphasis on design strategies that promote well-being, support diversity, meet the need for individual work, and offer real-time learning experiences.

CHOICE
Customization—whether through the development of online personas or the ability to customize products—has always been a part of the Gen Z world and we are already seeing this manifest in the workplace. Forward-thinking employers are engaging Gen Z in an early dialog by co-creating multiple or customized career paths and even titles to leverage employees' fullest potential in a way that accounts for choices. Understanding this is critical to attracting and retaining Gen Z employees and anticipating some of the shifts we will see in the work environment.

With their hyper-custom personas, Gen Z seeks to create places that fit their activities and endeavors. Given the wish to co-create and engage, there will be pressure for a high level of participation to determine their future work experience. And, while Gen Z is embracing remote work choices, the office is still important—in fact very important, since face-to-face interaction is still the preferred mode of communication for Gen Z. Functionality, flexibility, integrated technology and choice will reign in workplaces that are successful in bringing this diverse generation together.

CONVENIENCE
For Gen Z, convenience is a commodity. As an example, it is no secret that driving is not a priority for the younger generations who value convenience and financial savings over car ownership and who prefer transportation that allows them to be social or to multi-task while in transit. As such Gen Z seeks places that offer multi-modal transportation options and employers who support options in transportation and mix-and-match possibilities for various activities and lifestyles.

INTEGRATED/INTERACTIVE
Placemaking for Gen Z proposes a paradigm shift for designers from creating objects to providing a memorable experience. While Gen Z has spent years texting and tweeting, electronic communication is not the only medium. It is essential that their connected lives are *interactive*.

With shopping, Gen Z makes choices through online reviews and purchases online. To get Gen Z in the stores, shopping must offer an experience—preferably one that provides both sensory stimulation and technological back-up. Already we see Augmented Reality (AR) and Virtual Reality (VR) in retail adaptations.

Retail is an early adopter, and an indicator of what is to come in the workplace. Gen Z will seek a physical-digital experience in the workplace. Studies indicate that Gen Z (as well as late-Millennials), will be looking for employers that integrate emerging technologies, such as wearables, virtual reality and robotics into the workplace. At the same time, a combination of both digital and analog tools is preferred because of their ease and relative effectiveness for a task - pen and paper and the laptop are emerging as the most effective tools for both learning and creativity.
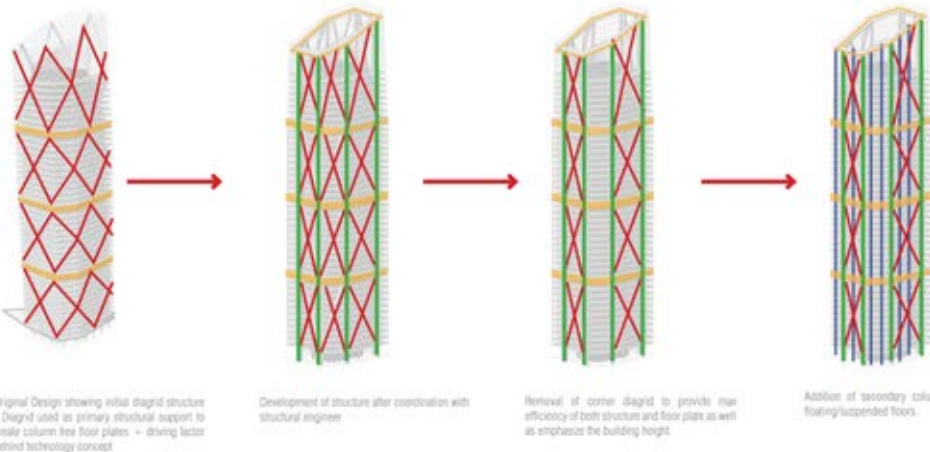
Leading teams through this change will require methodologies that engage and promote a deep understanding as well as communication strategies that are frequent, multifaceted and designed for an eight-second filter.

CONCLUSION
It is no secret that keeping up in today's world is critical at many levels. In real estate, making and changing things takes time, a long time relative to the pace of technology advancement and adaption of other aspects of life. This leaves us trying to keep up with changes and infuse the design of the workplace with generational relevance. If we frame our goals around Flexibility, Authenticity, Choice, Convenience and Integration, we will move toward creating a world that more proactively includes Gen Z—a generation that is 64 million strong and sure to have much influence on the Human Workplace of the future.

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Original Design showing initial diagrid structure - Diagrid used as primary structural support to create column free floor plates + driving factor behind technology concept

Development of structure after coordination with structural engineer

Removal of corner diagrid to provide max efficiency of both structure and floor plate as well as emphasize the building height.

Addition of secondary core floating/suspended floors.

JINAN AEROSPACE CENTER

To promote the heritage and natural beauty of Jinan, Little's design team took cues from the local environment to create a master plan for Jinan Aerospace Science Technology Park that establishes strong connections to the region. Situated on an important intersection of the JingShi Development corridor, the project incorporates a unique mix of uses including commercial retail, the Aerospace Dynamic Experience Center, world-class 'A' office space and multiple site amenities. The design establishes a strong identity for itself while also responding sensitively to the adjacent community and its planned growth.
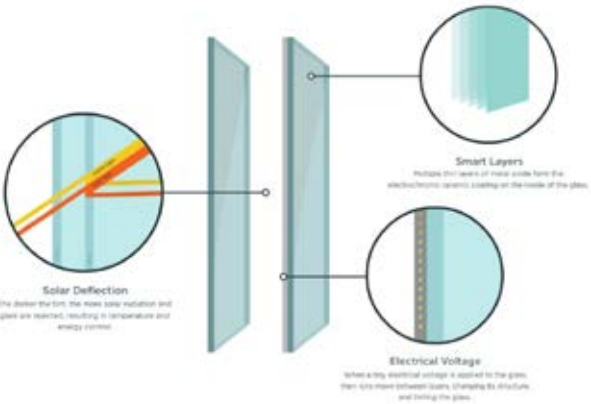

HIGHLIGHTS

Location: Jinan, China

Client: Jinan Dongtuo Properties Ltd.

Size: 3.6 million sf

Program Elements: 42-story spec office building, 31-story spec office building, 2 25-story Soho buildings, 3-story retail mall with a multiplex 6-theatre movie component

Smart Layers
Multiple thin layers of metal oxide form the electrochromic ceramic coating on the inside of the glass.

Solar Deflection
The darker the tint, the more solar radiation and glare are rejected, resulting in temperature and energy control

Electrical Voltage
When a tiny electrical voltage is applied to the glass, then ions move between layers, changing its structure and tinting the glass.

WHERE DOES

SUSTAINABILITY

NEED TO GO NEXT?

By Scott Brideau, LEED AP O+M

"WHERE IS THE MIDDLE GROUND THAT WILL LET US END THE ARGUING AND START WORKING TOWARD THE COMMON GOAL OF SURVIVAL?"

REGENERATIVE DEVELOPMENT IS THE NEXT LEVEL OF SUSTAINABILITY. IT CHANGES THE FOCUS FROM THE PROJECT AS A SINGULAR THING TO RECOGNIZING ITS ROLE AS PART OF A LARGER SYSTEM, AND ALLOWS US TO FOCUS ON BALANCING AND HARMONIZING THE FACTORS THAT CONTRIBUTE TO THE LONG-TERM VIABILITY OF THAT PROJECT. IT SEEKS TO BETTER CONNECT IT TO PLACE AND THE INTEGRATED SYSTEMS NECESSARY TO SUPPORT AND HELP IT EVOLVE OVER TIME.

Depending on your point of view, the sustainability movement has either made great strides in becoming a baseline consideration for the way we develop space or isn't doing nearly enough to minimize and reverse the negative impacts of how we create our built environment. Either way, most people will at least acknowledge that we can be doing much more to reduce our impact on the natural systems of which we are an integral part. This forces us to recognize that we've spent the last few hundred years collectively not paying much attention to the consequences of our methods. But, we are becoming more aware of the negative impact those methods have on the health and well-being of both our environment and the people who live, work and play in our developments.

In the last quarter century, that awareness has grown to cause significant alarm in many sectors and a ho-hum reaction in others, pitting sometimes extreme viewpoints against one another. But where is the middle ground that will let us end the arguing and start working towards the common goal of survival? Perhaps we can start with updating the definition of Sustainability, which has become watered down and only equated with energy efficiency and earth-friendly material choices, and ask "What, exactly, are we trying to sustain?".

The answer should be "Life." When we zoom out to that level, the playing field of considerations changes drastically. It brings into focus the need to see and understand larger systems – living systems that are interconnected and are becoming unbalanced by our actions. When seen through this lens, Sustainability takes on a much deeper meaning.

This definition begs plenty of follow-up questions. Yes, energy efficiency and environmentally friendly materials matter. So, too, does wellness, resiliency, emerging technologies for smart buildings and cities, and most of the related niches that people diligently focus on improving. But until we consider that larger picture and the intrinsic relationships that nature has established, our design choices will fall short of delivering projects that can integrate with their Place and contribute positively to the system they exist in.

So how do we accomplish this? First, by starting any project with consideration of the Place it will live, and to what system(s) it is connected. If we view a project as a convenient leverage point to affect a system, we can begin to recognize the ways it might have positive (or negative) impact, which can help guide our design choices. More specifically, we can focus on the inherent potential of the project and the role of the people related to the project, and set goals that have a deeper purpose. From here, it's easier to create a roadmap for how the project team needs to collaborate around that purpose, maximizing each team member's contribution.

Five areas of capital can be considered and affected through the project: Human, Financial, Natural, Social and Produced. While the equation is never the same for each, healthy systems always find a dynamic balance between these factors in order to sustain life within that system. When this is accomplished through a project being not just inserted in, but deeply *connected* to its place, the result is a regenerative contribution to the system that is truly sustainable.

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