Great Spaces

SPRING/SUMMER 2017

LIVING OFFICE
TAKE A TOUR!
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DOUG ULMAN
Q&A
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Image: IKM, Pittsburgh, PA

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A Modern Office
What Defines it Today?

By: Ira Sharfin, CEO, Continental Office

It's so much more than just a space. As a business, you need to consider more than just your furniture, floors, or branding to remain competitive in the marketplace and attractive to associates and clients alike. In this day and age, the workplace is no longer someplace you go to do strictly work; it's a place you go to have an experience.

Your associate experience should be a top priority at your company. Associate attraction and retention is critical to your success as it can make or break your business. Providing different types of spaces for your associates to collaborate, work independently, work quietly, or socialize are all important if you want productivity and creativity to flourish. According to a study recently conducted by Dell and Intel, 36% of office employees said being able to select their own workspace means they can pick where they'll concentrate best.

In the same respect, clients visiting your office should also have a positive experience. Is your space telling your story? Are you engaging visitors through a dynamic, branded environment? If not, you're missing out on crucial opportunities to bring your culture to life and promote your message. Make sure employees are connected to your brand and space, as they are much more likely to help others make that connection too.

Technology is another key component to a successful workplace today. The same study by Dell and Intel cited that 42% of workers aged 18-34 are likely to quit a job with substandard technology, as opposed to 25% of workers aged 35 and older. And 57% of all surveyed expect to be working in a smart office within the next five years. Be a thought leader in your industry and start making these smart changes now.

In today's world, you can't afford to forgo providing a positive experience for your associates, bringing your brand to life in your space, or investing in current, relevant technologies. Don't get stuck in the past. The modern office is all about connection, and it's time to accommodate this. The office of the future is already here.

Images: Washington Prime Group

> " In this day and age, the workplace is no longer someplace you go to do strictly work; it's a place you go to have an experience.

Designers

DISCUSSION

We recently sat down with some of our designers, from different generations, and asked them some of our most burning questions.

First we wanted to know, "What do you expect from a workplace environment today?" Younger generations talked a lot about the importance of being comfortable at the office and having it feel more like home. Things like height-adjustable desks and healthy food options at the office were perceived, by all generations, to make the work environment more welcoming and the work day more productive. Across generations, a variety of spaces in which to work, whether individually or with others, was deemed important.

Next we asked, "How does a branded environment play a part in your perception of where you work?" Across generations, branding was found to be extremely important in a workplace environment and to bring life to a space. Younger generations also thought that a branded environment makes associates proud of where they work and can make the associate experience a great one.

Then we wanted to see, "How important is technology in the workplace?" Younger generations thought it was important to practice what you preach. Virtual reality and SketchUp tools are happening right now. Today, you can literally set your client into the space you've created for them, which all generations found fascinating. Older generations spoke to static mockups that are obsolete today. All generations agreed, technology is of utmost importance in the way we work today.

And finally we had to ask, "Do you use any apps?" Younger generations skewed toward popular apps like Instagram and Snapchat. Older generations had a slightly different opinion.

Watch the entire discussion to find out what it was!

Click Here to Watch the Video!
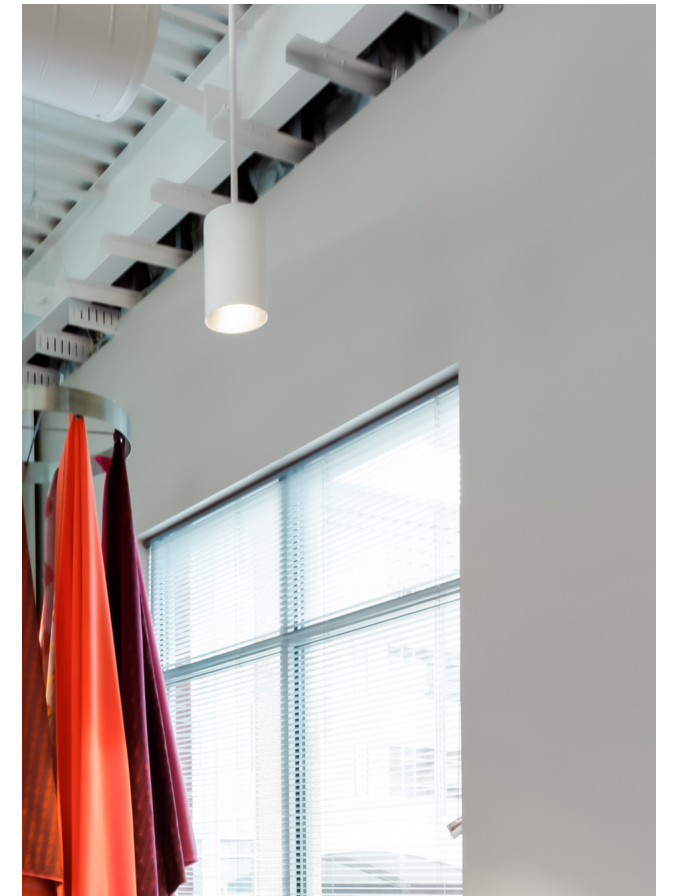
Q&A WITH

Doug Ulman

CEO, PELOTONIA

Founded in 2008, Pelotonia was established with the objective to fund life-saving cancer research. To date, the organization has raised over $130 million and 100% of every dollar raised has gone directly to The Ohio State University Comprehensive Cancer Center - James Cancer Hospital and Solove Research Institute. It's a huge part of the Columbus community and of our culture at Continental Office. We're proud to partner with this dynamic organization that aligns with our values and gives in unprecedented ways. We recently had the chance to speak with Doug Ulman, CEO of Pelotonia. As a growing organization, they're currently undergoing updates to their space. We were able to get a glimpse into the changes happening at the Pelotonia headquarters, and what's to come.

What prompted you to want to evolve your space?
We had outgrown the layout of our space so we wanted to refresh the office and add more collaborative spaces for our team to engage internally and with external partners.

Ultimately what do want to accomplish with this evolution, both short-term and long-term?
We want our space to represent our brand. We are all about creating experiences that build community and our space should reflect just that. We aimed for a place that allowed our team to pursue our social mission while inspiring our community and providing opportunities for them to engage with our organization.

Are there new areas or settings that you plan to add or have already added?
We have added two new conference rooms equipped for collaboration and we have also added additional common spaces for small groups to brainstorm, collaborate and create impact.

How does it change or impact the way you work today?
The design of our space created pods for our teams to work in and it also opened up our space to create ultimate transparency. No offices. Just work spaces and collaborative spaces.

"I BELIEVE THAT SPACE & DESIGN IS OF THE UTMOST IMPORTANCE"

How do you think it will impact your culture?
We have always wanted a culture of openness and transparency, and the new design takes that to a new level.

How will it affect your associates' experience?
We hope our awesome team members will enjoy the opportunity to utilize new spaces and also gain inspiration from the open layout and the environmental branding.

Are there additional considerations a not-for-profit organization needs to factor in when planning a space?
We absolutely have to be cognizant of every dollar we spend. Fortunately we were able to obtain such wonderful support from Continental, L Brands, MI Homes and so many others who contributed to make our redesign possible.

What would you tell someone who's thinking about evolving or creating a new environment for their team?
Start with your end goal in mind. What and how do you want people to feel? Think about the details that will get you to that desired outcome. I believe that space and design is of the utmost importance. Your space must reflect your mission and your culture. It should be obvious what you are all about. If you are thinking about a redesign - take the plunge!

Does a branded environment play an important part in the associate and guest experience?
Yes! We want our team and our community partners to gain inspiration from our space. We want to be constantly reminded why we are here and what we have set out to do. When anyone comes by to visit, we want them to feel a part of what we have built and more importantly, a part of our mission to end cancer. Our new space makes all of that possible.

CREATING SPACE FOR GEN Z

3 KEY TAKEAWAYS FOR SUCCESS

By: Mark White, Co-Author,
"What's in Your Space?"

As I travel around the country talking with educators about learning space redesign, I hear of some schools successfully transitioning into 21st century learning spaces while others are struggling. In the successful schools the educators are seeing positive results in the new spaces; in the other schools the educators are becoming frustrated. In some cases they are even facing opposition. So I began to ask myself, "What are the common points I'm seeing in the schools that are successful? What do educators need to know to accomplish this shift?" Here are some answers.

THE RISE OF GEN Z

First and foremost, the successful schools understand that Gen Z (those students born since 2000) are very different from previous generations. They are growing up connected. It's estimated today that 92% of all American infants are on the internet, many of them before they are born when their sonogram pictures are posted by proud parents. Many preschoolers have their own iPads, which often come with interactive learning games. Mattel, the maker of the iconic Barbie dolls, now makes an interactive device called Aristotle that recognizes kids' voice patterns, sings lullabies to them, and can help them with their homework. Walk into any middle school or high school cafeteria and you'll see kids watching videos on their phones or playing games online with their friends and then sharing their high scores on Snapchat. It's a new

type of world for these students, and they need new types of learning spaces.

Key Takeaway: Today's students need colors, movement, and choice — which are elements educators need to incorporate into furniture for classrooms, hallways, cafeterias, and any place students are learning.

Successful schools:

- Add bright, comfortable furniture
- Allow the students to move around (and move the furniture) so they can work independently, in pairs, and in groups
- Give students choice in the types of furniture they use; sometimes students want to sit in a regular desk and other times they want to sit at a high top table or on an exercise ball

A NEW MINDSET, A NEW SPACE

It's not enough to just create a new type of space and hope improved learning will naturally follow. The space is only as good as the teaching and curriculum found within it. As educators adjust their learning space, they should adjust another space — their thinking space. The days of the educators being the masters of dissemination are over. Today it's about facilitation. Instead of controlling every part of the curriculum, teachers must guide students through it. Students must be encouraged to think critically, collaborate, communicate, and be creative. The object of today's curriculum is not to learn a set of fixed outcomes, but to be able to rapidly adapt to an unpredictable

LEARNING
SPACE IS THE NEW
FRONTIER OF EDUCATION

Gahanna Lincoln HS - Clark Hall

future — and this means students must have learning spaces that allow them to think quietly, work in pairs and small groups, make presentations, and plug into their technology. They're not memorizing anymore; they're thinking. They need fun, comfortable spaces. Teachers must be brave enough to try new ideas, trust their students to tell them how they learn best, and turn them loose in these new learning spaces.

Key Takeaway: To make the most of a new space, teachers must incorporate global skills throughout their standards-based curriculum, rapidly implement ways for students to use technology, and give students more choices in how they learn.

Successful schools:

- Ensure their teachers are aware of the global skills needed to be successful in the 21st century

- Allow students to use laptops, tablets, and personal devices in new spaces to be creative, do research, use educational apps, and share content

- Give students choices in their content, assessment, and the time it takes to complete assignments

STUDENTS AND TEACHERS: THE NEW PARTNERS

The most important point for moving into a new learning space is for school leaders to involve the students and teachers in the design of the space. When students and teachers are involved from the outset, they understand the reasoning for the new space and begin to imagine how they can creatively use it. If they are not involved, they'll walk into a new type of space they don't understand and won't appreciate; the transition will be much more difficult. In the 20th century leadership models, the administrators made the decisions and the teachers and students fell into line. That paradigm has been replaced by one in which leadership is distributed throughout the organization. In today's world, people want to be involved. This is particularly true of Gen Z students; they are growing up with choices and decisions. Plus, this task is just too complicated for administrators to tackle alone — the students and teachers are their new partners and must be allowed to share ideas and ownership.

Key Takeaway: To ensure new learning spaces are used productively from the first day, administrators must communicate and involve stakeholders.

Successful schools:

- Invite students and teachers to play key parts in designing new spaces

- Take their students and teachers to architecture and design offices to experiment with different furniture styles, paint colors, and carpet designs, to understand what these companies are creating, and to offer their input

- Constantly communicate with students and teachers (and parents and community members) about progress to keep them informed and to build excitement for the new space

FROM HERE TO THE NEW FRONTIER

I've often told educators that learning space is the new frontier of education — and it's only natural that anyone transitioning into a new frontier will need help. To make the most of the opportunity, and dollars, educators need to find a design company with a representative who cares about them and their project.

That representative will:

- Guide them to high quality, durable school furniture; schools should avoid the cheap furniture found in discount stores — it won't last long

- Form a common vision with students and teachers and help them understand how to select and use new types of products

- Help the overall vision for space redesign fall into place

Learning space will continue to morph as new types of students enter schools. While it's hard to predict all of the changes coming in a disrupted future, we know learning space needs will continue to shift with learning styles and new global skills. The era of a set curriculum and straight rows of student desks has ended, which means learning space design is more than a fad or a luxury — it's a necessity for all 21st century schools.

Gahanna Lincoln HS - Clark Hall

Beaver Local HS

KIPP Columbus

Gahanna Lincoln HS - Clark Hall

A Column by Nick Magoto,

EVP Design, Continental Office

More and more, the line is blurring between residential and commercial design. Are you at home or at the office? It's sometimes hard to tell these days. One noticeable shift I'm seeing on both sides of design today is toward the reuse of materials in unique ways. Things we're getting used to seeing in residential design, like industrial elements or repurposed materials in the home, are now making their way into commercial office environments.

Take for instance something as standard as the Edison bulb. This classic fixture in homes from the past is being incorporated into commercial design in new ways, whether it's inside of a trendy lamp shade or used as a strand of lights in an outdoor space. And with LED options, this can also be an energy efficient choice for businesses. Another example is the use of barn siding to create a door. This is a trend we've seen in homes for some time, but have you seen this in an office yet? DIRTT, a leading manufacturer of prefabricated interior construction, installed a repurposed wood door in-between the modern glass panels of a conference room. It's the perfect balance of fresh and timeworn elements.

The use of mixed and repurposed materials can take almost limitless form. You can tear apart an old building and use the pieces and parts in creative design features. Perhaps the brick turns into a pedestal base for an old door that's now a coffee table. Repurposing gives materials a second life, or sometimes even a third or fourth life. And these unusual surprise elements delight visitors and make people feel good – oftentimes creating an emotional tie to a space. Our own Pittsburgh studio has a conference table made from reclaimed wood that also incorporates Pittsburgh steel. This personal touch gives the space lots of local character. It turns the table into a story.

Coming up with interesting ways to incorporate old materials into new design solutions is becoming essential in commercial spaces. Most often I see this being done in areas of collaboration, like reception or cafe areas, where groups of people are coming together or meeting. Designing a space that is comfortable, inviting, and grab-your-attention cool isn't just a trend. It's critical for productivity and connection. When an office space has the right amount of home blended in, it really creates the ideal working environment.

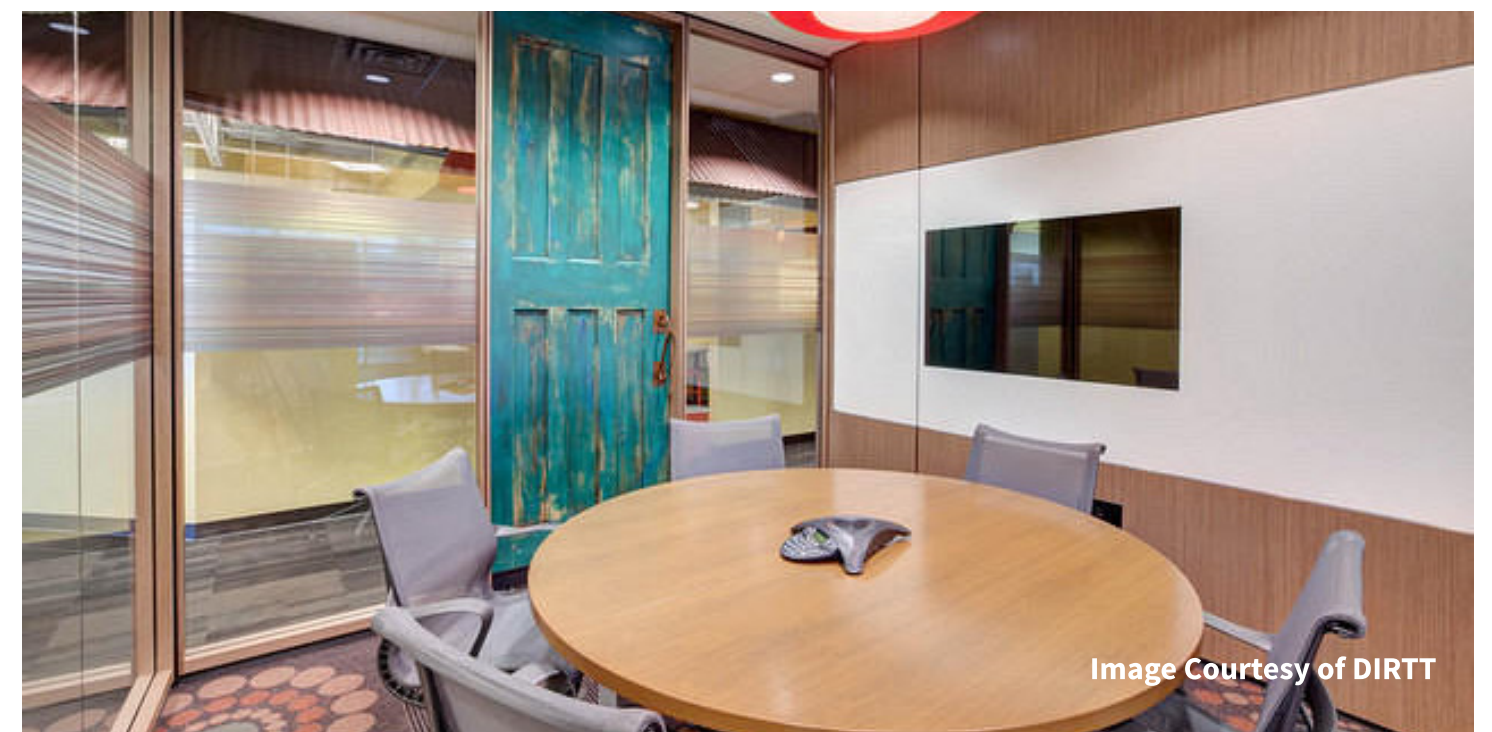Image: Etsy HQ

Photography by Emily Andrews

Image Courtesy of DIRTT

HOW PHYSICAL ENVIRONMENTS ARE CONDUCIVE TO CREATIVITY AND COLLABORATION WITHIN THE WORK ENVIRONMENT

By: Molly Bryant, Designer/Owner,
The Columbus Architectural Studio

Design thinking and innovation have become popular buzzwords in the field of business. The aspiration to be innovative and creative among organizations is on the incline. In fact, the most achievable type of innovation is known as incremental innovation, the generation of new concepts or solutions derived from existing forms or technologies (Kaplan & Norton, 2006). As organizations continue to promote design thinking and innovation, they look to the physical space to offer a variety of work settings for people.

In 2012, I completed my Master of Fine Arts degree in Design Development at The Ohio State University. I chose to focus my design research studies on what makes people feel creative and what prompts them to collaborate within their physical workplace environment.

Working as a designer, one factor that became very apparent is that many furniture manufacturers are creating products to encourage collaboration in the workplace. They are doing this through solutions such as group lounge seating integrated with media where employees can plug in and share with their team members. It's true that these types of products are indeed great aids for companies who want to foster collaboration amongst employees. However, these products alone, as convenient as they may be, are purchased pieces that are placed into the physical environment. Although these products are an important part of the interior design planning, it is common that these pieces are purchased as a solution post occupancy. I decided to focus my research on studying the physical, more permanent components of interior environments that are perceived to generate creativity and collaboration. My end goal was to uncover which specific components contributed to people feeling creative and inspired them to collaborate amongst their work teams in order to inspire and facilitate sought-after design thinking and

innovation efforts organizations desire.

When considering what physical components have the potential to enhance perceptions of creativity or work group collaboration, the following questions arise:

- How does physical space within a work environment influence our creativity?
- How do physical environments contribute to our work styles and how we communicate with others within the workplace?
- The open office floor plan is quickly becoming the norm, but is this the only way designers should plan a workplace?
- Can private areas improve the fostering of creativity?
- Do surrounding materials within a designed environment such as the floor, wall, and ceiling finishes, even the lighting, have an influence on creativity and collaboration?

Along with these questions, many additional elements such as daylighting and views to the outside, temperature control, acoustics and noise control, color, and ceiling heights also were taken into consideration while conducting this research.

Some findings from other literature such as Amabile's in Motivating Creativity in Organizations: On Doing What You Love And Loving What You Do and How to Kill Creativity: Keep Doing What You're Doing, suggest social environmental factors, as well as motivation and productivity, play a role in creativity and collaboration. While these factors do have a connection to aspects of creativity and collaboration, this literature does not discuss the potential influence from the components that exist in the physical designed environment.

I conducted a four-part study that looks at which components of the physical environment may be perceived with creativity and collaboration within the workplace. This study consisted of
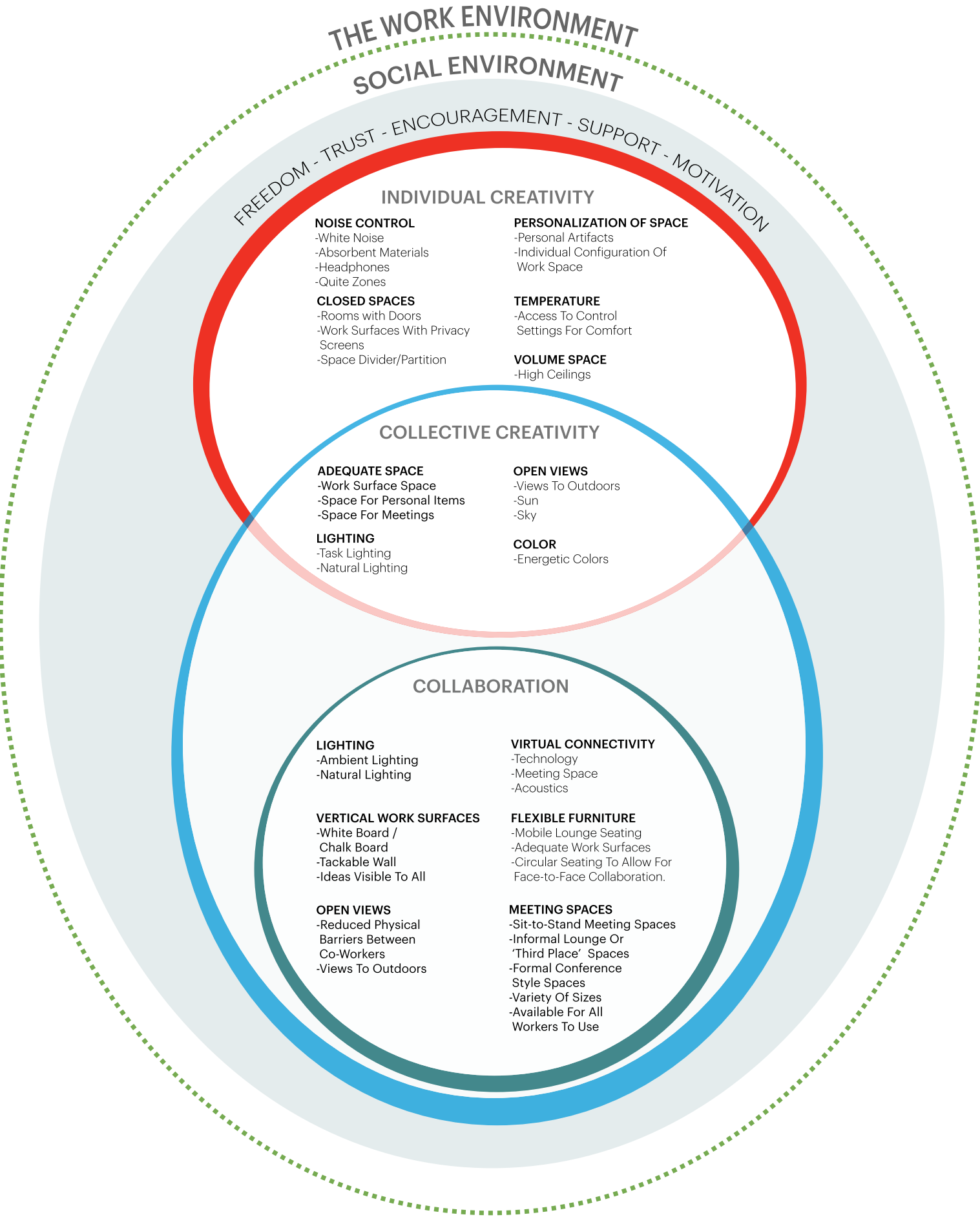
A framework for physical components and elements preceived to stimulate creativity and collaboration within the work environment.

two participatory activities, a questionnaire, and observation of the workplace environment. Current working professionals with a range of work experiences at a variety of creative service providers were asked to participate. Participatory activities allow for a visual and tactile approach to enhance the participants' engagement and in this case, consisted of image and word association tasks. Both participatory exercises were based from a creativity measurement assessment, The Keys Assessment, to help identify the participants' perceptions of physical components towards creativity and collaboration. By examining working professionals and their work environments in person, interactions, work styles, and the work environments, results were able to be recorded instantaneously. The benefit to this primary research is that the participants have various backgrounds and experiences that are expressed during the study activities. (See Page 17)

From the participatory activities, the common responses in the questionnaire, and observations of the multiple work environments, the following can be summarized:

1. Artificial lighting evoke feelings of oppressiveness, or staleness, therefore desired natural day lighting can benefit in terms of creativity and motivation.
2. Colorful and uncommon seating arrangements influence the desire to collaborate in groups and communicate with co-workers.
3. Open volume of space, especially ceiling heights have an influence on the feeling of positive work productivity.
4. Private and individual workspace features such as closed doors when needed or more secluded spaces are desired to get away from the typical open office background noises and distractions.
5. Freedom with the personalization of the individual workspace is desired.
6. The flexibility to move within the work environment is also desired.
7. Unorganized spaces are perceived as cluttered and distracting, but sometimes as individual and private. (1 out of 10 participants)

The information discovered from my research can be organized into a framework to better illustrate how physical components and certain elements can aid in the perception of creativity and collaboration within the work environment. These components are organized into their respective categories of individual creativity, collective creativity, and collaboration.

EMC Research

It's important to note that since this study was completed, there are new findings that have the potential to contribute to creative and collaborative work environments. These findings may include sit-to-stand work stations, meditation rooms, and overall wellbeing programs and initiatives built into the workplace culture.

With the increase of design thinking strategies and the addition of "innovation teams" within businesses, the demand for the physical workspace to enhance these strategies and structures is growing. These knowledge workers are also known as "the creative class" by Richard Florida, an American urban studies theorist. These individuals are the source of original and potentially useful ideas and solutions for a firm's renewal of products, services, and processes, explains Human Factors Professor Jan Dul at the Rotterdam School of Management.

It's the designer's responsibility to understand what components within the physical environment can be perceived as conducive to creative thinking and what perceived components might promote collaborative work styles. With this understanding, we can implement these components within the planning and design programming phases to create spaces that support creativity and promote collaboration.

Continental Office, Toledo

MARC USA

If you're interested in reading further about this research, click here: https://etd.ohiolink.edu/pg_10?0::NO:10:P10_ETD_SUBID:76390

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Living Office

The Living Office, a concept designed by Herman Miller, is based on what is fundamental to all human beings and evolves continuously in response to change. It affords workers choices about where to work based on the task at hand. Let's take a look at the 10 settings you'll find inside a living, breathing example of a Living Office, our Pittsburgh studio!

Plaza

TAKE A TOUR!

PLAZA

A Plaza is the vibrant and dynamic heart of an office. They're open, welcoming, public settings situated at major intersections and highly trafficked areas of a work environment. The Plaza serves as a home space for everyone to come together in our studio, whether it's to host an event, grab a cup of coffee from the café, or relax by the fireplace.

Features:

- Supports a diverse range of experiences and groups of up to 100 people
- Encourages mixing and mingling, and provides amenities like food and drink as a point of attraction
- Enables multiple work activities to happen simultaneously

HAVEN

Havens are the quietest places in a Living Office. It's a setting where focused work can be completed without interruption. Alternatively, it can be used as a place to unwind. A Haven can be purposefully placed out in the open or in areas with sound masking capabilities. Havens are typically smaller areas set up for singular or small group contemplation. One popular Haven in our Pittsburgh space is set up right across from the outside terrace.

Features:

- Optimized for one person, but may accommodate as many as three people
- Enclosed room, such as a private office, or a semi-sheltered or screened-in space out in the open
- May provide views of nature or characteristics that mimic nature, as nature-based design reduces stress and improves attention, learning, and cognitive function

HIVE

Much like the one bees live in, a Hive is a setting that allows for ample collaboration. Because they're often open, Hives foster connection and belonging. This is where our sales team sits, side-by-side, allowing them to harmoniously engage in individual and group work.

Features:

- Adequate workspace for a group of workstations, typically in multiples of four, six, or eight
- Comfortable, ergonomic furniture, sometimes including sit-to-stand surfaces, that allows people to work and concentrate for greater durations of time
- Filing and storage, as well as spatial divisions, that vary according to the character and purpose of the Hive

COVE

Well-placed Coves provide respite when quicker chats turn into longer conversations. Coves placed within 12-15 steps of Hives allow team members to quickly relocate and talk without disturbing others. If placed further than that, people are less likely to use them and will miss out on the opportunity to interact. The booth Cove in our Pittsburgh office is one of the areas our associates gravitate to most.

Features:

- Provides gathering space for groups of two to four people

- Supports digital display and personal technology for information sharing

- Enclosure level varies to suit noise levels and avoid disruption to others

Cove

Forum

Jump Space
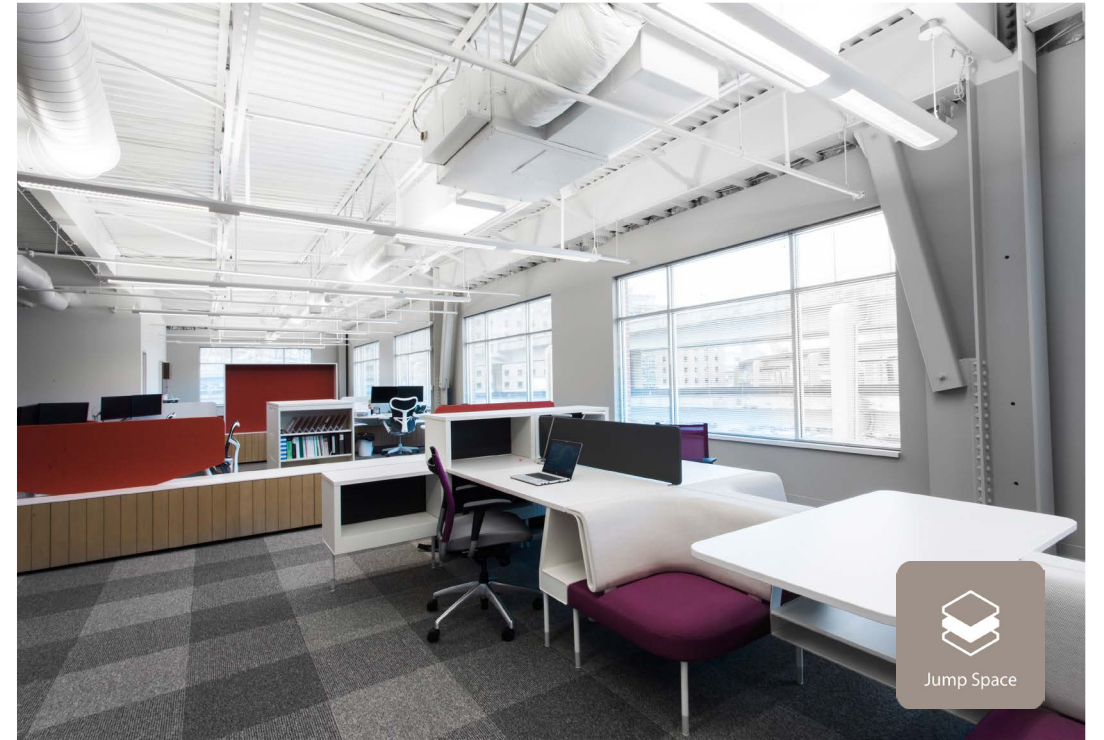
FORUM

A Forum is designed to support the presentation and discussion of content. This space provides a variety of furniture and plug-in technology options. With a direct line of sight to digital displays from every seat in the room, it allows for ease of presentations. The Forum is the most popular setting in our Pittsburgh studio!

Features:

- Allows for an audience of 12 to 100 people

- Clearly defined point of focus in the space, which tends to be architecturally enclosed

- Includes excellent sound and lighting, and technology capabilities to engage audience members and remote participants

JUMP SPACE

Jump Spaces are typically open and unassigned, and provide a high likelihood of encountering people from across an organization. Jump Spaces are brimming with buzz. Buzz includes things like noise, natural light, openness, and foot traffic. These high-buzz spaces create lots of opportunity for spontaneous conversation, bright ideas, and aha moments. The Jump Spaces in our Pittsburgh studio have all been strategically placed to maximize buzz.

Features:

- Accommodates two to eight people for distinct and discrete periods of time

- Located near highly-trafficked routes, or adjacent to busy intersections

- Helps connect people from different locations or teams who otherwise wouldn't meet

CLUBHOUSE

A Clubhouse is a working neighborhood that generally belongs to a team assigned to a specific, long-term project. In our Pittsburgh studio, this is where our account service coordinators (ASC) team sits, in a setting that offers ample surfaces to display and share work in progress.

Features:

- Provides a variety of individual and group work points with adjustable seating for up to 16 people on a team

- Enables people to freely and intuitively cycle between tasks and activities

- Allows easy use of a variety of fixed, mobile, personal, and remote technology

WORKSHOP

A Workshop is an example of a "third space," a place other than permanently allocated individual workspaces and conference rooms. It's the ideal setting for people to work together to generate new ideas and drive work forward. Our studio incorporates some personal touches in this setting, including plenty of Pittsburgh steel.

Features:

- Provides ample room for four to 16 people

- Encourages movement of people and furniture through adequate circulation space

- Offers easy access to digital tools and surfaces to generate ideas and create work

MEETING SPACE

A Meeting Space is an enclosed setting in a less formal, collaborative space. Traditional meeting spaces are often larger and underutilized, thus this setting is more intimate and requires ideal lines of site for everyone, including remote participants. One feature we love about our Pittsburgh Meeting Space is the built-in fireplace that keeps us toasty warm during the winter months.

Features:

- Accommodates four to 12 people

- Provides defined edges for acoustical control and privacy

- Designed to support information sharing, whether in-person or remote

LANDING

Landings provide settings for serendipitous on-topic or off-topic conversation. They're unenclosed spaces near main collaboration areas, where one-to-one interactions can naturally and quickly take place before or after a more formal meeting.

Features:

- A gathering space for two to four people

- Have furnishings that anchor the space and offer places to perch temporarily

- Open perching spot adjacent to Meeting Spaces or Forums

- May incorporate design cues extending from adjacent settings to encourage contextual memory

Meeting Space

Clubhouse

Workshop

Landing
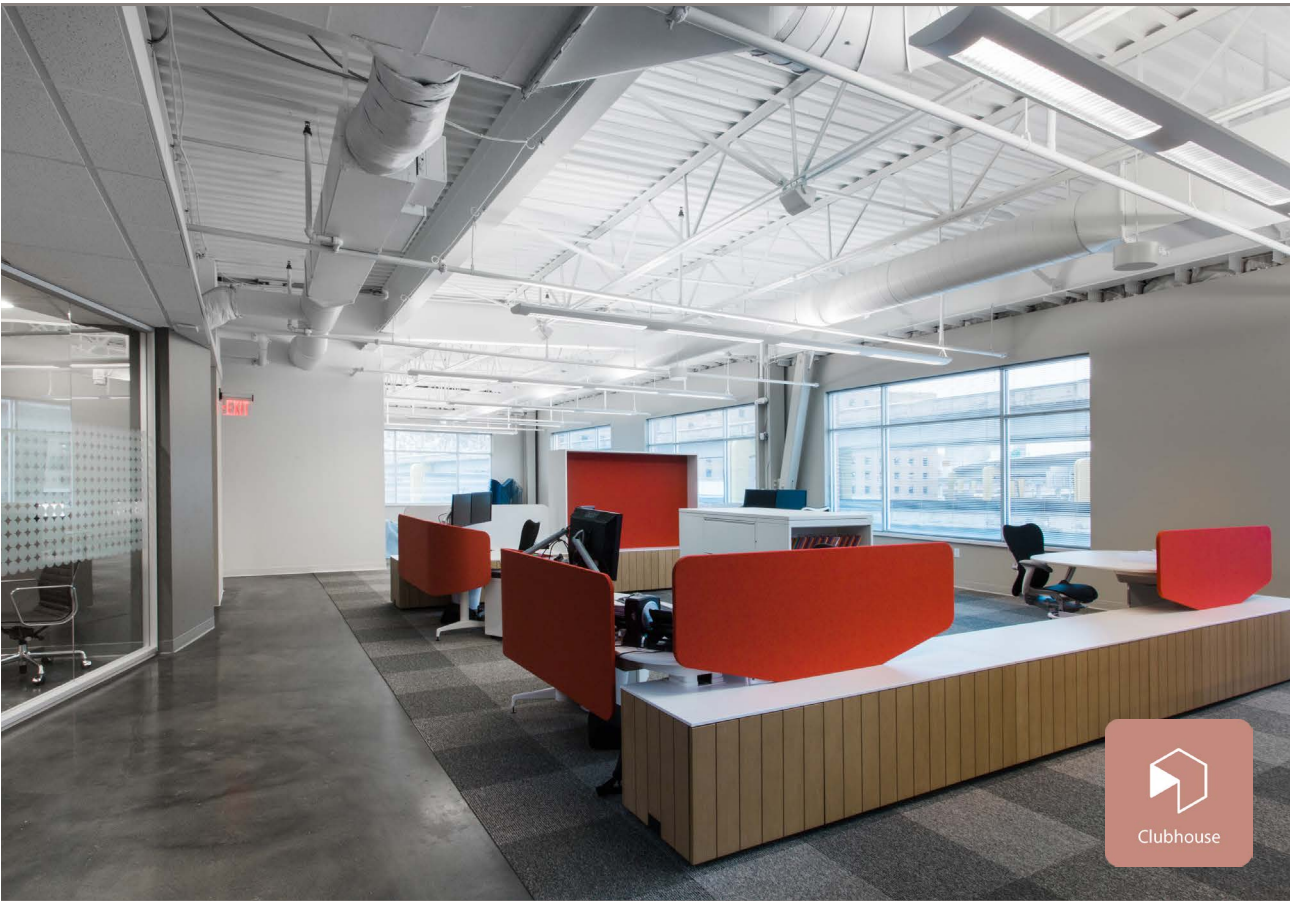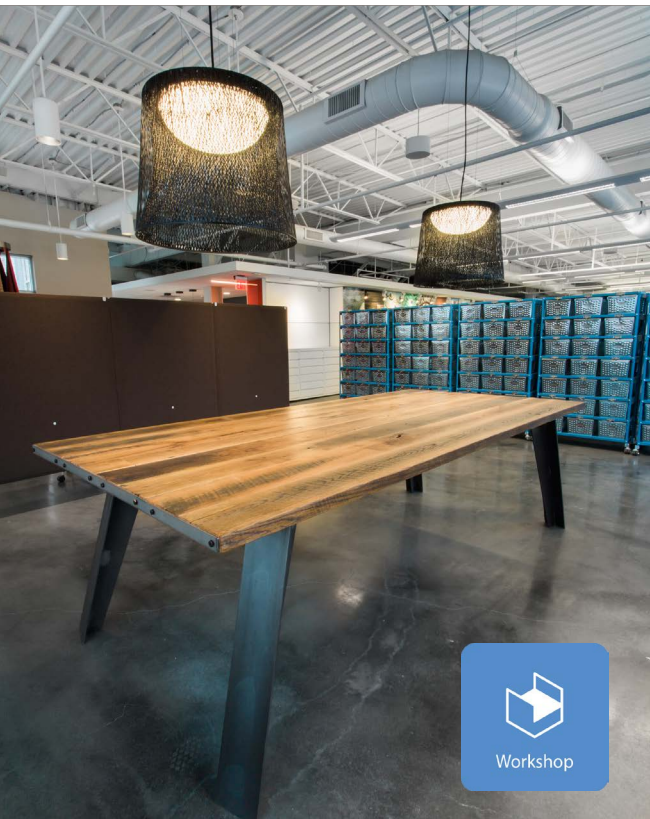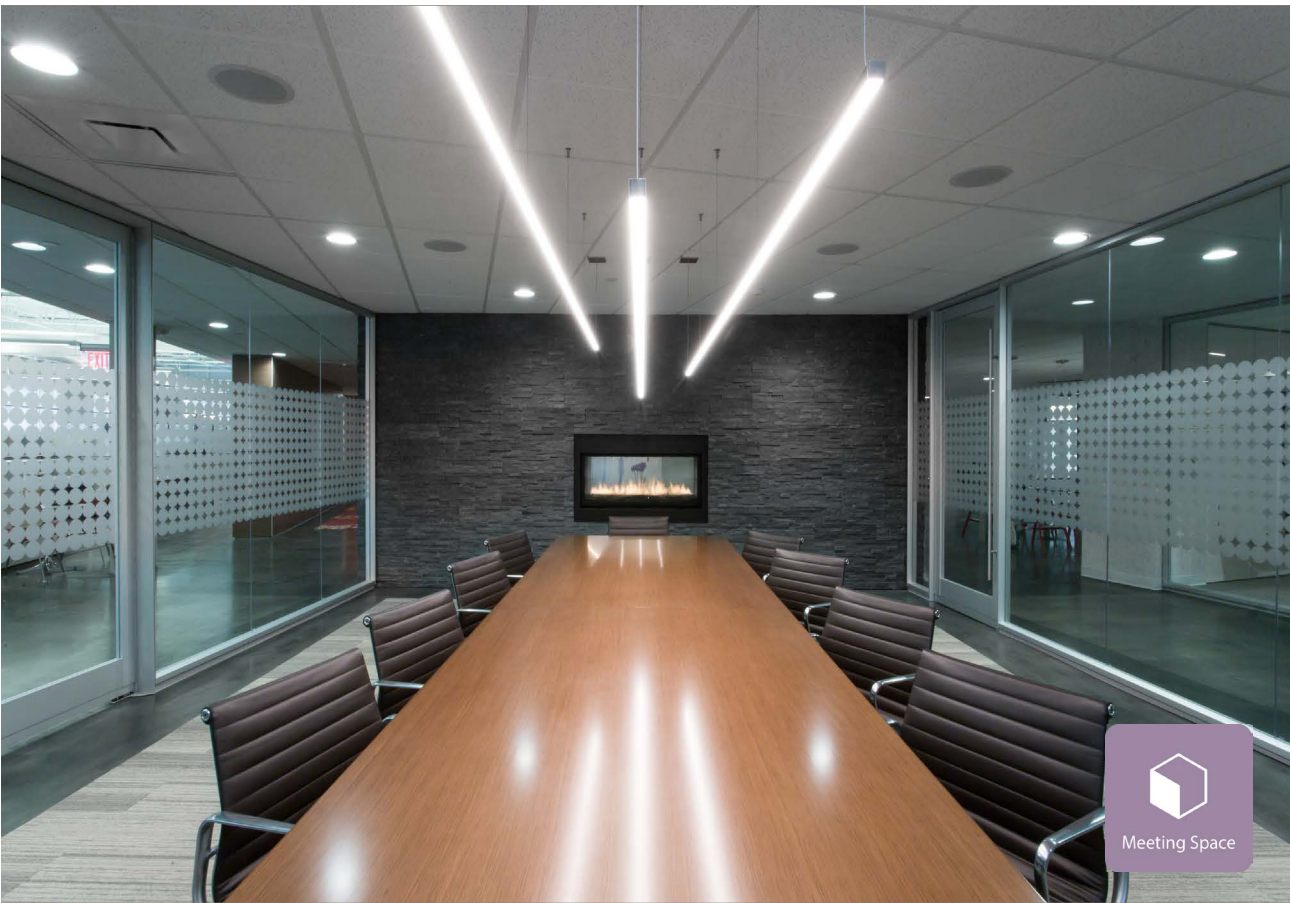
Recurring patterns and personal touches can be found throughout our Pittsburgh office, making the space cohesive and unique. Wall graphics enhance our studio, telling a story of where we've been and where we're going, and bringing our brand to life. Technology is easily accessible throughout the full space, allowing employees to have a choice of where they want to work. Perhaps the most important takeaway is that there is no one-size-fits-all solution when it comes to designing a space with the Living Office approach. Every aspect of our studio has been designed for the needs and culture of our Pittsburgh associates!

WHAT'S ALL THIS TALK ABOUT MOISTURE IN MY CONCRETE?

By: Garry Ruick, President, Floors & Walls, Continental Office

If you've been involved in a commercial flooring project during the last several years you've probably heard some discussion about issues with concrete moisture and moisture vapor emissions. As odd as it sounds, it's actually a multi-billion dollar annual problem in North America. Yes, that's billion with a "B". In fact, it's one of the largest challenges we face as a flooring contractor.

Here's the problem in very simple terms. When concrete is placed (poured) it's comprised of cement, some kind of aggregate, water, some fillers, and other additives. When concrete hardens it's a chemical reaction that occurs that makes it harden as opposed to the concrete "drying". The concrete uses a part of the water that's in it to cure and the rest of the water is used to make it easier to pour, trowel, and finish. The "extra" water does need to dry and that causes issues as it leaves the concrete.

If you examined concrete under a microscope you would see it's filled with tiny capillaries that channel the water vapor to the surface of the concrete and out. It's that water leaving the concrete in the form of vapors that causes the problems. These problems can include breaking down the adhesive and causing the floor to come loose. It can cause bubbles in the flooring. It can cause carpet tile backings to break down and get soft or to emit a bad odor. It can cause products to curl up in the corners and in bad instances, mold growth can occur. Basically, nothing good comes from moisture issues.

So what can you do? Make sure the flooring contractor you are working with understands the topic and can guide you through the process safely. There are very specific testing protocols that are published by ASTM to check for concrete moisture. Make sure those tests are performed by qualified and certified people.

Every manufacturer of moisture sensitive products provides specifications covering the limits of moisture their adhesive or product can withstand. Follow those specifications and don't install in conditions that exceed the limits.

If you have a building or concrete floor where the moisture levels are too high there are also solutions to get the concrete to an acceptable moisture level. These mitigation processes range from topical treatments to high-end epoxy treatments. The moisture mitigation process is costly running from $1.75 to more than $5 per square foot. Which mitigation you need will depend on the product being installed and the moisture level of the concrete.
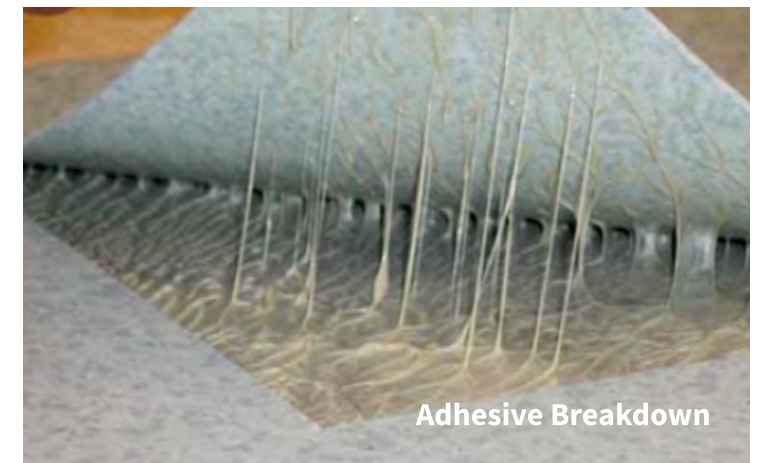
My best suggestion is to address the potential for a moisture problem *before* your flooring goes in. A good decision before the installation will save a tremendous amount of money compared to dealing with a problem after it arises.

Wood Flooring Expands With Moisture

Adhesive Breakdown

Curled Floor Tiles

Bubble in Sheet Vinyl

open spaces

Click Here to Watch the Video!

For example, fuseproject, a start-up industrial design and branding firm in San Francisco, found that 70 percent of face-to-face interactions happen at the desk and last three to five minutes. As such, they set out to create the world's first workplace system specifically designed to foster better collaboration through social interaction. It's based on modular, ergonomic sectional seating to maximize connection.

The modern office environment is becoming a comfortable, inspiring place that offers workers choices. But, it's not just what millennials want. Herman Miller conducted research that found workstations were unoccupied for 60 percent of the day. That discovery eventually led to the Living Office, which applies a deeper understanding of what makes us human to help create workplace settings that deliver a more natural and desirable experience of work

for people, and fuel greater outcomes for organizations.

The office landscape has seen a rise in adaptability, variation, and cohesion to meet a broad set of needs and desires across an organization. Whether it's a space to complete heads-down work in a quiet spot, sit and have a spontaneous conversation in a café setting, or collaborate in a screened-in space with built-in technology, providing a variety of spaces not only boosts productivity but increases profits. This also helps to promote a healthy workstyle by allowing associates to move around frequently and be more flexible.

While this new generation of workers is driving us to challenge and change the way we think about the workspace, industry leaders are being prompted to look at how we truly work rather than how we think we work.

What Matters to Millennials
When it Comes to Workplace Design

Let's face it, interviewing for job opportunities goes both ways. Companies are seeking talent and the right cultural fit, but so are candidates. It's becoming increasingly important to understand newer generations in the workforce and the environments in which they thrive. So what matters to them?

We spoke with students entering the workforce. While they had a lot on their workplace wish list, like bringing pets into the office and complimentary food and drink, what we heard on a consistent basis was that what matters to them is:

1. A comfortable environment
2. A workspace that feels like home
3. Lots of natural light
4. To be plugged in at all times

Over the past several decades we've grown used to a different work environment than what millennials are describing today, in terms of both perks and design. With talent attraction and retention becoming increasingly vital to profitability, millennials who are entering the workforce are causing a notable departure from what is considered traditional workplace design. We're seeing forward-thinking companies changing the way we think and work.

"It's becoming increasingly important to understand newer generations in the workforce and the environments in which they thrive.

3 WAYS TO INTEGRATE
BETTER ERGONOMICS INTO YOUR HEALTHCARE SPACE

By: Susan Bishop, Account Executive, Continental Office

In the world of healthcare, it's important to think about the holistic experience. Many healthcare facilities today create environments that delight people with a compelling selection of work settings across the entire health system. But there's still a greater need for ergonomic solutions in these spaces, whether it's providing flexible seating options in the waiting room or sit-to-stand desks for staff. Here are three additional ways to incorporate better ergonomics into your healing spaces.

Put patients first. A great way to figure out where you can better incorporate ergonomics into your healthcare facility is by asking patients. Do they prefer to sit or stand? How do furniture options affect their healthcare experience? Understanding how your patients feel in your space ensures that you are offering a variety of settings and choices for your patients to choose from, and that they are comfortable, happy, and healthy.

Design to heal. A current trend in the healthcare industry in general is the tendency towards a more spa-like feel in facilities. When the space feels more like home, it helps healing to happen faster. Make sure your color palette is calming, you're bringing in lots of natural light, and you're choosing appropriate furniture for patients, such as recliners or seating with multiple levels when feet need to stay elevated. Don't forget about your staff either, and provide options like adjustable monitor arms for those who work on a computer.

Make sound choices. Conduct a walkthrough of your space and work with a professional or facility manager to look for existing or potential ergonomic problems. Are chairs in good repair, with vinyl fabric that's in tip-top shape? Does your furniture adequately support those who use it? For the long haul? When adding or replacing inventory, remember that offering a good option doesn't always mean it's going to be the cheapest option. Make choices that hold up, are safe and will pass inspections, and provide ease of cleaning and maintenance.

I think we can agree, a healthy space is something we can all get on board with!

K-12

FACILITY MASTER PLANNING PROCESS IS CRITICAL TO OUR FUTURE SUCCESS

Beaver Local HS

By: Kyle Sellers, Director of Strategic Development, Gilbane Building Company

They say children are our future.

And for some communities in Central Ohio, that future is one that will see significant increased growth and enrollment in their school systems. This is also a future that will test the limits of their existing school facilities and bring to light some of the challenges they can expect to encounter in the years ahead. Buildings that have been maintained throughout the years on a shoestring budget will now have the added challenge of maintaining those same buildings on that same shoestring budget, all while trying to make accommodations for an ever increasing number of students.

I won't bore you with a bunch of statistics about how Central Ohio is growing at an unprecedented rate; you already know that. You see it in the development happening in downtown Columbus, the myriad of new suburban developments popping up outside the 270 loop, and in the traffic you fight each day during your morning commute. Growth is real and it is happening now. Ignoring it won't make it go away. Ignoring it will only ensure you get run over in the process.

Growth is happening and the area that I think is going to feel the biggest impact in the next 3 to 5 years is the education market, specifically our K-12 school systems. With growth comes people, specifically those under the age of 18. They will need a place to learn, make friends, make mistakes, learn from those mistakes, and figure out how to become the best versions of themselves.

Those districts that realize change is coming are preparing for the growth ahead by beginning the process of examining their existing facilities and asking if they can handle the inevitable increase in students. This Facility Master Planning process is an important step in evaluating their existing school facilities and asking

what can be done to improve their situation. Maybe that means they need to knock down the existing high school from the 1950's and build a new facility that better accommodates students living and learning in the 21st century. Sometimes it means that they can keep their beloved middle school but add on a wing or two. And sometimes it's as simple as re-configuring their existing space in the elementary schools to get more usable classroom space that is better suited to teaching young minds.

I've been fortunate to attend several of these Facility Master Planning sessions around Central Ohio and there are several common themes I see in those districts that have been successful in implementing the process.

1. Be Engaging

Schedule open houses and invite community members out to hear the plan and to discuss the process. Invite them to share their thoughts, concerns, fears, etc. Do this early and do this often. You need to generate support early because just like anything else, the more momentum you are able to create in support of your efforts, the more this will translate to an easier process down the line. You need to let the community know that their input is critical to the process.

2. Be Proactive

Get out and meet the community in different venues and not just rely on them attending open houses to hear your message. This means scheduling coffee meetings, small group meetings, one on one meetings, etc. to have more open and direct dialogue with people. This helps to show your commitment to the process and helps engage those

members of the community that might be hesitant to attend public forums.

3. Be Realistic

This is not an easy process. Most districts start the Facilities Master Planning process 18 months or more in advance of any ballot issue. There will be setbacks along the way and days where you feel like the world is against you. Those are the days where you need to dig in and grind it out and try to move the needle, even if it is just in the slightest. Know that not every day will be like this but you will be better for fighting through the challenges and it will make you, your team, and the district stronger because of it.

4. Be Accessible

Post everything online. Send out mailers. Video record every open house. Make sure your information is easily accessible to both the tech savvy and the old school communicators. The worst thing you can hear from people going to the voting booth is "I didn't know anything about this."

5. Be Transparent

You will be asking your community members to spend more money than they have in the past. Any time you start talking dollars, things can have a tendency to go off the rails quickly. If you do none of the other things I have listed above, do this: Be Transparent. Let the community know how much the proposed construction work will cost, even if it's a big number. Let them know much it will cost

them specifically. Do not try to hide anything from them because if you do, it will come out eventually and you can kiss any chance of the community supporting a ballot issue goodbye.

There are countless studies available now that highlight the differences in the way children learn today in comparison to how people from my generation learned in school. Or, even more so, when our parents learned in school. The challenge many Central Ohio districts are facing is that their learning environments are built around educating our youth through an early to mid-20th Century lens, let alone an early 21st Century lens. Classrooms and education centers of the future need to be flexible and accommodate changing best practices as it relates to providing education to the students. I believe that the direction most districts will take will be to implement flexible classroom spaces that double as different learning environments based upon the class, area of study, or location in the building. These type of classrooms will provide a more flexible solution and allow the facility to be adaptable to future changes in education practices.

Regardless of the final implementation plan, many of the school districts around Central Ohio will be facing this same challenge in the coming years. The support they are able to gain from the school administration, the community, and the parents of the students will ultimately determine the direction the district will grow in the future. Regardless of your position as it relates to politics, tax rates, or international trade agreements, I think we can all agree that providing our children with the opportunities and environments they need to be successful in life is something we can all support. Best of luck to those districts facing upcoming ballot issues.

Thank you to the folks from Continental Office for including me in their inaugural biannual magazine. All of the opinions in this article are mine so if you don't like them or don't agree with me, blame me, not them.

SPACES
WE LOVE

1. Our custom supergraphic in Tungsten Network shows the office locations around the world of this multinational organization. 2. We helped IKM move on from a chopped up landscape with existing built-in desks to a more customized and collaborative open office environment in a new space. 3. To promote a shift in Motorists' workplace culture, we created a technology-friendly space with an entrepreneurial spirit. 4. We provided the landmark Ohio Statehouse with carpet to match the original carpet there in the 19th century, with 29 different colors woven in an intricate pattern design. 5. To better tell ECOT's story, we developed a space that reflects the 21st century education this school offers to students.
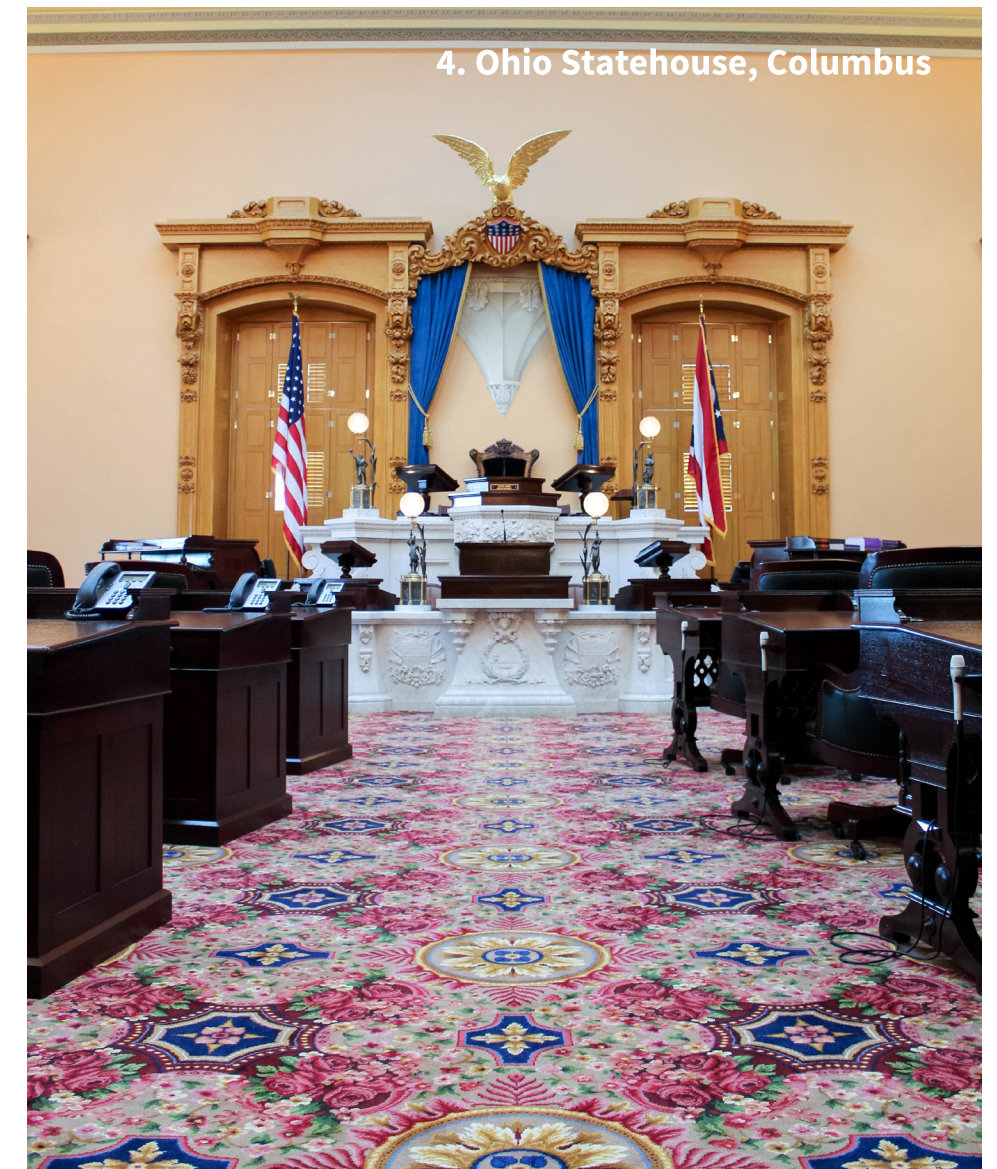
1. Tungsten Network, Toledo

2. IKM, Pittsburgh

3. The Motorists Insurance Group

4. Ohio Statehouse, Columbus

5. ECOT, Columbus

How *Marburn Academy* Created an Ideal Learning Environment

Marburn Academy is an independent day school and a visionary leader in the education of bright students with learning differences, such as dyslexia and attention difficulties. Their conviction is that every child is capable of succeeding. For the past 30 years, Marburn resided in a former elementary school in the Northland area of Columbus, Ohio. There was no consistency in the space and their brand was outdated. Worst of all, the space became overcrowded and cramped over the years, with a configuration that was less than ideal for a learning environment.

Marburn wanted to create a new space where their students would feel encouraged, inspired, and comfortable. They envisioned this space with fresh furniture and floors, and expressing a new brand throughout the space with simple yet powerful messaging. They wanted to create an authentic and timeless experience for their students, allowing them to learn through their environment via dimensional elements incorporated into the space.

After sitting down with the faculty, staff, parents, and students of the school, we were able to discover, design, and deliver an intentional and impactful learning space. Their beautiful new 64,000-square-foot building on a 17-acre campus in the suburb of New Albany has not only helped them to grow, but helped them to soar. The state-of-the-art facility showcases their new brand throughout the space, as well as provides cutting edge technology and adaptive classrooms for young learners.

One of the key branded elements in the new space is a dimensional letter "M" that reinforces how Marburn's students learn using an alternate technique known as

tactile learning. Additional elements include Marburn's mission/vision statement, which can be prominently seen at the entrance of the school, a gallery wall with artwork by students and alumni alike, and a donor wall that recognizes the hundreds of individuals who helped to make this new space a reality. Wayfinding and signage are also incorporated into the space, from the seating to the flooring to the wall graphics, using colors to help with navigation and safety.

A four-year project, from initial budgeting to move-in, accomplished Marburn's objectives of creating a space where their students feel safe and welcome. Marburn Academy is paving the way for intentional learning spaces, improved student experience, and academic success, not just across the city of Columbus, but across the nation.
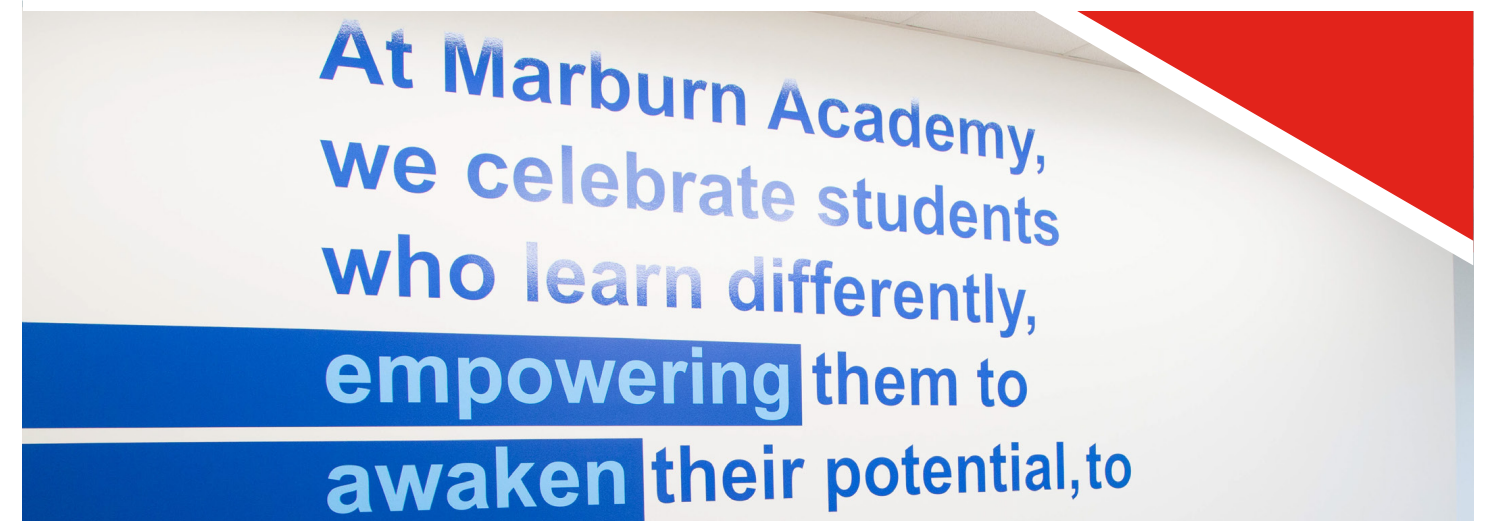
WORKPLACE SERVICES

AN EXTENSION
OF YOUR TEAM

By: Kim Keyse, VP, Design & Services, Continental Office

Many people don't realize that buying furniture or installing floors is just the first step. You also need to consider your holistic workspace lifecycle, from cradle to grave, to make the most of your purchase. It can be hard to identify services that accomplish this and have an actual value for your business. It's always the right time to think about how to maximize your workplace investment (whether it's recent or from several years ago) so that it continues to pay off.

Most companies need a customized solution (whether onsite or offsite) that helps them continue to make the most of their investment now and in the years to come. In many cases, especially when a resource is needed yet headcount is a concern, having an extension of your team makes a lot of economic sense. Whether you've recently purchased new products or you're looking to refresh and/or reconfigure your existing assets, you have a variety of options that can work with even the smallest of budgets.

If workplace services sounds interesting to you, it may be time to start researching potential partners. When considering which company to work with, some great questions to ask are:

- Can they start a project for you or come into your existing project at any point?

- Can they help with an array of projects, from experiential design to prefabricated interior construction?

- Can they work with the vendors your business is already utilizing?

- Can they work with any manufacturer?

- Do they have onsite and offsite support teams?

- Are they in it for the long-haul?

- Do they have your bottom line in mind?

But what really sets a potential partner apart is their use of technology and commitment to superior customer service. Having the ability to make real-time changes on the job site saves time and money. Whether it's asset inventory management, design and space planning, move and project management, or even workplace audits, make sure you're utilizing the right team to maximize your investment.

A GLIMPSE INTO
THE FUTURE
WORLD OF
CONSTRUCTION

While the digital revolution has changed the way we work and build, the Engineering and Construction (E&C) sector has historically been slower to adopt new technologies than other industries. However, given today's factors like stricter environmental requirements, a shortage of labor, and clients who demand cost certainty, this sector needs to evolve. To do so, this crucial transformation will rely heavily on new advances in technology.

Let's face it, technology changes fast. In the late 1980's less than 1% of the world's technology was in digital format. By 2014, that number increased to 99%. Today things shift even more rapidly, while at the same time end users are demanding a better experience.

Ask anyone who's been involved with hiring a construction team and they'll likely say the following:

1. It costs more than they thought.

2. It takes longer than they expected.

3. The quality is less than they anticipated.

If we're to change this perception, we have to embrace new construction technology. Here are just two of the technological advances we're seeing today. They deliver not only a better end-user experience, but also benefit general contractors, architects, and designers.

VIDEO GAME SOFTWARE

New technology like ICE® software is revolutionizing the industry right now. It's essentially a video game for designers that was created in Calgary, Canada by DIRTT, a prefabricated interior construction company that's helping the world to build better. Users experience a real-time, interactive exploration of the design, ensuring everyone is on the same page. If a design change is needed or desired, it automatically updates every aspect of that design. Not only does this make the project clear to all stakeholders, it also provides cost certainty, eliminating surprises along the way.

If you really want to immerse yourself in the experience, grab a virtual reality (VR) headset and seamlessly enter into your design/space at any point during your project. Walk around, explore, and make sure it's going to meet your business objectives. Want to change a finish or product(s)? It will happen before your eyes in your VR space.

Advancements with ICE® are taking VR to a whole new level. It's called mixed reality. Imagine standing in the real world and combining it with the power of virtual reality. This means you'll see your actual physical environment but can also see your 3D design right in front of you. You really have to see it to believe it!

3D PRINTING

3D printing is revolutionizing many industries, but perhaps none more so than those of architecture and construction. 3D printing technologies are literally changing the way we interact and translate ideas into tangible objects. Obviously, that's a key ingredient in the worlds of architecture and construction. So much so that you're likely to find a 3D printer in many architecture studios these days.

The world we live in (and the way we build things) is changing. In fact, did you know it's possible to print a treehouse? How long will it be until we're printing buildings and houses? It might seem like a stretch, but these advancements are already underway and exist. There are a variety of experiments currently out there around the world like 3D printed concrete house in China and a contour crafted building in California.

Who would have thought that video games or 3D printers would have such an impending impact on construction? If the industry embraces these technologies, we're going to start seeing faster, cleaner construction projects that provide cost certainty and flexibilty. We're already starting to see this and how quickly it's coming to market. Just imagine what the world of construction will look like in 30 years!

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