THE POWER OF PLACE:
WORKPLACE STRATEGY & DESIGN (WS+D)
GUIDELINES

BUILDING OUR COUNTY. BUILDING OUR FUTURE. TOGETHER.

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ACKNOWLEDGEMENTS

We are thankful to all those who embarked upon the WS+D project. Through design, we can impact performance and innovation to build a stronger Cook County. This project shifts our workplace paradigm given the changing workstyles of our workforce and the growing expectations of service delivery to our residents.

Project Sponsor: Ann P. Kalayil, Bureau Chief of Asset Management and Velisha Haddox, Bureau Chief of Human Resources

Foreword
Office of the Cook County Board President
Toni Preckwinkle

In 2015, I established the Bureau of Asset Management (BAM) to efficiently manage Cook County's approximately 19 million square feet of real estate that is divided into three portfolios: corporate facilities, health and hospitals, and public safety. These portfolios range from courthouses to hospitals to clinics and administrative offices, all of which are occupied by County employees focused on serving our residents.

We continue to invest millions of dollars in innovative infrastructure to not only protect our public assets, but also to unlock their value in order to address the critical social, economic, and environmental challenges of today and tomorrow.

As the second largest county in the country, Cook County is focused on the smart governance of its assets for the success of our residents and employees. With an equity lens in mind, last year my office released the *Cook County Policy Roadmap: Five- Year Strategic Plan for Offices Under the President,* which is organized into six policy priorities: Smart Communities, Healthy Communities, Vital Communities, Safe and Thriving Communities, Sustainable Communities, and Open Communities. Our goal under Smart Communities is to "*provide an innovative infrastructure that will change how we live, work, and connect.*"
.
The Roadmap makes equity a foundational value and mandates that an equity lens be used in all of our strategies, as a policy and practice, from employee training to funding formulas. Furthermore, equity is a key component that drives our real estate decisions, from how we invest in our assets to boost economic development, to the way in which we deliver workplace solutions that will change how employees and residents work and connect to public services.

Workplace Strategy and Design (WS+D) Guidelines provide a blueprint on how to deliver optimal workplace solutions. WS+D uses a methodology that is people-centered when designing and delivering workspace solutions in the County. The recommended methodology is the result of an inclusive process in which staff from various offices – serving internal and external stakeholders – provided invaluable input.

These guidelines are examples of the Policy Roadmap in action. They incorporate our foundational value of equity to the built environment such as shifting to designing space based on how people work and not because of title and tenure; and providing universal access to daylight. WS+D aims to help the County grow and adapt to an everchanging workplace, one that is focused on two of Cook County's most important assets - its workforce and customers.

Sincerely,

Toni Preckwinkle

Toni Preckwinkle, President

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1 INTRODUCTION

THE VISION

ALIGNING THE WORKPLACE TO SUPPORT COOK COUNTY'S MISSION, VISION, VALUES, AND GOALS

Successful workplace design strategies look to future trends to inform an analysis, and also to internal initiatives to make a business case that supports ongoing strategic initiatives. The Cook County Policy Roadmap highlights supporting **COMMUNITIES** that are **Healthy, Vital, Safe and Thriving, Sustainable, Smart, and Open.**
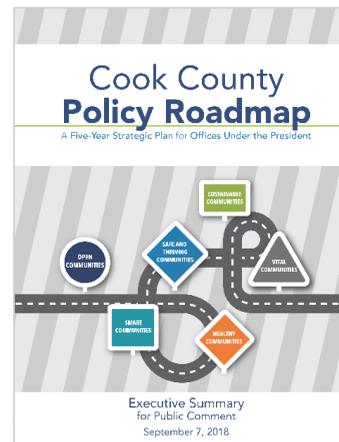
MISSION:

To serve as a good steward of public resources that builds equitable and sustainable communities for all residents.

VISION:

To be a leader in building vibrant, sustainable, and inclusive communities where people want to live, learn, work, and play.

VALUES:

Equity
Excellence
Engagement

THE CASE FOR CHANGE

The WS+D Guidelines are intended for internal and external facilitators to provide a framework for deploying the Cook County Future of Government Initiative workplace strategy, which is a workplace designed around activity-based work. In an activity-based work environment, a variety of settings and space types are provided to afford users with greater choice that best support their work modes and workstyles. Unlike a traditional open office environment where it is a one-size-fits-all solution, an activity-based workplace accommodates individual focus work, collaborative work, and social interaction with each designed for effective work. This document contains guidelines for workplace typologies, programming methodologies necessary to select the appropriate typologies, and planning concepts and framework that guides the deployment of activity-based work. It also contains information to guide Cook County and its consultants in measuring the success of implemented projects, along with developing and deploying a transformation program that should be viewed as an extension of the design of the new workplace.

1 Understanding Activity-Based Work

2 Understanding the Building Blocks

3 Applying the Building Blocks to the Customer
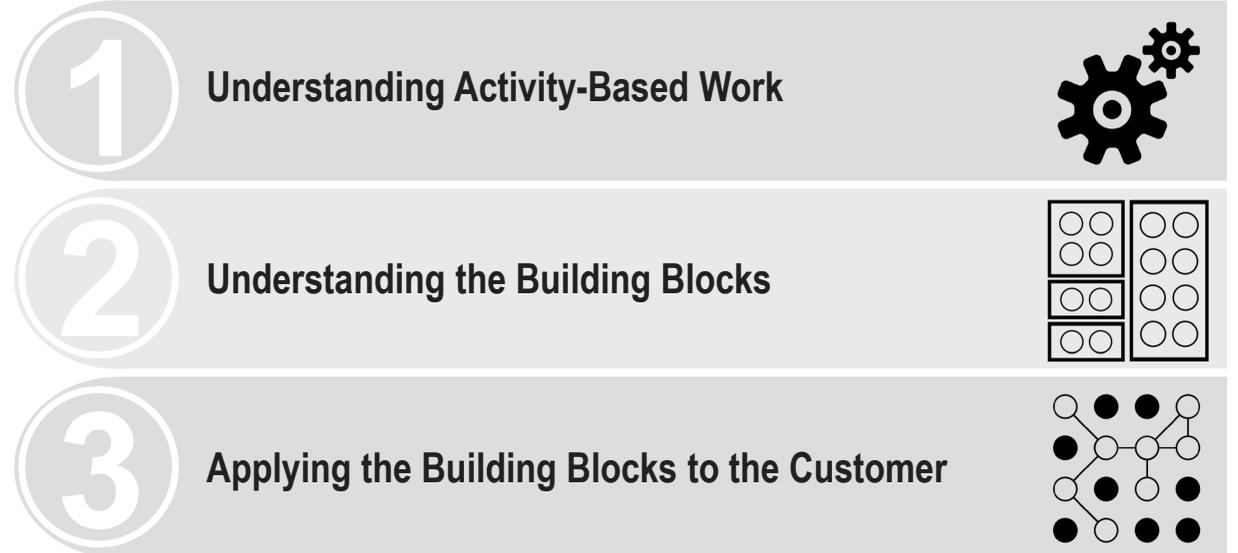
CHANGING THE WAY WE WORK

CHANGING THE PARADIGM AROUND DEFINITION OF WORKPLACE

Acknowledging the increased competitive job environment across industries that is driven by technology and customer service as the core value of all enterprises, the Cook County Future of Government will also evolve to meet those demands and changing nature of work.

The employees, both current and the next generation, of Cook County will need to embrace technology as a ubiquitous resource and a mindset of customer-experience as a primary focus. These individuals should then be supported by a workplace that enables choice, greater degrees of collaboration, enclosed spaces to support focused work, agility, and mobility, all with higher degrees of social interaction for greater sense of community within Cook County.

The new workplace platform aims to support the people and their performance and well-being, providing a holistic user experience.

FLEXIBILITY

CHOICE

TRANSPARENCY

WELL-BEING & SUSTAINABILITY

MOBILITY

TECHNOLOGY

CREATE COMMUNITY

USER-EXPERIENCE FOCUSED
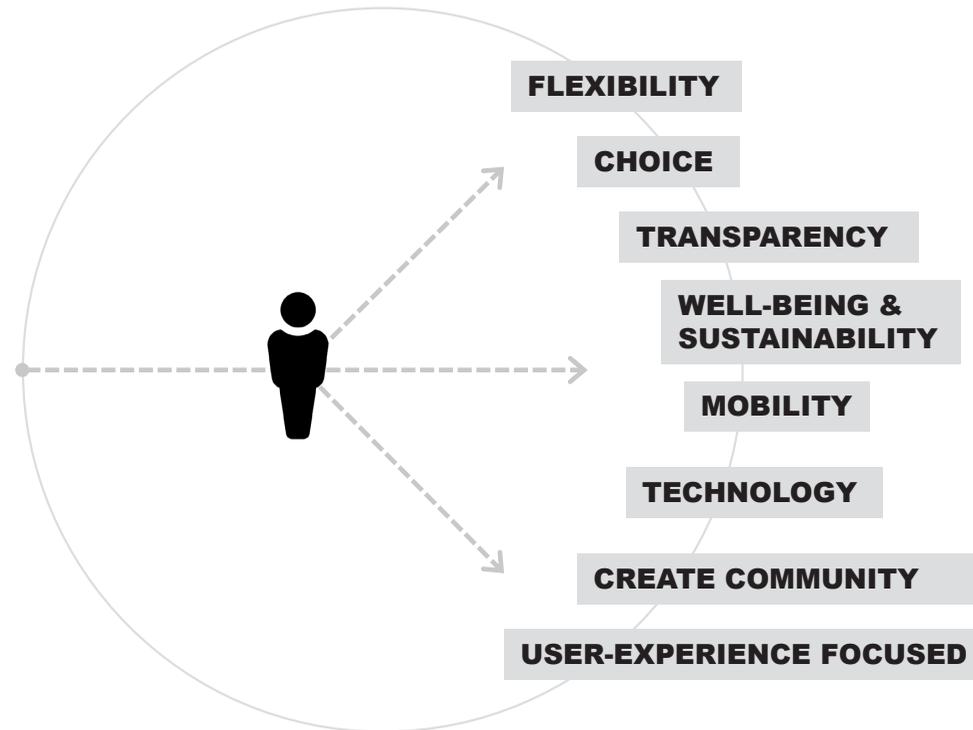
Photograph courtesy of SmithGroup. © Justin Maconochie

2   THE STUDY

GUIDELINES DEVELOPMENT ROADMAP

Based on the studies, a two-phased implementation strategy was recommended for Cook County. This WS+D Guidelines document focuses primarily on the strategy and guidelines for the **Phase 1 implementation,** which will then be a stepping stone for Phase 2 implementation.

The steps outlined are an overview of the journey taken to develop the workplace strategy to then inform the Design Guidelines.

WORKPLACE DESIGN STRATEGIES

POLICY ROAD MAP

CURRENT STATE / INSIGHTS

BENCHMARKING: WHAT OTHERS ARE DOING

GUIDING PRINCIPLES

Phase 1 Strategy implementation

FUTURE STATE OF GOVERNMENT

Phase 2 Strategy implementation

| Connecting initiative strategies with Cook County enterprise initiatives | Exploring what others are doing & what can be learned & applied to Cook County Workplace | Understanding the current state of work & identified areas of change around collaboration, democratization of space & sustainability | Developing guiding principles to support initiative goals & to frame strategies | Developing scenarios for The Reliable Workplace | Exploring the impact of predicted change on Cook County Future of Work | Developing future scenarios for The Reliable Future Workplace |

PROJECT CONTEXT & SCOPE

The scope of this initiative includes the Offices Under the President (OUP), as well as four organizations of separately elected officials. The Bureau of Asset Management has partnered with the Bureau of Human Resources and the Bureau of Technology in this initiative. **Ten Bureaus/Departments,** listed on the right, were selected to be a part of the research process to help craft the workplace strategy and design guidelines. They participated in a range of activities to provide data and insights.

There is one single mission and vision statement for Offices Under the President (OUP) at Cook County, but not across the 10 bureaus/departments participating in this study.

The Cook County Policy Road Map is thorough, recently updated, and has provided a contextual framework for this assignment for six of the 10 bureaus/departments.

Reduction of real estate is not a driver, but **unlocking the value of County assets** is essential. As such, the desire to increase utilization and increase productivity is a driver.

BOA (OUP) BUREAU OF ADMINISTRATION	**CIRCUIT** CLERK OF THE CIRCUIT COURT
BAM (OUP) BUREAU OF ASSET MGMT.	**CLERK** COUNTY CLERK
BOF (OUP) BUREAU OF FINANCE	**JAC (OUP)** JUSTICE ADVISORY COUNCIL
BHR (OUP) BUREAU OF HUMAN RESOURCES	**SHERIFF** OFFICE OF THE SHERIFF
BOT (OUP) BUREAU OF TECHNOLOGY	**ROD** RECORDER OF DEEDS

PROCESS | RESEARCH METHOD

Internal research with the 10 selected Bureaus/Departments involved a variety of engagement activities and platforms to provide data and insights. A Town Hall meeting kicked off the initiative followed by a leadership vision session, managers, and staff workshops. A web-based online survey was then launched while onsite observation gathered utilization data over a one-week period. One-on-one interviews with each department gathered details on uniqueness of each.

1

Week of onsite **observation**

1 : 1

Departmental interviews

10

Departments participated in **workshops**

1,543

Cook County employees responded to the online **Workplace Performance Survey**

INITIATIVE GOALS

At a leadership session, which included leaders from 10 departments/bureaus, 14 goals for the initiative were identified.

TECHNOLOGY INTEGRATION

CENTRALIZE DATA CENTER/ SERVER/ IT SERVICE

HEALTH + WELL-BEING

BRING DEPTS. IN THE FIELD TO A CENTRAL LOCATION

WORKPLACE FLEXIBILITY

REAL ESTATE REDUCTION FOR LEASING OPPORTUNITY + REVENUE

ALIGN SPACE TO OPERATIONS

SUSTAINABILITY

SUPPORT INTER-BUREAU COLLABORATION

RELIABLE WORKPLACE

BETTER SUPPORT FOR CUSTOMERS

BALANCE CONFIDENTIALITY + PRIVACY

IMPROVE INFRASTRUCTURE

INVITING FOR THE NEXT GENERATION

10 KEY INSIGHTS

From the internal research, 10 key insights were identified as primary themes to be addressed with the strategy and guidelines. These insights were found through the data gathered, from engagement workshops, interviews, observation, and survey methodologies outlined previously.

01

Desire to have greater level of
COLLABORATION

02

34%
of workstations occupied on average

Low rate of space utilization

03

Spaces not flexible or adaptable for
CHANGE

04

Perceived inconsistency and **inequality** in workplace from department to department

05

Health & Well-being
not supported

06

Inter-bureau collaboration desired but
SILOED

07

Lack of employee
COMMUNITY SPACES

08

Work settings assigned by level and **not flexible** for new typologies or changing needs

09

Does not support, attract, or retain
TALENT

10

Lack of **ubiquitous technology**

RESEARCH | PRECEDENTS

ADDRESSING THE FUTURE OF GOVERNMENT SERVICES & ITS IMPACT ON THE FUTURE OF WORK AT COOK COUNTY GOVERNMENT

What are government consultants telling us about the future of government work and delivery of services? Research and studies from numerous consulting organizations highlight significant trends in the delivery of government services that should add to informing an approach to developing workplace design strategies for Cook County. Disruptive technologies, globalization, and economic inequality are combining to make public sector challenges more complex than ever before. The primary trend will be the integration of disruptive technologies and the ability to attract a skilled workforce to deploy.

1 **DISRUPTIVE TECHNOLOGIES**

Adoption and integration of technologies include:
- Cyber Security
- Migration to the Cloud
- Blockchain
- API's (Application Programming Interface)
- Hyperconverged Infrastructure
- Cognitive Technologies
  - Artificial Intelligence (AI)
  - Computer Visioning Algorithms
  - Machine Learning
  - Augmented Reality (AR)
  - Virtual Reality (VR)

2 **WORKFORCE**

To leverage the emerging technologies, government leaders are having to rethink how they organize, attract and retain, develop, manage and engage future employees.
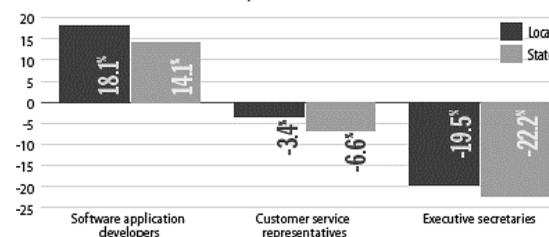State and Local Workforce Trends
Projected hiring growth - 7.6%
Selected Positions 2016-2026
Software application developers - 18.1% increase

STAFFING PROJECTIONS, SELECTED POSITIONS 2016-2026*

3 **WORKPLACE IMPLICATIONS**

To support these emerging trends, the workplace will need to provide flexibility, choice, and elements that allow for the space to be agile and allow employees to work at their best.

By creating these types of workplaces, Cook County will be able to attract, retain, and engage talent needed to help Cook County residents prosper and reach their full potential.

Sources Referenced: Deloitte, Kronos, OECD, World Economic Forum. The full list of resources and papers are included in the Appendix.

RESEARCH | PRECEDENTS

WHAT WE LEARNED FROM THE PRECEDENTS

To leverage the learnings of other government agencies committed to aligning their workplace to their organizational goals, we researched the following government agencies: U.S. General Services Administration, Los Angeles County, British Columbia Government, City of Calgary, and the City of Edmonton. We focused on their workplace strategy, what worked, what they have learned, what would they do differently, and what have they measured. Here's what we learned at a high level:

1 A FOCUS ON THE WORKPLACE FOR THE NEXT GENERATION

Creating workplaces for the next generation is a primary focus of each of the governmental agencies we examined. There is a universal acknowledgment that as technology continues to drive the delivery of services, the public realm will increasingly be competing for the same talent pool that every private sector industry is trying to attract. For the public realm to be competitive, the workplace becomes a pivotal opportunity to create a differentiator by combining the motivations of public service with a workplace environment that reflects the values and work styles of the next generation of employees.

2 IT'S ALL ABOUT THE WORKPLACE EXPERIENCE

The primary purpose of government workplace is to create an environment that enables the highest level of service to be provided to the public. There is an acknowledgement that how technology, the physical environment, and personal interaction with customers creates a positive and engaging experience. Each project represents the opportunity to develop an intentional "employee" and "customer" experience. To do so, it will require collaboration with others within the organization, such as: HR, IT, Communications, Sustainability, etc.

3 INNOVATION DRIVES THE FUTURE OF DELIVERING GOVERNMENT SERVICES

Delivering on the promise of the customer experience as well as creating the workplace for the next generation is contingent on the public realm integrating a culture of innovation as part of the work culture. As the research indicates, the way government services will be delivered in the future demonstrates innovation needs to be at the forefront of any workplace strategy and design initiative.

APPROACH | LEVERAGING THE WORKPLACE

HOW CAN THE WORKPLACE ALIGN TO SUPPORT THESE EMERGING GOVERNMENT TRENDS?

The following elements were identified as key take-aways from the external research and were set as benchmarks to begin to look at workplace as a strategic tool to be leveraged for future of government.

Stimulate and support INNOVATION through higher levels of collaboration, transparency, and idea sharing.

Reflects a workplace that attracts, retains, and engages talent through a synergistic experience for both the employee and customer.

Retain a workforce by creating a place they want to be and aligns with VALUES such as equity, excellence, and engagement.

ENGAGE the workforce by offering choice, connection, and supporting teamwork, well-being, and mobility.

Provide flexible, agile, future-proofed, and sustainable spaces to support the CHANGING nature of work.

3   THE STRATEGY

# WORKPLACE STRATEGY AND DESIGN SPECTRUM | RECOMMENDATION

The spectrum of workplace strategy and design between the two implementation phases starts with activity-based workplace strategy as the first step, leading the County to an agile workplace environment in the future. This document includes guidelines for the Phase 1 Implementation: Activity-Based Workplace.

1 PHASE 1 IMPLEMENTATION: ACTIVITY-BASED WORKPLACE
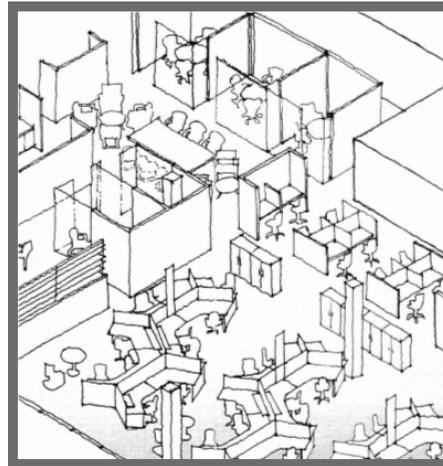
- 1 :1 seating assignments based on job function.
- This will afford the ability to have additional space typologies for a variety of collaborative and individual focus spaces.
- Ability to move around the variety of functional spaces in addition to occupying your assigned space.
- Universal private office size.

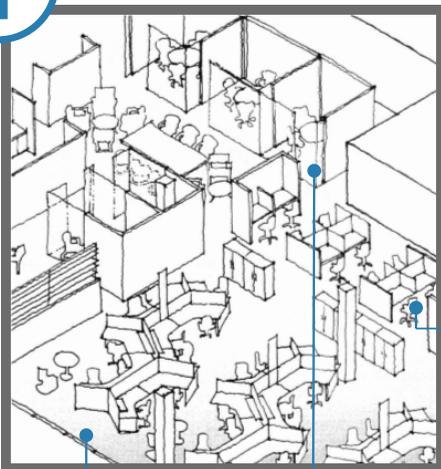## 2 PHASE 2 IMPLEMENTATION: AGILITY (FUTURE STATE)
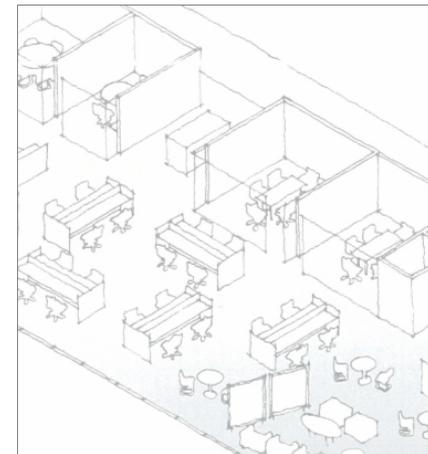
- Some departments, based on occupancy levels, will have 1:1 seating assignments.
- Some departments could have seating assignments closer to 1:2 or 1:3+/-, for example. Appropriate seating assignment ratios to be determined.
- Greater flexibility to increase the collaborative, community building, and focus typologies.

DEFINING THE ACTIVITY-BASED WORKPLACE

CHOICE & USER REQUIREMENTS DRIVE DECISIONS

FOCUS WORK

COLLABORATIVE WORK

Focus work takes place at multiple locations and can be occupied according to the individual's work style.

Collaboration takes place in multiple locations & is designed for both planned and serendipitous meetings as well as social interaction.
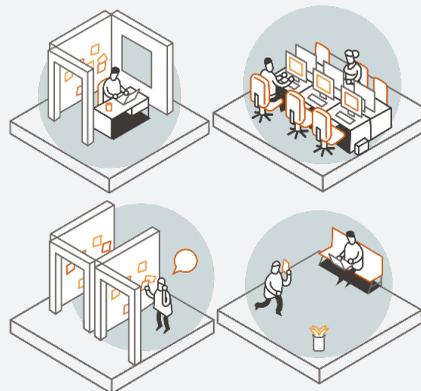
Diverse open work settings are designed to accommodate different work styles and departmental requirements.

Full height elements consist of spaces for focus work and collaboration.

Circulation is on the perimeter against the exterior wall.

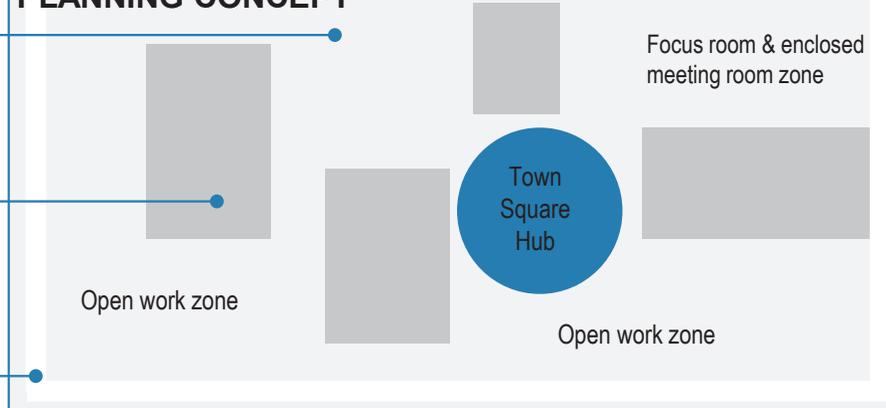**PLANNING CONCEPT**

Focus room & enclosed meeting room zone

Town Square Hub
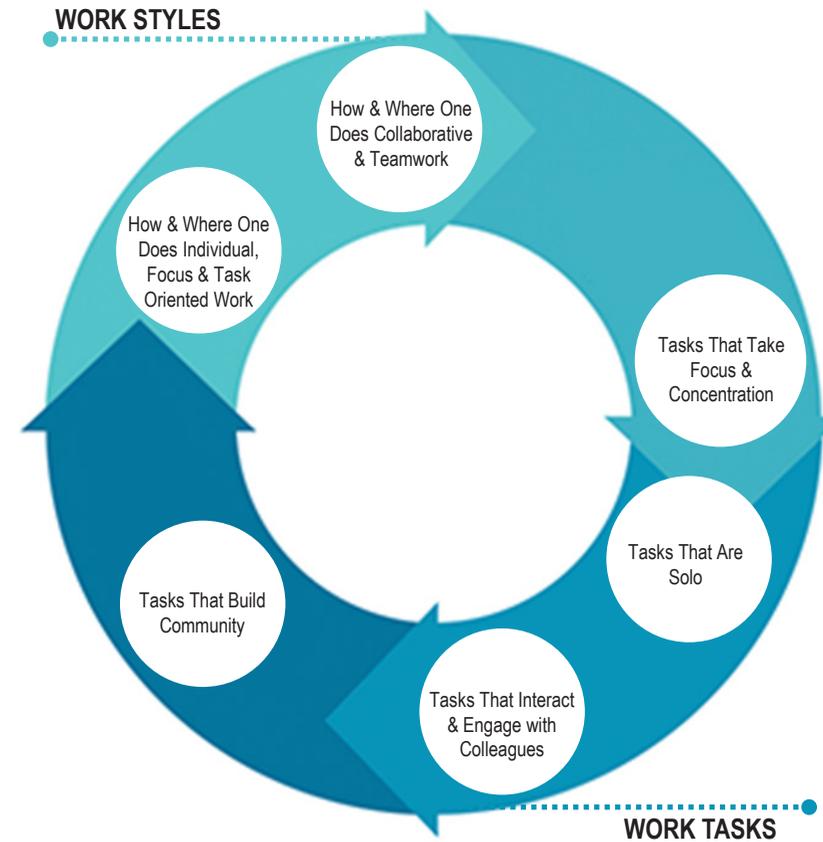
Open work zone

Open work zone

WORK STYLES AND WORK TASKS

Work styles recognizes that individuals engage in different work tasks based on two perspectives:

- **Individual work styles**: Activity-based work recognizes that individuals have differing styles of work in order to perform at their peak. Some people can engage in focus work in an open setting, while others need privacy.

- **Individual work tasks**: Different work typologies accommodate different tasks and recognize the work styles of employees. Individual focus tasks vs. team collaborative tasks differ in the activities that align with each. Activity-based work acknowledges that these differing tasks can be conducted in a multitude of work settings.

Through departmental programming, the right type of typologies to support the job function will be uncovered.

WORK STYLES

How & Where One Does Collaborative & Teamwork

How & Where One Does Individual, Focus & Task Oriented Work

Tasks That Take Focus & Concentration

Tasks That Are Solo

Tasks That Build Community

Tasks That Interact & Engage with Colleagues

WORK TASKS

Cook County Workplace Strategy & Design (WS+D) Guidelines

WORK STYLES AND WORK TASKS
IDENTIFYING PERSONAS

Understanding the Cook County workforce is an important aspect to implementing our strategy. Three categories of the workforce can be identified through engagement and further programming to apply the right kit-of-parts of workplace components. The design team should validate these personas through stakeholder workshops and programming with an accurate headcount to inform the new workplace requirements. The following personas are suggested framework to identify candidates based on work tasks, primarily connected to their job functions.

.

Nomad

Nomads are individuals whose primary work occurs in a variety of settings and locations in and outside the office on any given day, including travel and off-site locations. Maximum number of **days in the office is no more than 1-2 days** on average/periodically.

Nomads are great candidates to utilize workbench solutions while in the office with access to focus rooms, collaboration space, and social spaces.

Multi-Teamer

Multi-teamers have roles that require some level of travel from time to time and, when in the office, their primary work happens in a wide range of settings including meeting spaces to connect with multiple teams they work with. They may be **out of the office 1-2 days** per week. This persona can also straddle between Resident-Teamer and Nomad persona modes.

Depending on the department or bureau type, a large percentage of staff can fall within this persona. Through programming and space utilization observation, this group should be identified to have a range between office, workstation, or workbench settings.

Resident-Teamer

Resident-Teamers are those requiring same space to perform daily responsibilities with most of the interaction with others occurring within the office. They are mostly **in the office 4-5 days/week and in their primary workspace 75% or more to do their tasks**.

This persona group will require individual space for focus work, along with access to focus rooms. Collaboration space and amenities should support activities outside a primary work task, allowing for well-being. In the future, these spaces should shift towards mobility as technology evolves.

THE STRATEGY IMPLEMENTATION

The activity-based workplace strategy can be deployed at **three scales** and can accommodate a spectrum of potential conditions across the Cook County real estate portfolio. Every scale contained in the WS+D Guidelines may not be appropriate for each project. As projects are identified and defined, the Cook County project directors will identify which scale of strategy should be used.

1 The Department

Provides Guidelines for implementing activity-based work at the departmental level and for each department. At the department scale, departments are a collective of neighborhoods linked together with hubs and town squares.

2 The Floor

Provides Guidelines for implementing activity-based work at each floor. It provides workplace elements that should be contained in every floor in order to provide consistency of brand, wayfinding, and facilitate interdepartmental collaboration.
At the floor scale, each floor should be viewed as a collective of neighborhoods with hubs that enable interactions and points of connection. There should be a floor hub that is used as the central point of interaction serving as the town square that also is accessible between floors and across floors. Collaboration spaces and amenities should be consolidated as much as possible on a single floor to encourage cross-departmental interaction and sharing of resources.

3 The Building

Provides Guidelines for implementing activity-based work at the building scale, covering the first point of entry at the street level, branding, and wayfinding, and establishes a strategy for changing how the building should be repositioned as a vertical campus in place of a composite of individual floors. It is intended to foster interactions across departments and provide employees with the ability to work across floors.
The building should provide opportunities for travel between floors to encourage greater interactions between departments. As such, common shared functions such as training, social interaction spaces, and large-scale meeting spaces should be located throughout the building. Employees are encouraged to make use of the building as an integral component of their workplace. Public-facing departments should be planned on the lower levels to provide ease of access.
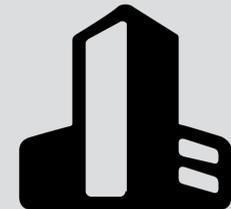
Photograph courtesy of SmithGroup. © Eric Laignel

4 GUIDING PRINCIPLES

GUIDING PRINCIPLES

PRINCIPLES TO SUPPORT HOLISTIC EXPERIENCES

The following section defines the Guiding Principles. The Guiding Principles provide a framework for selecting the appropriate workplace typologies that should be applied, and how to deploy these typologies into a programming document that will ultimately form the basis of the design of the new workplace based on activity-based work, which is when ability of choice and user requirements drive space. Activity-based work supports equity, which is a foundational component of the framework, shifting to understand how people work and designing space to support that work, not designing based on title or tenure. Activity-based work promotes and achieves equity through the democratization of real estate by ensuring all staff have access to natural daylight, technology, resources, and community workspaces. Spaces in this type of environment are defined by focus work, collaborative work, and interaction, providing components that support an employee's varied space usage and activities throughout the day.
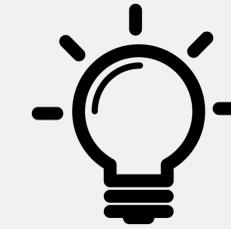
GUIDING
PRINCIPLES

DESIGN PRINCIPLES
PRINCIPLES TO SUPPORT HOLISTIC EXPERIENCES

From the initiative goals, four workplace themes emerged, providing a framework that will inform and guide our workplace strategy and design recommendations and become the **GUIDING PRINCIPLES**.

These guiding principles are an essential foundation to the Cook County Workplace Strategy and Design initiative by providing meaningful context and the "why" for design directions and solutions.

This workplace strategy and design document is a roadmap to guide decision-making processes that will create and inform the future of Cook County Workplace, taking the county from current work modes to future work modes that reflect the necessary changes to the delivery of government services.

CREATING THE "RELIABLE WORKPLACE" Through the implementation of common standards for technology, collaboration, wayfinding, and security.

THE SUSTAINABLE & HEALTHY WORKPLACE

A WORKPLACE FOR THE NEXT GENERATION

OPTIMIZING REAL ESTATE Aligning space to operations.

Each of these themes should be viewed through two perspectives:

THE EMPLOYEE EXPERIENCE

THE CUSTOMER EXPERIENCE

CREATING A SMART WORKPLACE
INTEGRATING TECHNOLOGY IN WORKPLACE DESIGN

Technology updates continue to alter the way people work. Integrating technology into the workplace strategy and design is crucial for the workforce of the future.

The U.S. General Services Administration's *Tech Matters* presents the *Enterprise Technology Ecosystem* as a framework for creating a digital strategy along with the workplace strategy.

Providing a smart workplace is key to a successful employee and customer experience.
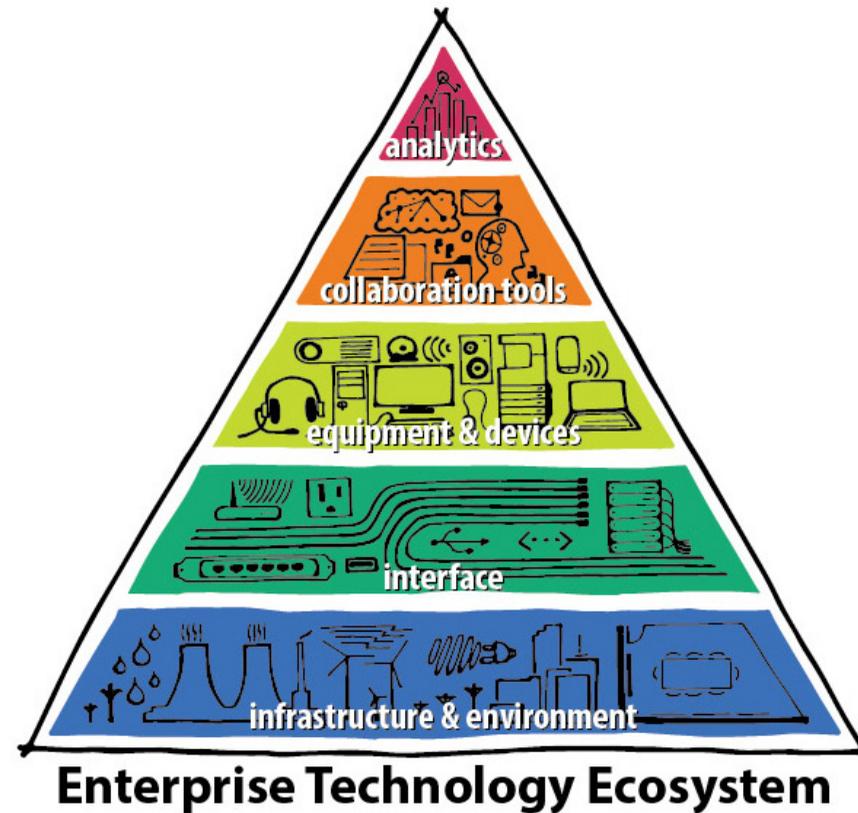
Source: U.S. General Services Administration's *Introducing An Innovative Framework in Workplace Design: Tech Matters* https://www.gsa.gov/cdnstatic/GSA_Technology_Matters_-_508_Compliant_%2801-30-17%29.pdf

ACOUSTICS
INTEGRATING ACOUSTICS IN WORKPLACE DESIGN

Good office acoustics are a key contributor to work performance and well-being in the workplace. A key to designing an activity-based workplace is to be mindful of acoustic quality of each zone to ensure the types of activity meant to occur in the space can be effectively supported. Design and acoustic elements can also help set the expectation on types of behavior within each activity zone. The ability to find quiet places is essential to support complex knowledge work, while the ability to have planned or spontaneous interaction without disturbing others is necessary for teamwork and relationship development. "Acoustical comfort" is achieved when the workplace provides appropriate acoustical support for interaction, confidentiality, and concentrative work and work processes. The U.S. General Services Administration's *Sound Matters* should be used as a guide to a detailed approach to addressing acoustics for an optimized workplace.

TEN STEPS TO ACHIEVING ACOUSTIC COMFORT IN THE CONTEMPORARY OFFICE

BEHAVIOR

☐ **1. Work patterns –** Identify the balance of concentration and interaction among the workers in the office to help create zones. Reference PBS's Workplace Solutions Library (WSL) which has a survey to determine this.

☐ **2. Speech Privacy –** Identify the level of privacy required for the work based on the work patterns in the WSL.

☐ **3. Behavioral change –** support behavioral adaptations with mobile technologies, multiple work spaces, and policy.

☐ **4. Behavioral protocols –** develop protocols with the participation of the subject work group, aimed at reducing distractions and appropriate use of space use.

DESIGN

☐ **5. Zoning –** After determining the work patterns, (see #1 above, under "Behavior"), develop a layout strategy which will locate incompatible functions apart from each other. Locate conference and focus rooms convenient for interactive workers to "duck into" and to act as barriers between various work patterns. Consider elements such as file banks to further separate incompatible functions.

☐ **6. Planning –** Carefully consider the effect on neighboring workstations when locating supporting activities such as copier rooms, coffee bars and entries to conference rooms where a queue could be anticipated – adjacent to large conference rooms, for instance.

☐ **7. Furniture –** Select furniture which complies with LEED NC credits EQ 8.1 and 8.2 to obtain 1 or 2 LEED credits. The low partitions required will achieve the desired access to

natural light and view while allowing occupants to be aware of other nearby workers. Where a work station partition is in front of the worker when seated at the desk, the noise reduction coefficient (NRC) of the partition should be .07 so that speech is not reflected backward when the worker seated at his or her desk speaks. Where possible, the layout should locate the desks so that workers will not be speaking directly "at" each other.
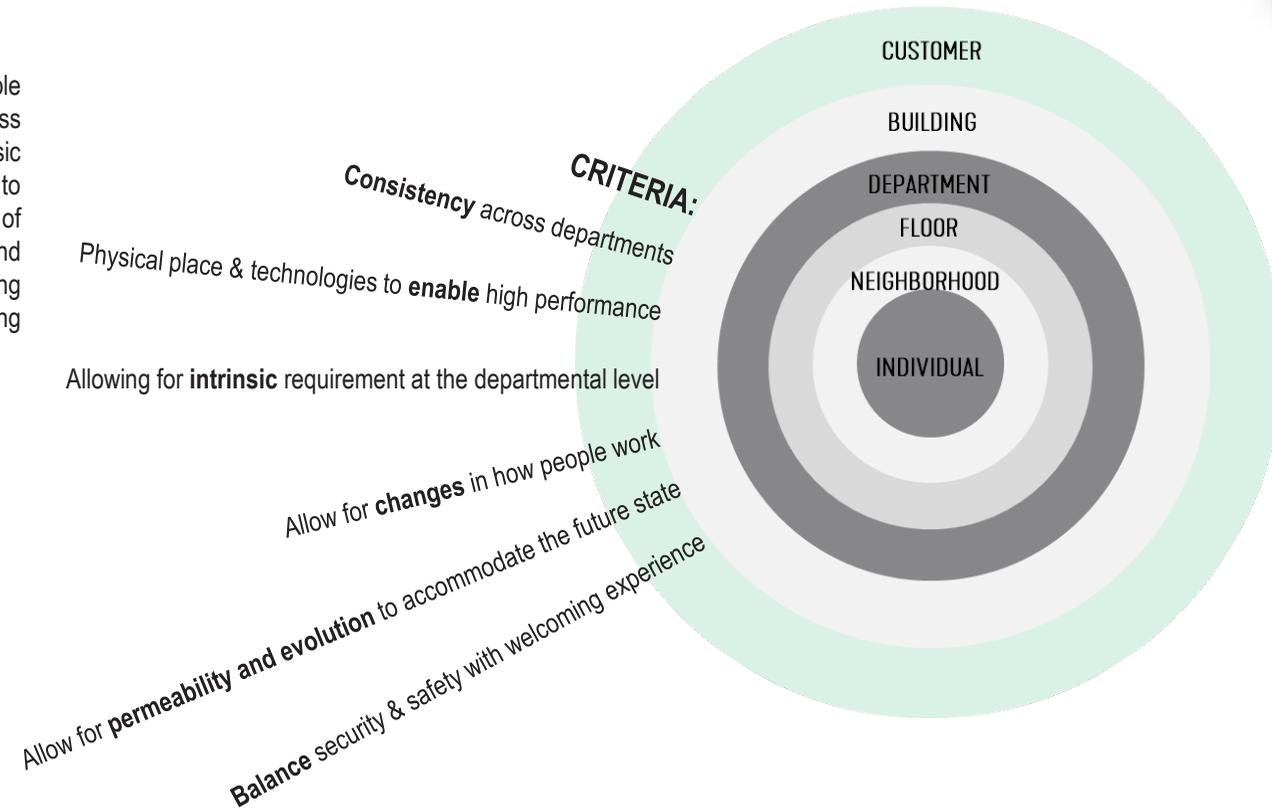
ACOUSTIC TREATMENT

☐ **8. Sound Absorbing Ceilings and Walls –** Specify ceilings having a minimum NRC of 0.9 in open plan office areas and NRC 0.8 in meeting rooms and training facilities. In conference, meeting and training facilities, provide absorptive panels on 25% of walls with a minimum NRC of 0.8.

☐ **9. Sound Masking Systems –** Specify sound masking systems, particularly in open plan office areas. See page 42 for information regarding sound masking systems.

☐ **10. Walls –** Specify Sound Rated Wall Constructions as follows:
> STC 53 minimum to isolate video conference and training rooms.
> STC 45 minimum to separate conference rooms and executive office areas requiring confidential speech privacy.
> STC 40 minimum to separate private offices required in normal speech privacy.

Source: U.S. General Services Administration's *Sound Matters* : https://www.wbdg.org/FFC/GSA/gsa_soundmatters.pdf

CREATING THE RELIABLE WORKPLACE:
STRATEGIES AT MULTIPLE SCALES

The reliable workplace is designed to provide adaptable and scalable workplace solutions that create consistency and reliability across agencies and departments yet can also be adapted to the intrinsic requirements of specific departments. Reliability can permeate to align with future changes in the organizational design and design of services across the county government. Balancing the safety and security of the staff and community they serve without jeopardizing welcoming experience for both should also be paramount in creating a reliable workplace.

CRITERIA:

Consistency across departments

Physical place & technologies to enable high performance

Allowing for intrinsic requirement at the departmental level

Allow for changes in how people work

Allow for permeability and evolution to accommodate the future state

Balance security & safety with welcoming experience

CUSTOMER
BUILDING
DEPARTMENT
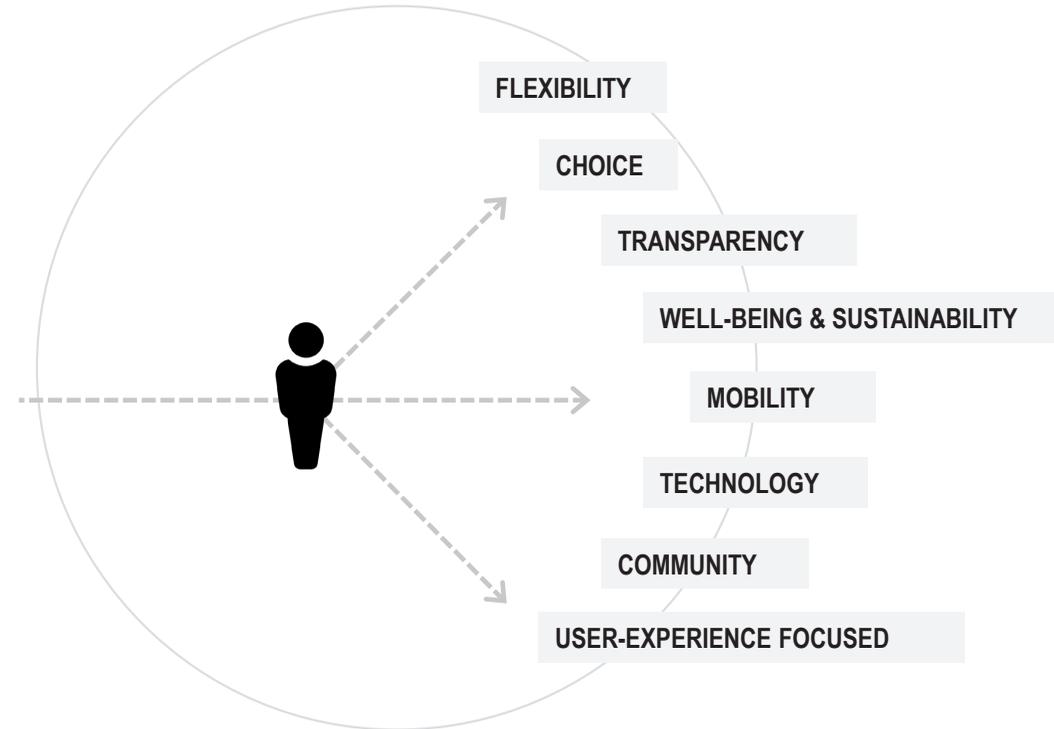FLOOR
NEIGHBORHOOD
INDIVIDUAL

SUSTAINABLE AND HEALTHY WORKPLACE:
TOTAL HEALTH ENVIRONMENT FOR WORKPLACE

A comprehensive and holistic approach to sustainable workplace includes supporting the overall health and well-being of Cook County employees at large. Creating a culture that supports sustainable practices and goals must consider the employee at its core. The new workplace of Cook County should aim to raise the bar on quality of space beyond sustainability practices that supports health and well-being of its workforce.

EMPLOYEE HEALTH & WELL-BEING

INNOVATION, COLLABORATION & PRODUCTIVITY

HEALTHY WORKPLACE & CULTURE

SUSTAINABLE PRACTICES & CULTURE

SUSTAINABLE STRATEGIES

- Culture of awareness and mindfulness through initiatives and best practices
- Sense of well-being through uplifting, well-designed environments
- Support physical health by providing choice and variety in typologies and settings
- Infrastructure upgrade and facility operations roadmap
- Indoor air quality and comfort
- Promote activity and interaction through design
- Use of sustainable and renewable materials whenever possible
- Integrated sustainable strategies at all levels of design
- Optimize daylighting to reduce energy consumption and provide healthy environments

A WORKPLACE FOR THE NEXT GENERATION:
CHANGING PARADIGM AROUND DEFINITION OF WORKPLACE

Acknowledging the increased competitive job environment across industries that is driven by technology and customer service is at the core value of all enterprises. The technology/experience service employee represents the next generation of the Cook County employee. Those individuals are driven by a workplace that enables choice, greater degrees of collaboration, types of collaboration such as agility and mobility, and higher degrees of social interaction.

FLEXIBILITY

CHOICE

TRANSPARENCY

WELL-BEING & SUSTAINABILITY

MOBILITY

TECHNOLOGY

COMMUNITY

USER-EXPERIENCE FOCUSED

OPTIMIZING REAL ESTATE:
MAXIMIZE & ADD VALUE TO CURRENT ASSETS

Optimizing real estate means utilizing Cook County Government real estate assets to yield the greatest value to the community (both internally and externally). This takes many forms:

• Managing and conserving County assets by right-sizing the workspace (right-sizing being the result of creating workplace strategies where space utilization is based on need rather than entitlement), where space utilization is considered in making decisions around seating assignments. Strategies are also in line with progressive standards adopted in both the private and public sectors.

• Integrate sustainable practices as integral to workplace strategy and design.

• Promote and achieve equity through the democratization of real estate by ensuring all staff have access to natural daylight, technology, resources, and community workspaces, thereby increasing overall productivity.

• Creating a workplace strategy and design that is future–proofed through flexibility and permeability of work settings and that can be an attraction to the next generation of government employees.

• Understand how the future of government services will impact and inform workplace strategy and design.

• Accommodate ubiquitous technology to allow for the delivery of government services.

• Develop workplace strategy and design focused on both the employee and customer experience.
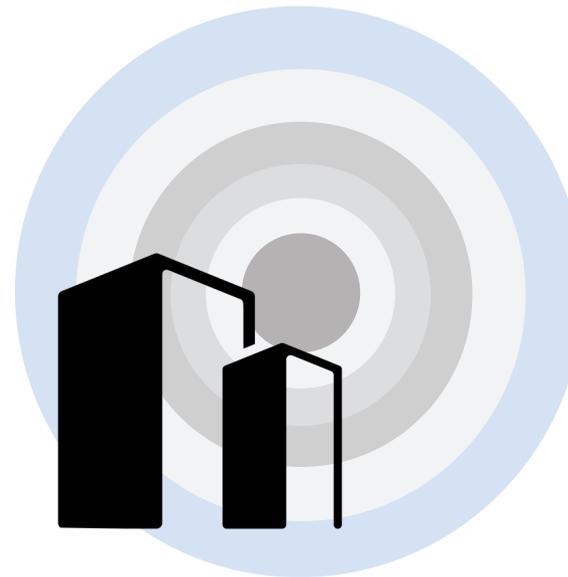
IMPROVE PROCESSES & OPERATIONS

ENABLING FLEXIBILITY & PERMEABILITY

SPACE ASSIGNMENTS BASED ON NEEDS

FUTURE-PROOFING THE WORKPLACE

RIGHT-SIZING & LEVERAGING SPACE

SUSTAINABLE & INCLUSIVE WORKPLACE

FOCUS ON EMPLOYEE & CUSTOMER EXPERIENCE

EQUITABLE & SUSTAINABLE WORKPLACE

SUSTAINABILITY PRINCIPLES

Cook County has a goal to be carbon neutral by 2050 and is currently using the Green Buildings Program (GBP) as a strategic framework to provide 100% renewable energy for its electricity footprint. GBP looks holistically at the design, space utilization, operations, and life cycle impact of County-owned properties to become a model for sustainable asset management that minimizes environmental impacts, improves the health and wellness of communities, and increases the value of County assets to optimize taxpayer dollars. It is important that these goals are addressed in the design and specifications of every project.

Energy	Water	Waste	Technology	Community
Goal	**Goal**	**Goal**	**Goal**	**Goal**
Carbon Neutral by 2050	30% water usage reduction by 2025	80% diversion rate by 2050	80% of buildings to incorporate smart building technology by 2025	Create a positive impact on County residents
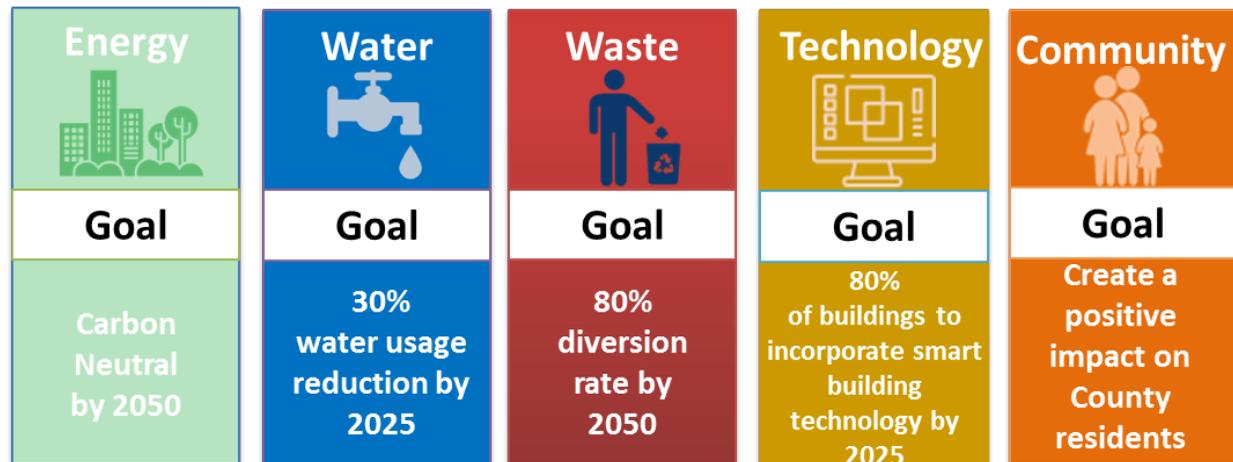
SUSTAINABILITY PRINCIPLES

① **Daylighting**

All regularly occupied spaces shall have access to daylight. Interior rooms shall have glazing that allows occupants access to views. Exceptions to this are storage rooms, mechanical rooms, janitor's closets, restrooms, and spaces whereby daylight is limited due to the inability to make structural changes for architectural reasons.

A daylighting assessment shall be conducted as early as possible in the design process to maximize the amount of daylight to supplement artificial light, while minimizing the effects of glare and heat gain. The use of light shelves are encouraged to increase the penetration of daylight into the floorplate.

② **Biophilia**

Designers are encouraged to incorporate biophilic components into the design of spaces to enhance employee and visitor experiences with the space. Elements could include the use of natural materials in finishes or the incorporation of naturally occurring patterns in the space.

③ **Finishes**

All regularly touched surfaces shall be non-porous and allow for easy cleanup. Wall-to-wall carpeting is not recommended. If carpet tiles are used, attic stock equal to 5% of installed square footage should be provided.

④ **Healthy Workspace**

Designs should encourage users to move throughout the space. This can include centrally located business centers, standing workstations, or transitional spaces that use light, finishes, or artwork to promote passage through the space. Other elements include signage that encourages walking with health-related information such as step counting or encouraging the use of stairs.

All buildings should have bike racks located within 100 feet of the building entrance. Rack spaces shall be designed to expand should the need for additional storage increase in the future.

⑤ **Public Art & Visual Images**

Artwork from local artists, students, and other groups reflecting the community of the County shall be included in workspace where aesthetically appropriate. It shall be up to the Bureau of Asset Management, the client, and the designer to determine type and placement, but it should be incorporated into the overall design to support other elements such as active movement.

⑥ **Signage**

Signage addressing the sustainable elements of the design shall be incorporated into the design of the space. The style and location shall be consistent throughout the space. Wayfinding signage should be evaluated from a department, floor, and building scale, and it should be implemented into each project as necessary.

WORKPLACE FOR THE NEXT GENERATION
MOBILITY AND CHOICE

Our activity-based workplace strategy is based on the ability to have alternative workspaces and to have a choice in the work setting. By providing a range of work settings covering multiple work styles and modalities, Cook County Government employees are encouraged to use their entire work area as their place of work. Employees can change where they work during the day in order to sit near colleagues they are working with, and/or to change their work setting based on their individual work styles, as well as the task they are involved in. The ability to change venues during the day and to have a choice in the work setting that best suits their needs are the philosophical underpinnings of this strategy and the Cook County Future of Government initiative. The diagrams to the right depict a series of space typologies, from focus spaces, open collaboration to community spaces that represent the breadth of choice that the user will have available to them. These typologies will be thoroughly described in the next chapter.
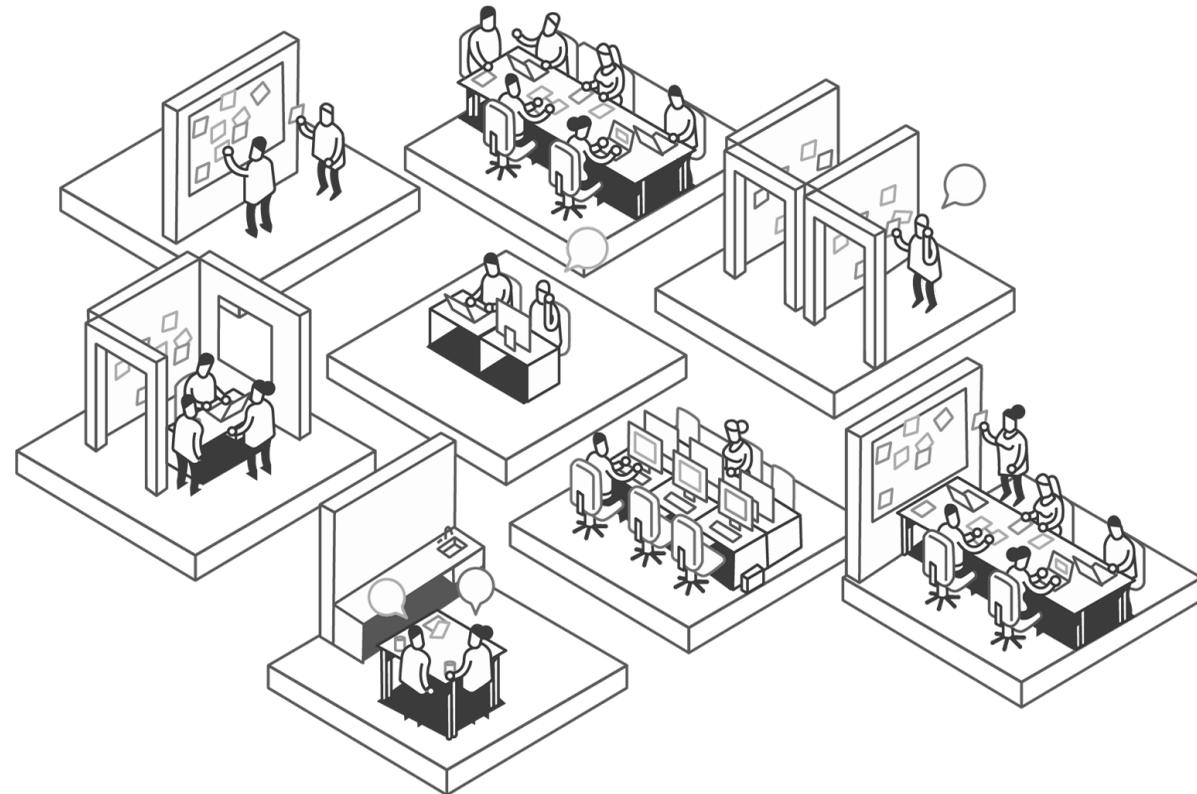
WORKPLACE FOR THE NEXT GENERATION
FLEXIBILITY

Activity-based work and the range of work settings that are part of the WS+D Guidelines are intended to provide the Cook County Government with the work tools and settings that create a flexible work place environment, one that is not fixed in time but can evolve to meet both known and unknown changes in the delivery of services to the citizens of Cook County. While the primary objective of the activity-based workplace strategy is to provide employees choice of venue that best suits their needs, it also is intended to enable a culture of flexibility and change within each department. The workplace should be viewed as an evolving environment that is well-suited for today's needs but can also be changed as technology and the delivery of services evolves. This workplace strategy is designed to allow Cook County Government to keep pace with change through a flexible approach to designing its workplace.

THE DEPARTMENT PRINCIPLES
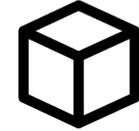
At the department scale, departments are a collective of neighborhoods linked together with hubs and town squares.

Criteria:
• Provide identity and consistent arrival experience for each department.
• Provide for a variety of space needs and typologies to support department requirements.

Each department should have access to a **variety of work modalities**. At the point of arrival, there should be identification relating to the activities of each department. Those with specific customer interface based on their programmatic needs should fold in customer experience as a component within the community aspect. Department boundaries should be fluid and permeable, allowing for cross departmental interactions, future change, and flexibility.

INDIVIDUAL ⟷ **COMMUNITY**

Individual, Focused	**1 on 1, Side-by-Side**	**Formal Engagement**	**Informal Teaming**	**Social & Amenity Space**
Focus Work	Teaming	Meeting Training	Brainstorming Co-creation	Conversing
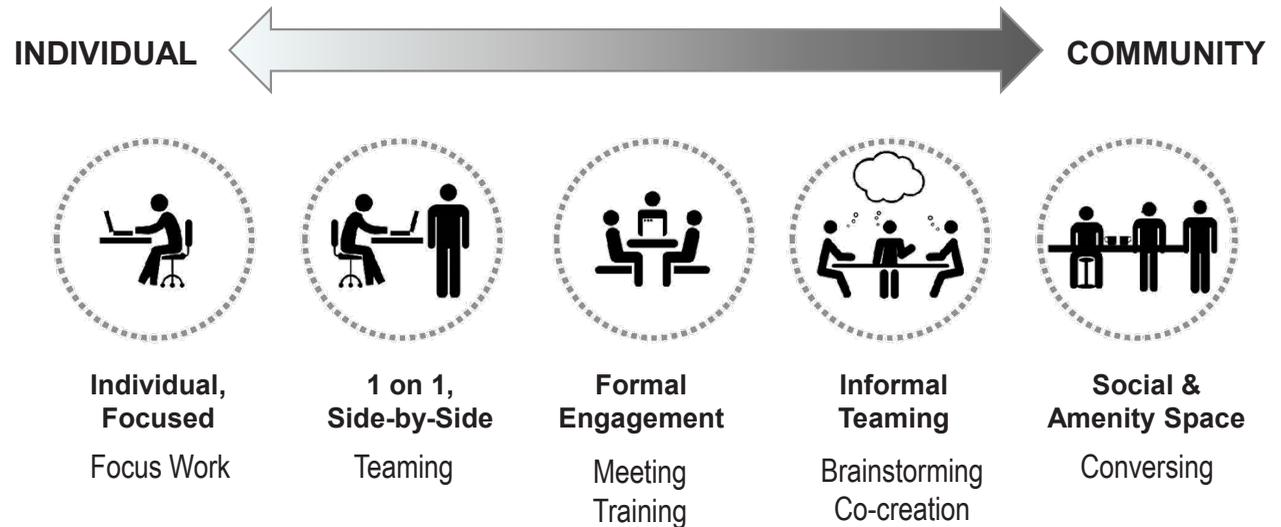
THE FLOOR PRINCIPLES

At the floor scale, each floor should be viewed as a collective of neighborhoods with hubs that enable interactions and points of connection. There should be a floor hub that is used as the central point of interaction, serving as the town square that also is accessible between floors and across floors.

Criteria:

• Viewing each floor as an opportunity to create a consistent arrival experience and for breaking down departmental silos.
• Providing for flexibility and permeability for future proofing the workplace.

Depending on the building configuration, a single floor layout should aim to create an entry experience that is suited for the customer-based programmatic needs as well as an experience that is consistent for Cook County employees. Elements should include consistent branding with some level of uniqueness of each department represented, such as intuitive wayfinding and ways to enhance connectivity for both internal and external customers.

DEPARTMENT SPECIFIC ←——————————→ **SHARED AMENITIES**

Customer Experience & Arrival Experience

Connecting Departments & Bureaus

Connected & Intuitive Accessibility

Amenity

THE BUILDING PRINCIPLES
BUILDING AS A VERTICAL CAMPUS
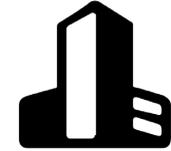
At the building scale, the building should be viewed as a vertical campus rather than a collection of individual departments and floors. The building should provide opportunities for travel between floors to encourage greater interactions between departments. As such, common shared functions including training, social interaction spaces, and large-scale meeting spaces should be located throughout the building. Employees should be encouraged to make use of the building as an integral component of their workplace. The shared services throughout the building should have clearly defined points of entry for customers.

Criteria:
- Creating a primary point of entry for customers.
- For staff: considering the whole building as a workplace.

Shared Hub Spaces for Cross-Departmental Interaction

Departmental Occupancy

Single Reception & Shared Building Amenities

Shared Hub Spaces for Cross-Departmental Interaction

Departmental Occupancy

Public Facing Departments

Branded Point of Entry

Security & Shared Public Interface
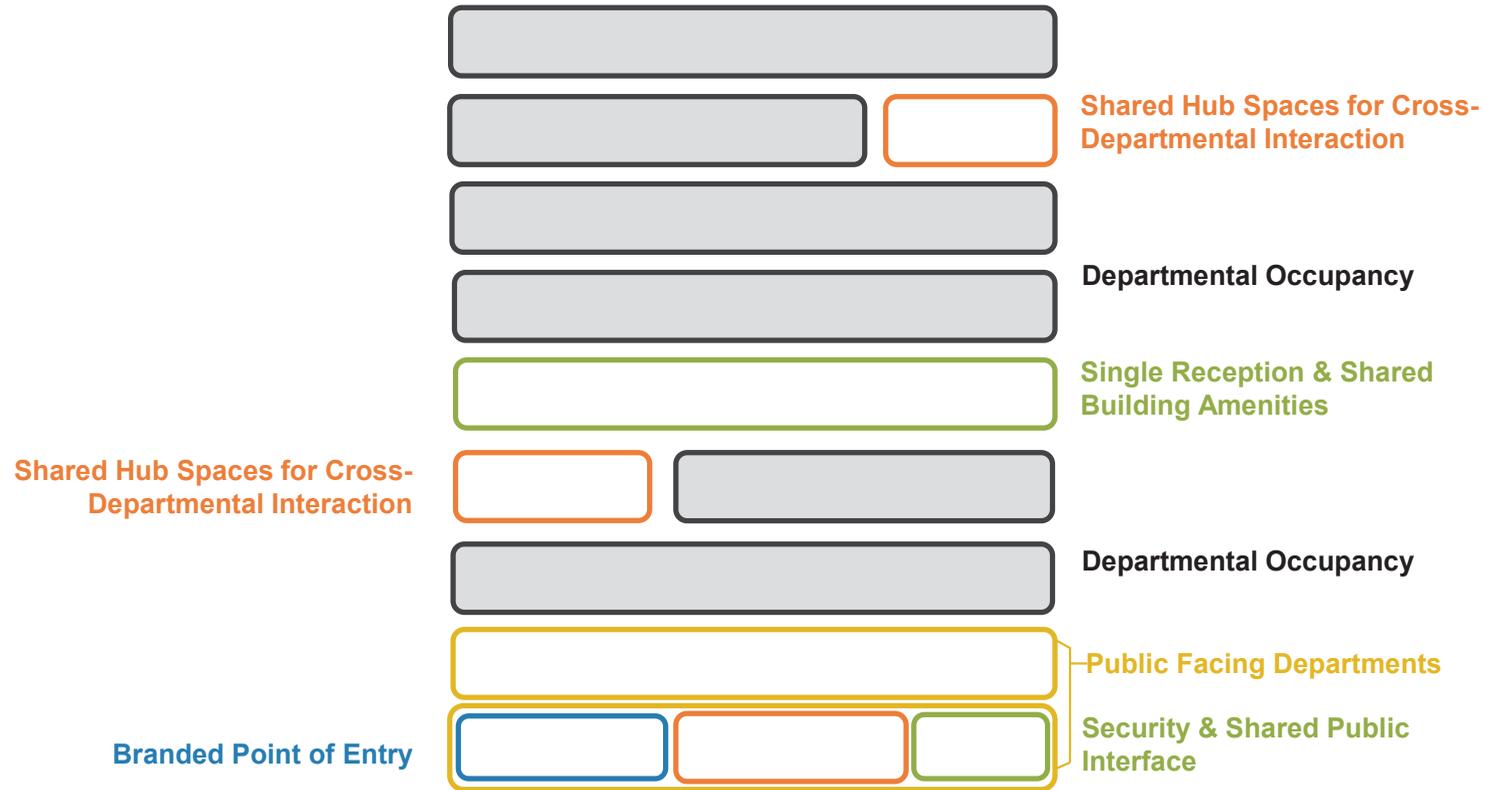
DESIGNING THE EXPERIENCE
CUSTOMER JOURNEY

PRINCIPLES

Enhancing and facilitating the customer experience through the physical environment and technology interface.

Promoting a Cook County brand.

Arrival, branding, wayfinding, and access to technology should be a primary feature in the design of the spaces where customers interact. The principle focus should be on enhancing the customer experience through identifying and mapping the customer journey for each point of interface with both Cook County staff and physical space.

ARRIVAL

INTERACTIONS

Customer journey

at the building level

at the departmental level

Engaging with

PLACE

PEOPLE

TECHNOLOGY
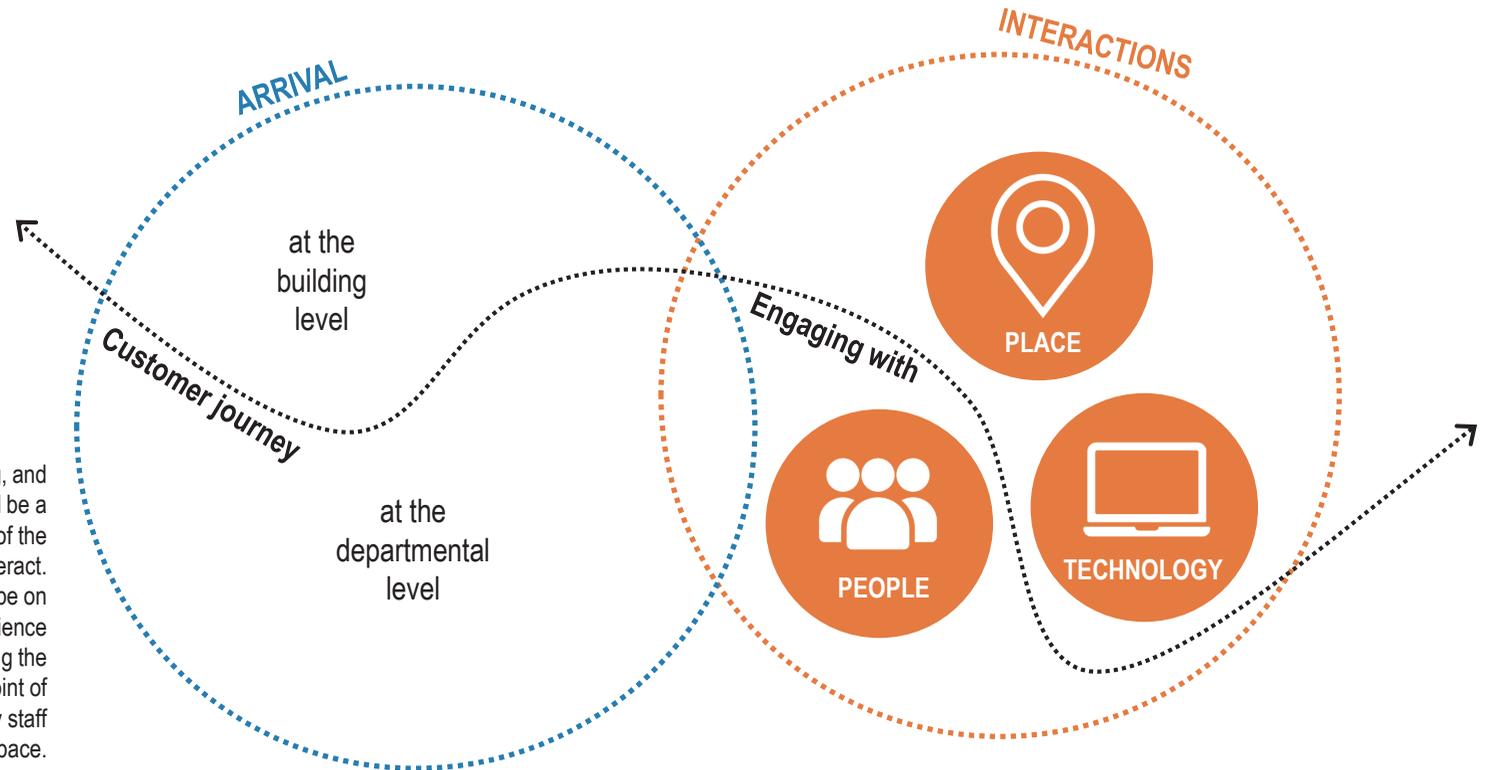
5   WORK + PLACE

BUILDING BLOCKS | KIT-OF-PARTS

Creating a workplace based on activity-based work is composed of a series of typologies formed into building blocks. The activity-based workplace is designed around the notion of selecting the work typology or workplace that best suits both the individual work style of an employee, the task needs of that individual, and the group needs of departments. Each of the building scales have a separate kit-of-parts to create a democratization of space forming a holistic solution.
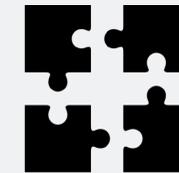
BUILDING BLOCKS

BUILDING BLOCKS
BEHIND THE KIT-OF-PARTS

To support customer and employee experience, the kit-of-parts are space types that represent a wide range of work modes and work styles to be ingredients that make up an activity-based workplace. Based on specific programmatic needs of a department, the right mix of these space types should be recommended to provide a reliable and consistent workplace platform for Cook County. This diagram (figure at right) represents the kit-of-parts, which will thoroughly be described in the next chapter.
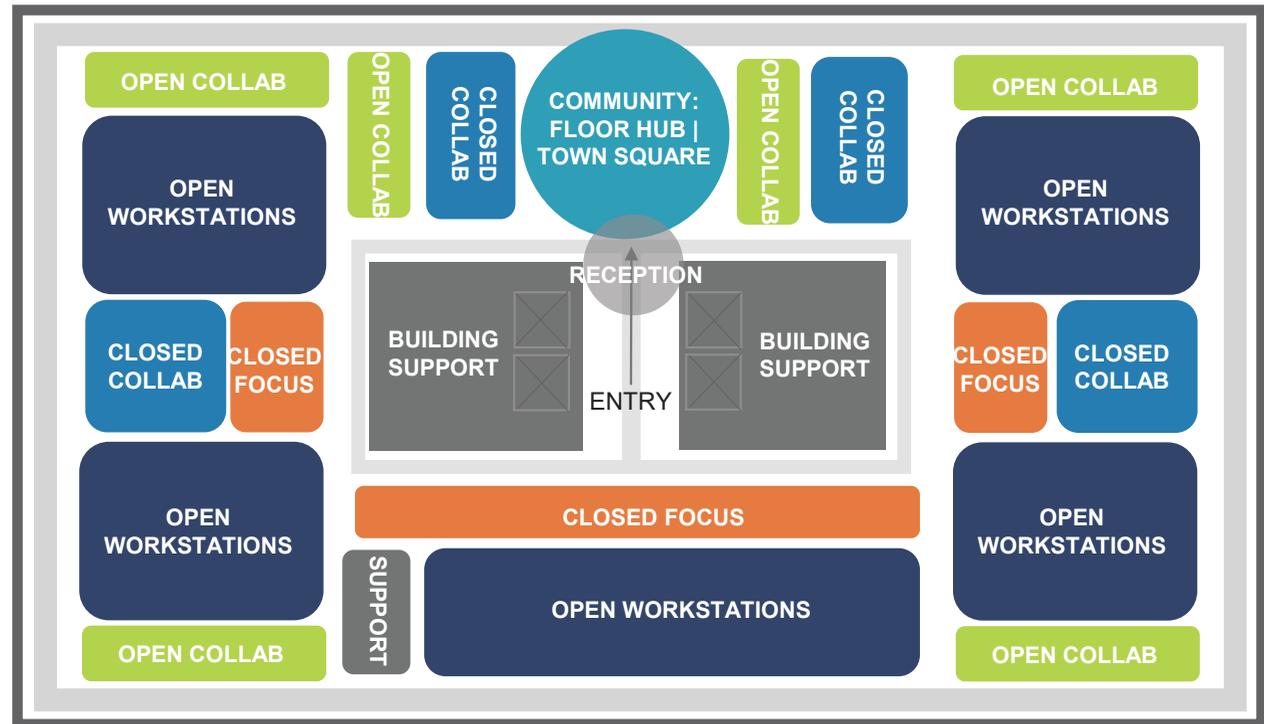
BUILDING BLOCKS | WORK MODES
FOUNDATION OF THE BUILDING BLOCKS
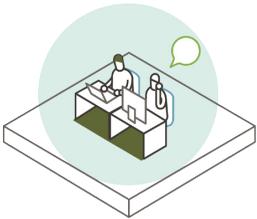
Open Focus

- Focus space for tasks that require high levels of concentration.
- Useful for tasks such as reading and writing.
- Can be used to work individually with headphones.
- Provides a home base focus space for workers.
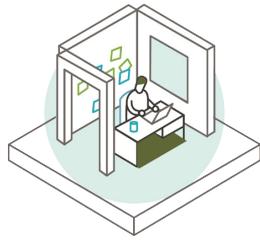
Closed Focus

- Focus space for tasks that require high levels of concentration.
- Used for leading or participating in teleconferences.
- Used for impromptu discussions when privacy is needed.
- Used for duration of a focus task, but time should be limited when in high demand.
- Used as a collaboration space for up to two individuals.
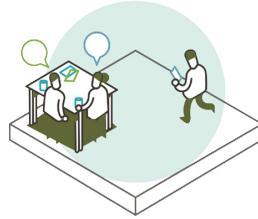
Open Collaboration

- Provides spaces for individuals to connect and collaborate with their colleagues.
- Provides a variety of tools and different technology to meet a variety of work needs and styles.
- A dedicated open and casual space for collaboration.

Closed Collaboration

- Provides space for individuals to connect and collaborate with colleagues when acoustic privacy is needed.
- Provides a variety of tools and different technology to meet a variety of work needs and styles.
- Utilization of tele-communication technology to share information and connect with colleagues globally.
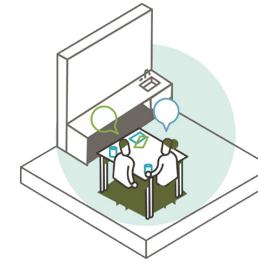
Community

- Placemaking cultural and social aspects of the department that reflect its unique personality.
- Creates a community zone that celebrates people and visually highlights work in progress.
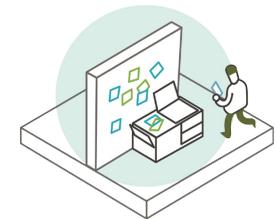
Support

- Provides various amenities that enhance the worker experience.
- Utilization of new tools and technology to make work more fluid and efficient.

DEPARTMENT KIT-OF-PARTS

At the department scale, departments are a collective of neighborhoods linked together with hubs and town squares.

Neighborhood

Department | Department | Department | Shared Hub

Neighborhood

Shared Hub | Department | Department | Department

Neighborhood

Department | Shared Hub | Department | Department

Public-Facing Departments
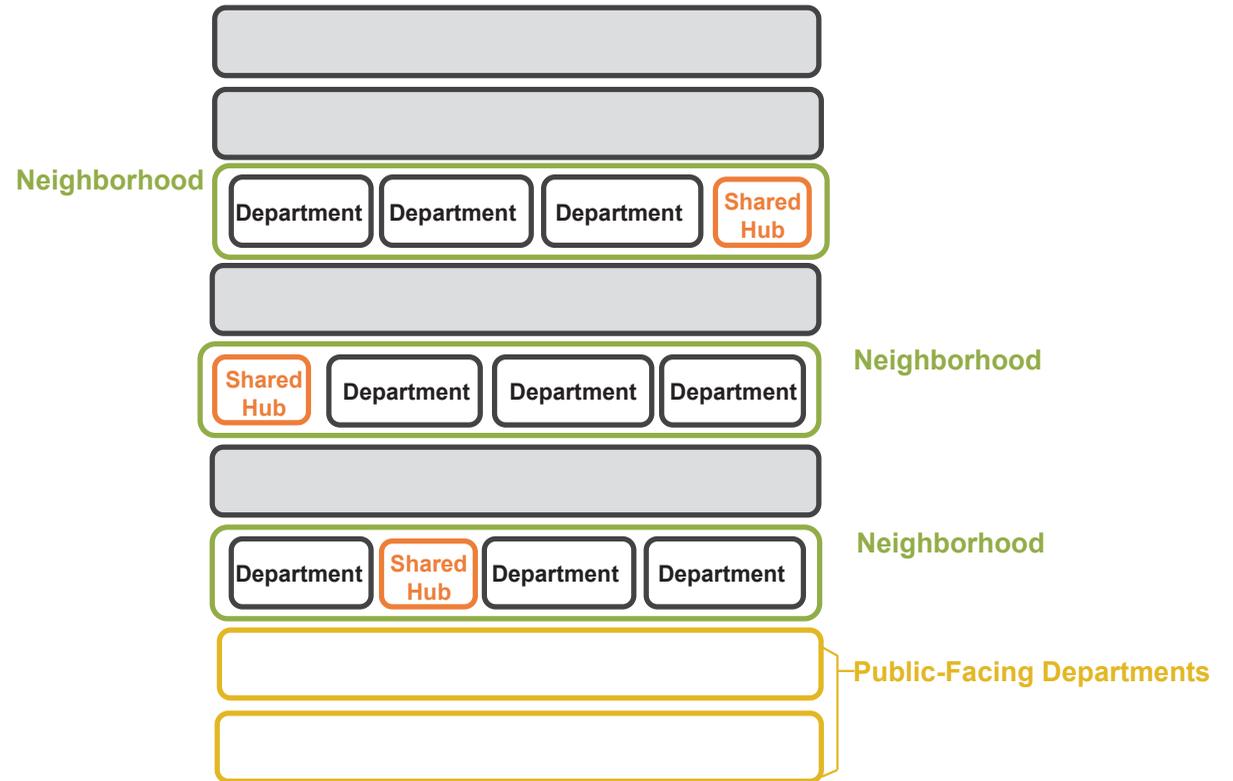
OPEN FOCUS WORK | KIT-OF-PARTS
A DEDICATED OPEN OFFICE SEAT THAT SUPPORTS BOTH FOCUS WORK AND LIGHT COLLABORATION

Focus space within the open office for tasks that require concentration.
Useful for tasks such as reading and writing.
Can be used to work individually.
Provides a home base focus space for workers.
Can also be a space for light collaboration.
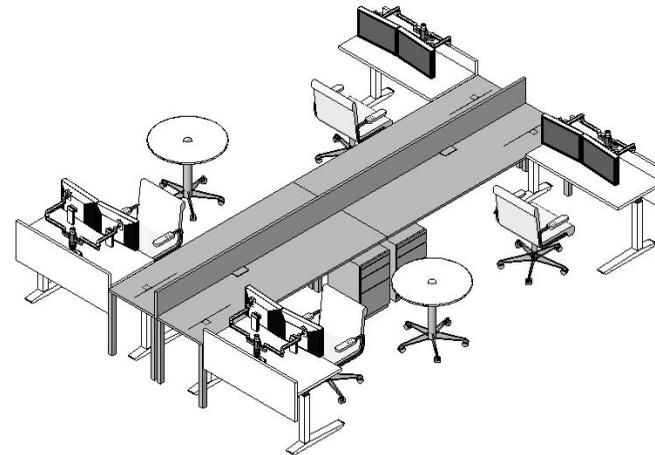
WORKSTATION
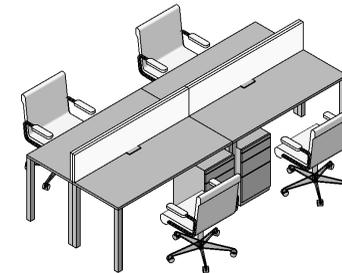
WORKBENCH

OPEN FOCUS TYPICAL WORKSTATION

A DEDICATED OPEN OFFICE SEAT THAT SUPPORTS BOTH FOCUS WORK AND LIGHT COLLABORATION

DESIGN CONSIDERATIONS

- Workstations are an integral part of the neighborhood structure providing both focus and collaborative space.
- Orienting workstations for maximum access to natural lighting promotes wellness and well-being.
- Electrical/data convenience ports at surface level are easy to access and maintain when necessary.
- Provide additional acoustic solutions to reduce and control ambient noise from the open work area.
- Storage can be integrated for files and personal items. Storage type to be determined per department needs.
- Low or no workstation panels open the office environment and allow workers to connect and collaborate.
- Depending on workstation orientation, a modesty screen can be added.

Individual workstations can be grouped in packs of 4, 6, or 8. Various groupings of workstations foster collaboration and innovation within the work environment.

SIZE + OCCUPANCY
6' x 8' footprint per workstation (standard)
(One) person per workstation

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light + exterior views.

FURNITURE + STORAGE
- Task chair.
- Fixed height worksurface. Based on budget and feasibility, adjustable height worksurfaces could be considered to promote well-being.
- Workstation panels with acoustical materials can be integrated per department needs. Panels at different heights can be considered depending on the amount of privacy needed. Panels no higher than 42" should be considered in order to maintain desired openness.
- Personal storage (determined per department needs).

TECHNOLOGY
- Flat screen monitors with monitor arms (number and size of monitors to be determined per department).
- Electrical/data/USB ports at surface level (quantity and types of receptacles to be determined per department needs).
- Wireless.
- Docking station/keyboard/mouse.
- Phone/soft phone.
- White noise

Modesty screen (optional depending on workstation orientation)

Workstation Panel (height to be determined by individual department needs)

Storage (to be determined by individual department needs)

6'

8'
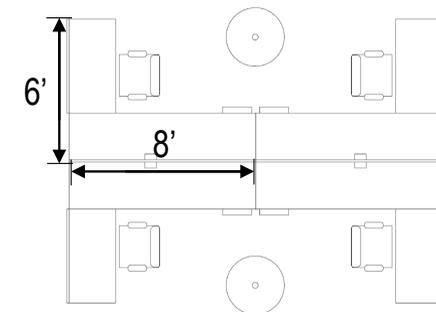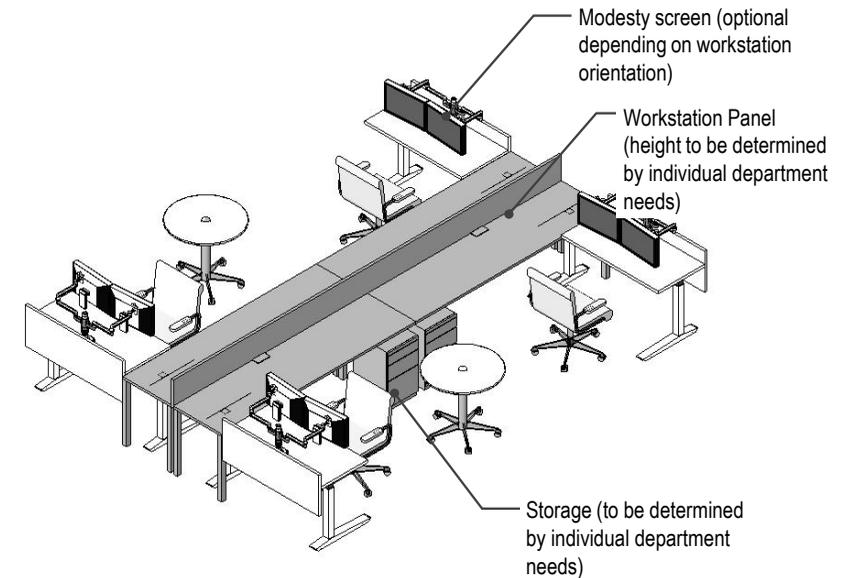
OPEN FOCUS | TYPICAL WORKSTATION | LAYOUT SCENARIOS

Depending on the type of work and related tasks completed by each department, multiple workstation layout scenarios can be explored to support individual department needs and provide more space for light collaboration. A 6' x 8' workstation footprint is maintained for each layout and provides optimum flexibility.

Workstation Layout - Scenario A

Workstation Layout - Scenario B

Workstation Layout - Scenario C
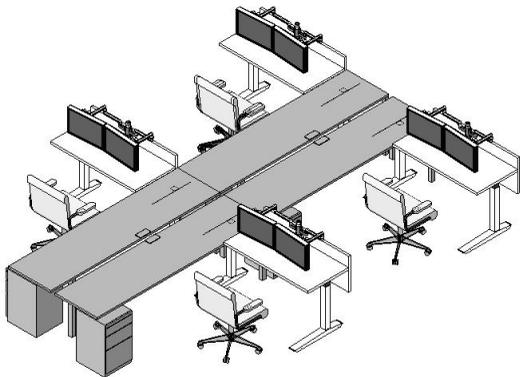
Ideal for departments that require **very low or no collaboration** among teams. Storage, workstation panels, and modesty screens should be considered per department needs.
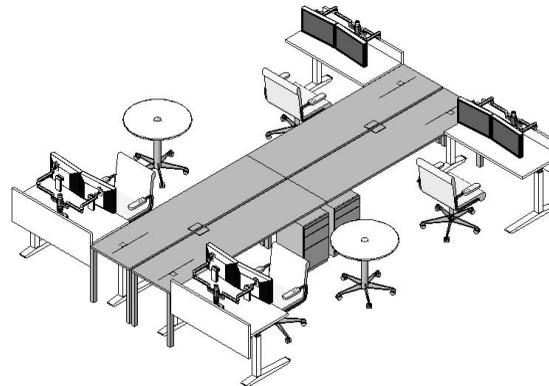
Ideal for departments that require **light collaboration** among teams. Storage, workstation panels, and modesty screens should be considered per department needs.
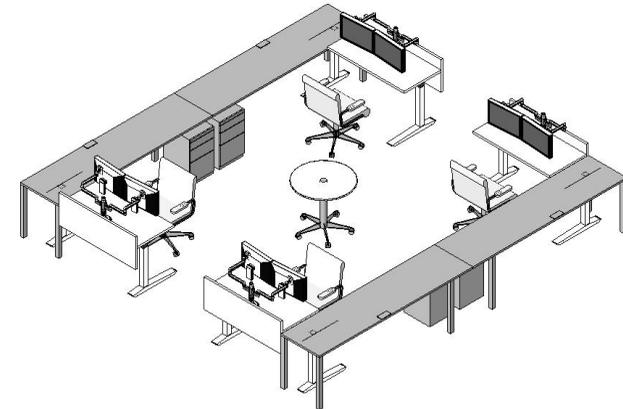
Ideal for departments that require **moderate collaboration** among teams. Storage, workstation panels, and modesty screens should be considered per department needs.

OPEN FOCUS TYPICAL WORKBENCH
A DEDICATED OPEN OFFICE SEAT THAT SUPPORTS BOTH FOCUS WORK AND LIGHT COLLABORATION

DESIGN CONSIDERATIONS

- Workstations are an integral part of the neighborhood structure that provide both focus and collaborative space.
- Orienting workstations for maximum access to natural lighting promotes wellness and well-being.
- Electrical/data convenience ports at surface level are easy to access and maintain when necessary.
- Provide additional acoustic solutions to reduce and control ambient noise from the open office area.
- Low or no workstation panels open the office environment and allow workers to connect and collaborate.

Individual workstations can be grouped in packs of 4, 6, or 8. Various groupings of workstations foster collaboration and innovation within the work environment.

SIZE + OCCUPANCY
5' x 6' footprint per workstation (standard)
(One) Person per workstation

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views.

FURNITURE + STORAGE
- Task chair.
- Fixed height worksurface. Based on budget and feasibility adjustable height worksurfaces could be considered to promote well-being.
- Workstation panels with acoustical materials can be integrated per department needs. Panels at different heights can be considered depending on the amount of privacy needed. Panels no higher than 42" should be considered in order to maintain desired openness.
- Personal storage (determined per department needs).

TECHNOLOGY
- Flat screen monitors with monitor arms (number and size of monitors to be determined per department).
- Electrical/data/USB ports at surface level (quantity and types of receptacles to be determined per department needs).
- Robust wireless.

Workstation Panel (height to be determined by individual department needs)

Storage (to be determined by individual department needs)

6'
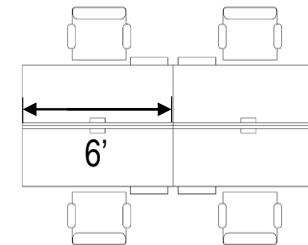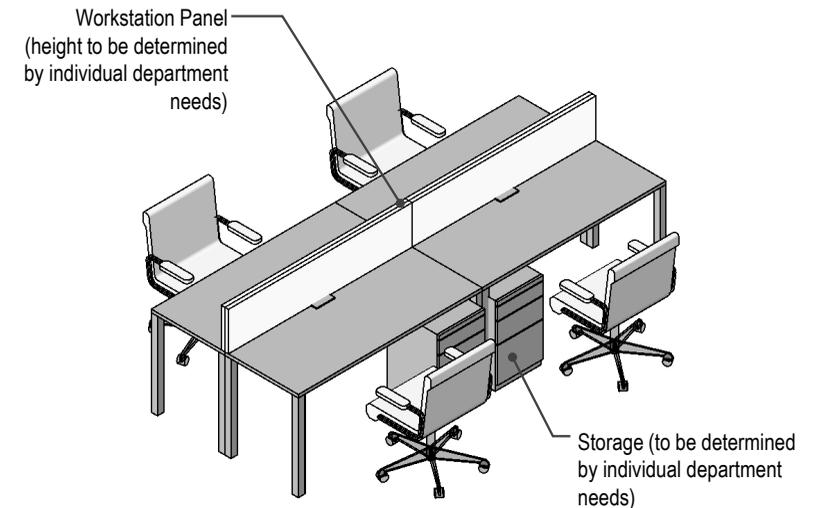
# OPEN FOCUS WORKSTATION AND WORKBENCH STORAGE

Depending on the type of department and the needs of the individual user, different types of workstation storage components can be explored. Types of storage should be considered based on the level of file, personal, project, or team storage required.
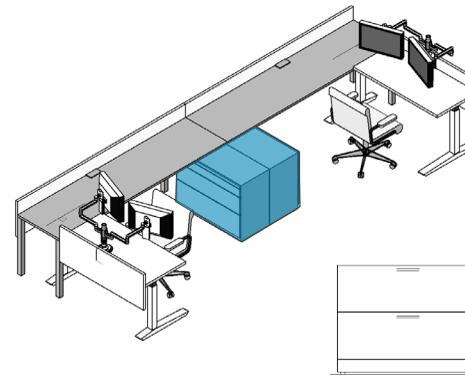
Storage - Option A
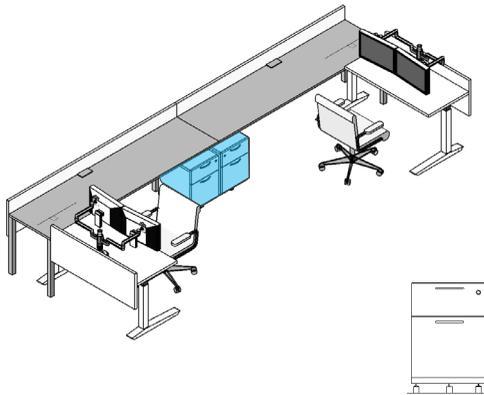
Ideal for individuals, departments, and/ or teams with a minimal need for file and general storage.
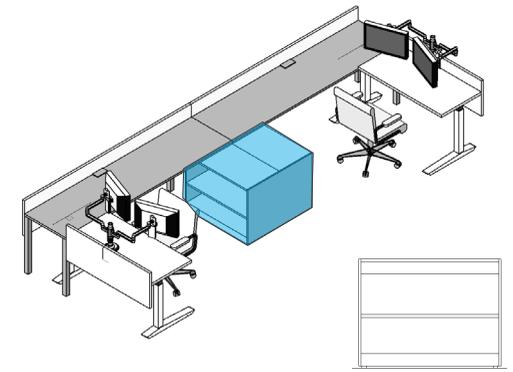
Storage - Option B
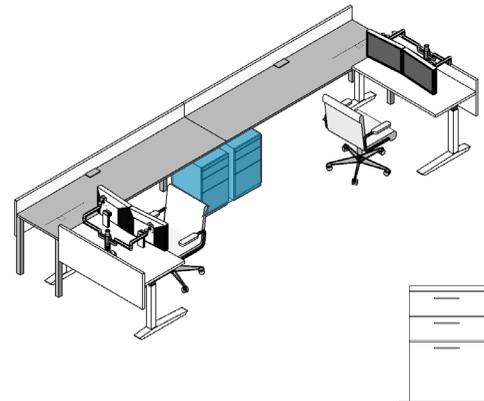
Ideal for individuals, departments, and/or teams with a minimal need for file and general storage. Provides greater capacity for general storage.

Storage - Option C

Ideal for individuals, departments, and/or teams with a maximum need for file storage.

Storage - Option D

Ideal for individuals, departments, and/or teams with a maximum need for storage to accommodate pilling of documents, books/binders, and/or resource materials.

CLOSED FOCUS WORK | KIT-OF-PARTS
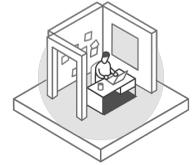
Includes both dedicated and non-dedicated closed spaces for focus work. Typically adjacent to the open focus workstations but can also be integrated into the Neighborhood Hub. Useful for tasks that require privacy and/or concentration, such as reading and writing.
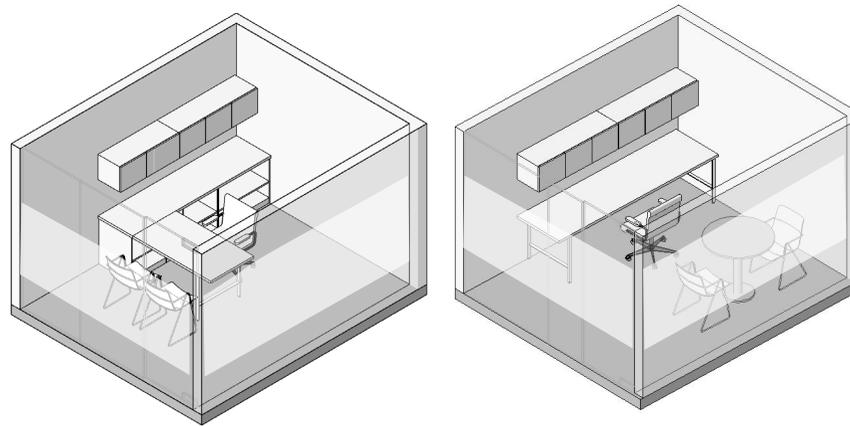
PRIVATE OFFICE
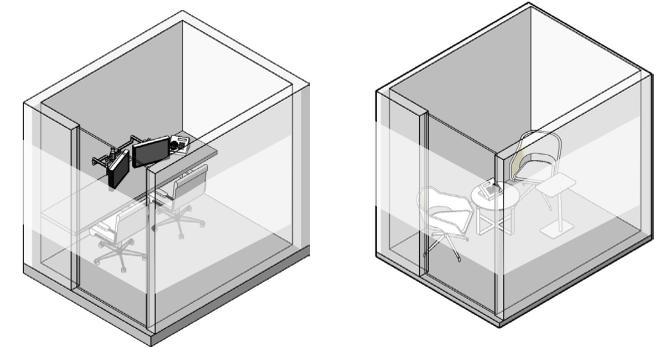
FOCUS ROOM

CLOSED FOCUS PRIVATE OFFICE

A DEDICATED CLOSED FOCUS SPACE THAT SUPPORTS BOTH FOCUS WORK AND LIGHT COLLABORATION

DESIGN CONSIDERATIONS

- Orient private offices to maximize access to natural lighting.
- Glass front private offices enhance the sense of connectivity to other workers, the open office environment, and access to natural light.
- Provide acoustic solutions as necessary to reduce and control noise, information privacy, and security.
- Guest chairs create space for small private meetings or collaboration.
- Writable wall paint, markerboards, and tackable surfaces can be considered to provide space for workers to collaborate and share ideas.
- Storage for files and personal items can be considered (storage type to be determined by department needs).
- Electrical/data convenience ports at the work surface level are easy to access and maintain when necessary.

> **Glass fronts provide access to natural daylight and visual connections between colleagues.**
>
> **SIZE + OCCUPANCY**
> **10'x12' footprint per private office. Private office and huddle room footprint to be identical for maximum flexibility and interchangeability.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views, but oriented away from building perimeter so as not to impede access to natural lighting.

FURNITURE + STORAGE
- Task chair.
- Fixed height worksurface. Based on budget and feasibility adjustable height worksurfaces could be considered to promote well-being.
- Wall-based desk system and storage (type to be determined by department needs).
- (1) or (2) guest chairs.

TECHNOLOGY
- Flat screen monitors with monitor arms (number and size of monitors to be determined per department).
- Electrical/data/USB ports at surface level (quantity and types of receptacles to be determined per department needs).
- Wireless.
- VoIP phone.
- Keyboard/mouse.
- Docking station.

Glass film for privacy

Glass film for privacy
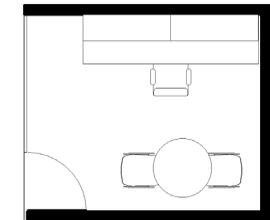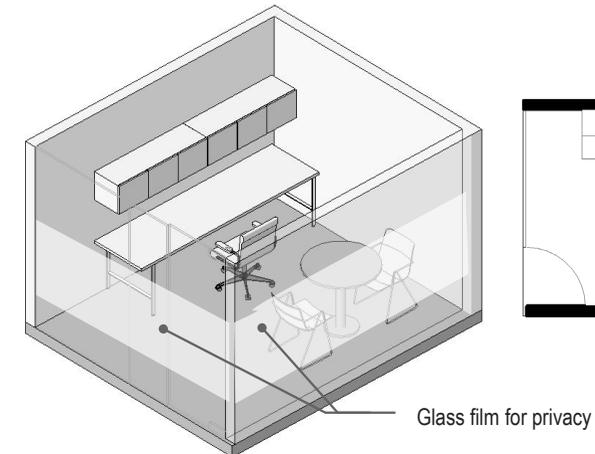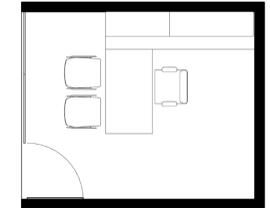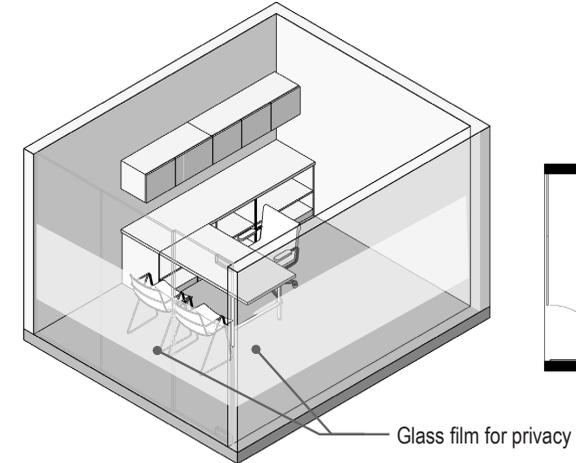
CLOSED FOCUS FOCUS ROOM

A NON-DEDICATED CLOSED SPACE FOR FOCUSED INDIVIDUAL WORK, SMALL GROUP MEETINGS, OR PHONE CALLS

DESIGN CONSIDERATIONS

- Orient focus rooms for maximum access to natural lighting.
- Glass front private offices enhance the sense of connectivity to other workers, the open office environment, and access to natural light.
- Provide acoustic solutions as necessary to reduce and control noise, information privacy, and security.
- Writable wall paint and markerboards to provide space for workers to collaborate and share ideas.
- Electrical/data convenience ports at the worksurface are easy to access and maintain when necessary.

Position near open focus and open collaboration areas for ease of use.

Ideal space for individuals who need a quiet space to work away from their workstation, make a phone call or focus on high concentration tasks such as reading or writing.

**KEY SPACE COMPONENTS**

ENVIRONMENT
- Access to natural light + exterior views, but oriented away from building perimeter so as not to impede access to natural lighting.

FURNITURE + STORAGE
- Multiple furniture configurations and typologies can be considered to increase choice and flexibility within the neighborhood.
- Writeable wall paint, marker board, magnetic board and tackable surfaces can be considered

TECHNOLOGY
- In smaller focus rooms, flat screen monitors with monitor arms can be considered if desired by individual department.
- In larger focus rooms, flat screen monitors can be considered if desired by individual department.
- Electrical/data/USB ports at surface level (quantity and types of receptacles to be determined per department needs).
- Forgo technology, if applicable, and provide standard electrical/data/USB ports only to support room typology for 'un-plugging.'
- VoIP.
- Smart board/mobile board.

Glass film for privacy

Glass film for privacy
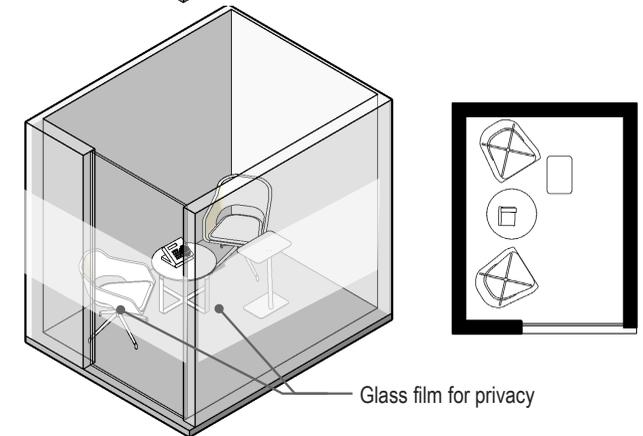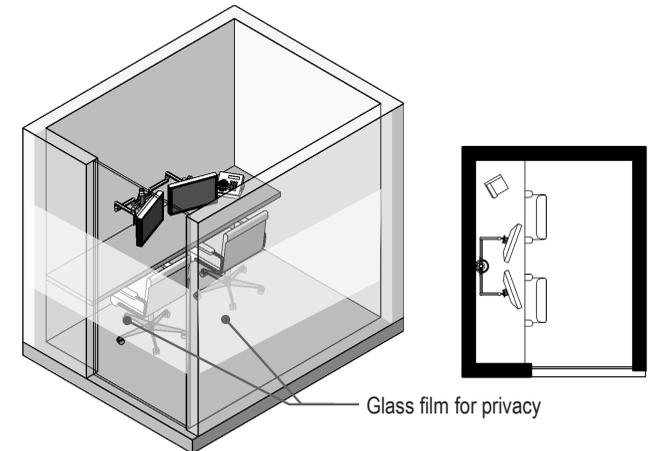
OPEN COLLABORATION | KIT-OF-PARTS

A dedicated, open, and casual space for collaboration, provides spaces for individuals to connect and collaborate with their colleagues. Incorporates a variety of tools and different technology to meet a variety of work needs and styles.

Cook County Workplace Strategy & Design (WS+D) Guidelines
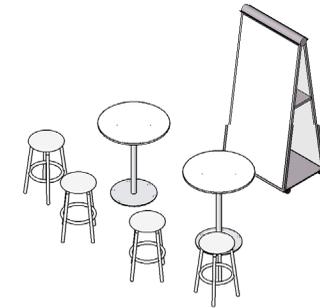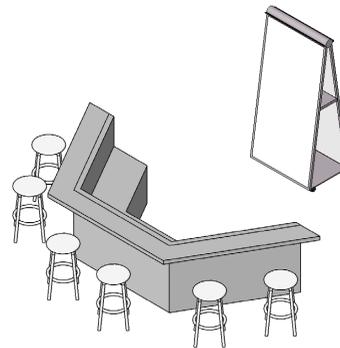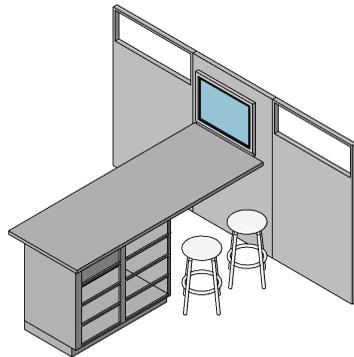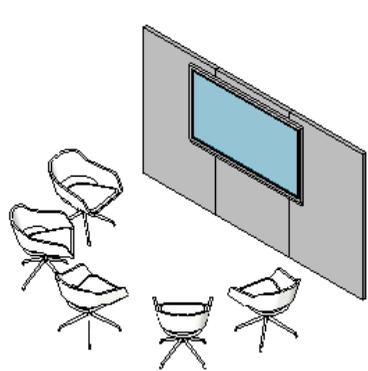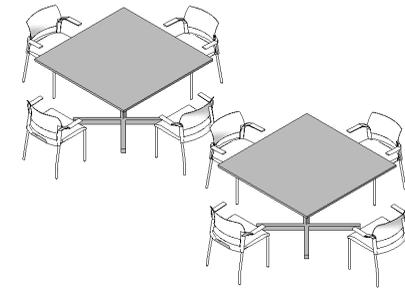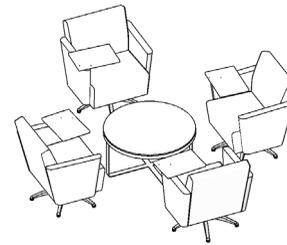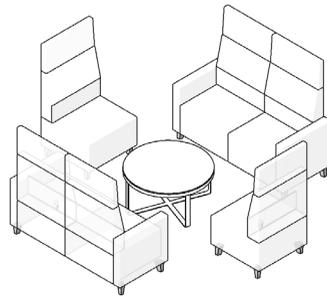
OPEN COLLABORATION TEAM BREAKOUT + COMMUNITY INTERACTION

CONNECT AND COLLABORATE WITH COLLEAGUES FOR BOTH IMPROMPTU AND SCHEDULED MEETINGS

DESIGN CONSIDERATIONS

- Furniture should be flexible and mobile, if possible, to support impromptu gatherings in a variety of configurations.
- Smaller clusters of seating can be arranged and modified for different size groups.
- Seating around a monitor with built-in technology can be used for sharing content.
- Acoustic solutions, such as acoustical panels, can control and reduce noise that may permeate into the open office while the team breakout space is in use.
- Electrical / data convenience ports at table surface are easy to access and maintain when necessary.
- Mobile markerboards and/or mobile tack boards provide additional work tools for individuals to utilize for collaboration and sharing of ideas.

> **Informal gathering space directly adjacent to the open focus area to support both impromptu and scheduled meetings.**
>
> **Team breakout should be flexible to support a variety of work styles and needs.**
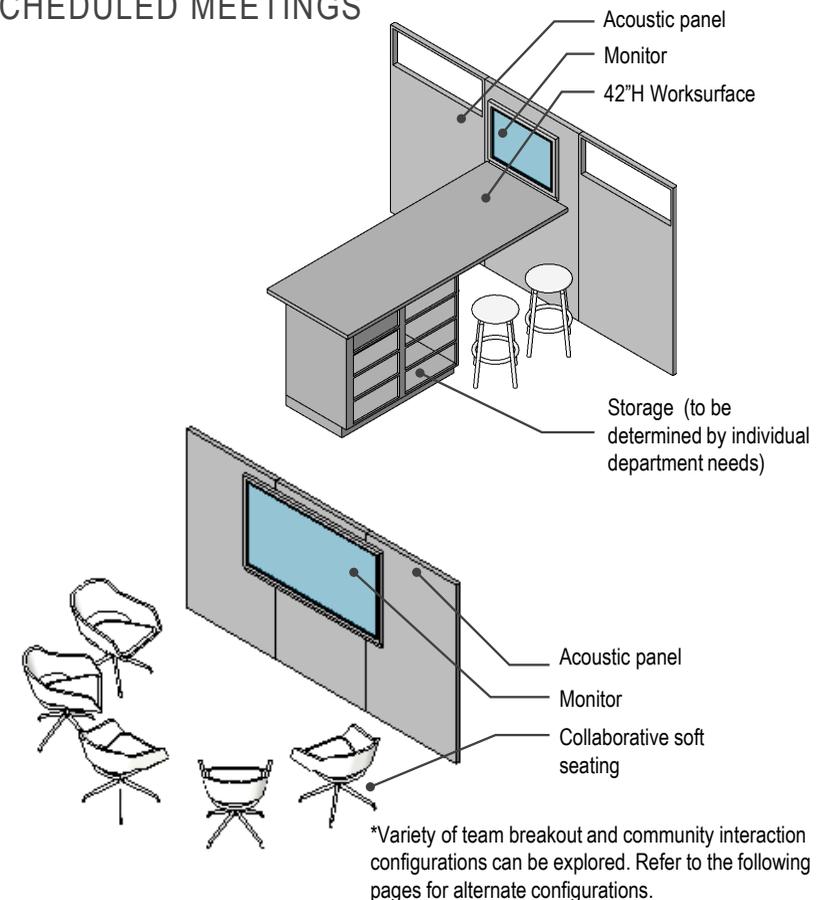
KEY SPACE COMPONENTS

ENVIRONMENT
- Proximity to open focus workstations, collaboration and meeting rooms

FURNITURE + STORAGE
- Flexible furniture with integrated technology
- Mobile or integrated markerboards and/or magnetic boards
- Storage can be integrated depending on department and team needs

TECHNOLOGY
- Flat screen monitors/smart boards can be considered if desired by departments (to be determined per department)
- Electrical/data/USB ports at surface level, where applicable, should be considered (quantity and types of receptacles to be determined per department needs)
- VoIP Phone
- Smart board
- Wireless
- Unified community
- Mobile device charging station

- Acoustic panel
- Monitor
- 42"H Worksurface
- Storage (to be determined by individual department needs)
- Acoustic panel
- Monitor
- Collaborative soft seating

*Variety of team breakout and community interaction configurations can be explored. Refer to the following pages for alternate configurations.
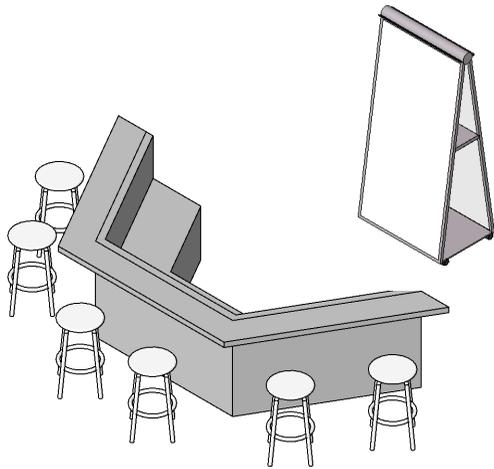
OPEN COLLABORATION   TEAM BREAKOUT

Team breakout spaces should be incorporated into the Neighborhood Hubs in a variety of both 50 and 100 SF spaces. Configurations below represent open collaboration spaces that support team ideation and interaction with technology integration if desired.

TEAM BREAKOUT A

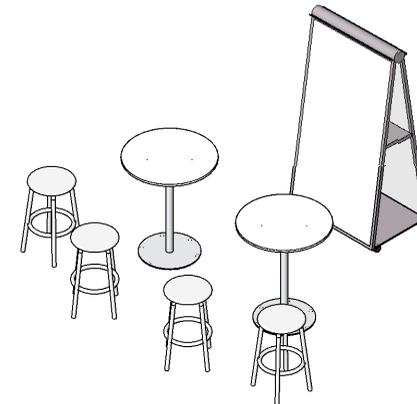MOBILE MARKER AND/OR TACK BOARD
LOUNGE SEATING

TEAM BREAKOUT B

MOBILE MARKER AND/OR TACK BOARD
TABLE
CHAIRS

TEAM BREAKOUT C

MOBILE MARKER AND/OR TACK BOARD
TABLE AND CHAIRS

OPEN COLLABORATION   COMMUNITY INTERACTION

Community interaction spaces should be incorporated into both the Neighborhood Hubs and The Floor Hub | Town Square in a variety of both 50 and 100 SF spaces. The configurations below represent open collaboration spaces that enhance community interaction with low technology or no technology.
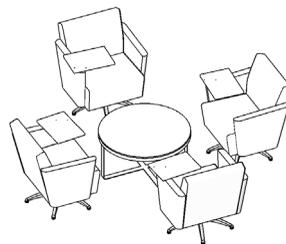
COMMUNITY INTERACTION A
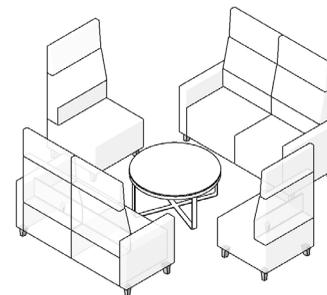
42" HIGH TABLE WITH INTEGRATED POWER
STOOL HEIGHT CHAIRS

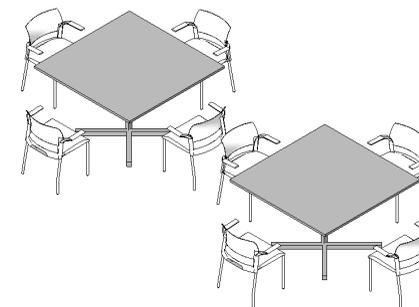**COMMUNITY INTERACTION B**

LOUNGE CHAIRS WITH TABLET
COFFEE TABLE

COMMUNITY INTERACTION C

HIGH BACK LOUNGE CHAIR
COFFEE TABLE

COMMUNITY INTERACTION D

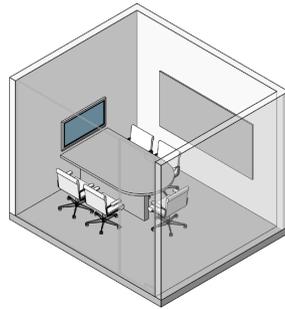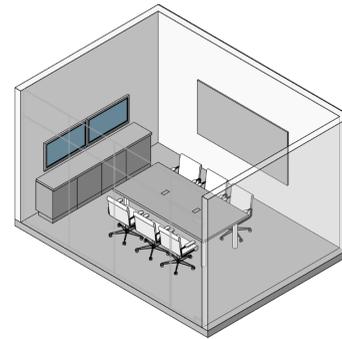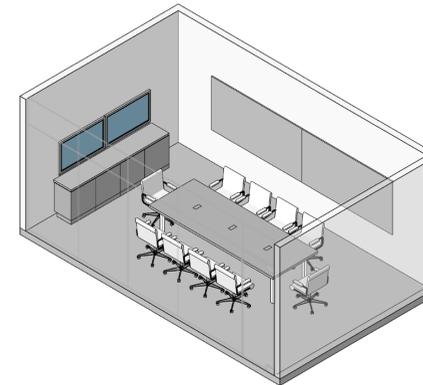SQUARE TABLES
CHAIRS

CLOSED COLLABORATION | KIT-OF-PARTS

Provides space for individuals to connect and collaborate with colleagues through a variety of analogue and digital tools when acoustic privacy is needed. Ability to use telecommunication technology to share information and connect with colleagues.
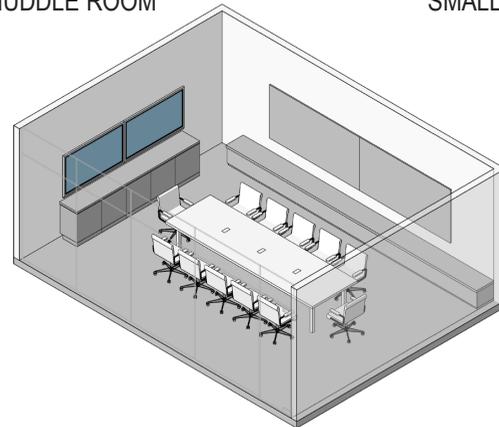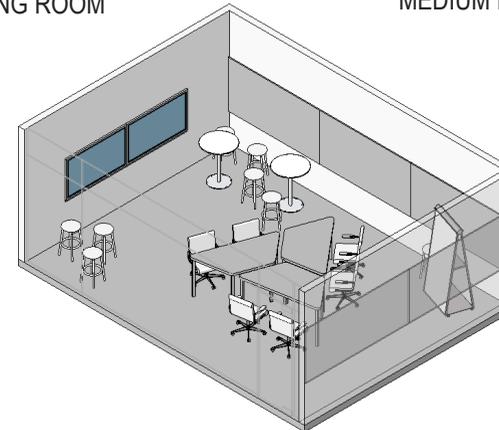
HUDDLE ROOM

SMALL MEETING ROOM

MEDIUM MEETING ROOM

LARGE MEETING ROOM

PROJECT ROOM

CLOSED COLLABORATION HUDDLE ROOM
RESERVABLE ROOM FOR COLLABORATION ON AN AD HOC BASIS, WITH TECHNOLOGY

DESIGN CONSIDERATIONS

- Orient huddle rooms for maximum access to natural lighting.
- Providing glass on at least one wall of the huddle room enhances the sense of connectivity to other workers, the open office environment and access to natural light.
- Markerboards and/or tackable surfaces on at least one wall of the meeting space provide additional analog work tools for collaboration and innovation.
- Provide acoustic solutions as necessary to reduce and control noise, information, privacy and security.
- Electrical / data convenience ports at the table surface are easy to access and maintain when necessary.

Huddle rooms are intended to be used ad hoc.

SIZE + OCCUPANCY
4-5 people
10'x12' footprint per huddle room. Huddle room and private office footprint to be identical for maximum flexibility and interchangeability.

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views, but oriented away from building perimeter so as not to impede access to natural lighting
- Proximity to open focus workstations, collaboration spaces and meeting rooms

FURNITURE + STORAGE
- (4)–(6) conference room chairs (or stools for standing height worksurfaces)
- (4)-(6) person table with integrated technology (seated or standing height worksurface)
- Markerboards and/or magnetic boards

TECHNOLOGY
- Flat screen monitors (number and size to be determined per department)
- Hidden integrated conference table electrical / data / USB ports (quantity and types of receptacles to be determined per department needs)
- Phone/VoIP
- Wireless

Monitor

White Board or Magnetic Board
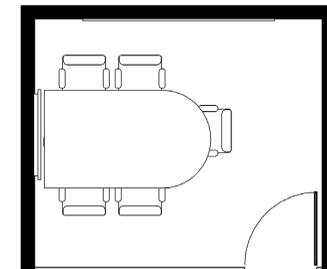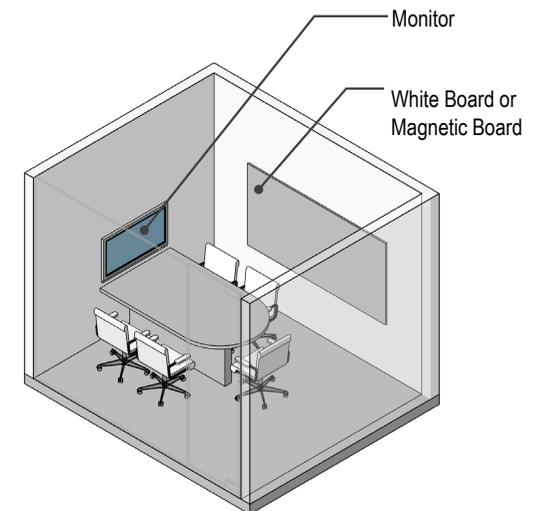
CLOSED COLLABORATION HUDDLE ROOM

HUDDLE ROOMS | FURNITURE VARIATION

HUDDLE ROOM A

MONITOR
TABLE
(4) – (6) CHAIRS
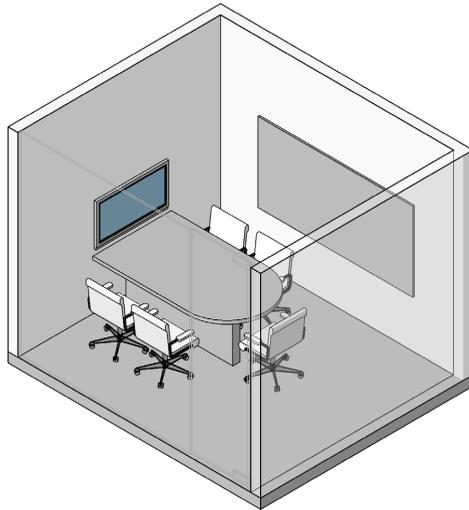
HUDDLE ROOM B

MONITOR
COFFEE TABLE
(3) LOUNGE CHAIRS WITH TABLET
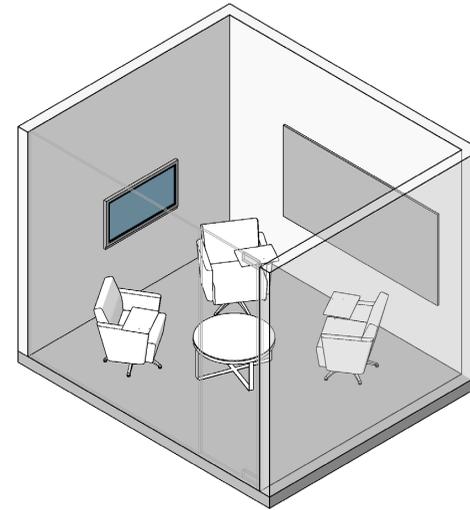
CLOSED COLLABORATION MEETING ROOM

RESERVABLE FORMAL MEETING SPACE TO CONNECT AND COLLABORATE

DESIGN CONSIDERATIONS

- Orient meeting rooms for maximum access to natural lighting.
- Provide glass on at least one wall of the meeting room to enhance the sense of connectivity to other workers, the open office environment and access to natural light.
- Bench seating along the perimeter of the room provides additional seating capacity when needed.
- Markerboards and/or tackable surfaces on at least one wall of the meeting space provide additional analog work tools for collaboration and innovation.
- Provide acoustic solutions as necessary to reduce and control noise, information privacy and security.
- Provide built-in video conference capabilities and storage for A/V equipment.
- Electrical / data convenience ports at the table surface are easy to access and maintain when necessary.

> **Meeting room size and components to vary per individual departmental needs.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views, but oriented away from building perimeter so as not to impede access to natural lighting
- Proximity to open focus workstations, collaboration spaces and meeting rooms

FURNITURE + STORAGE
- Conference room chairs
- (4)-(6), (8)-(10), or (12)-(16) person table with integrated technology (made up of modular tables or single table)
- Modular bench seating (if applicable)
- Markerboard and/or magnetic board
- Credenza to store A/V equipment

TECHNOLOGY
- Flat screen monitors (number and size to be determined per department) 55" large recommended
- Hidden integrated conference table electrical / data / USB ports (quantity and types of receptacles to be determined per department needs)
- Conference phone
- A/V

Monitors
Credenza for AV storage
Magnetic Glass Boards
Power at Surface
Modular bench soft-seating
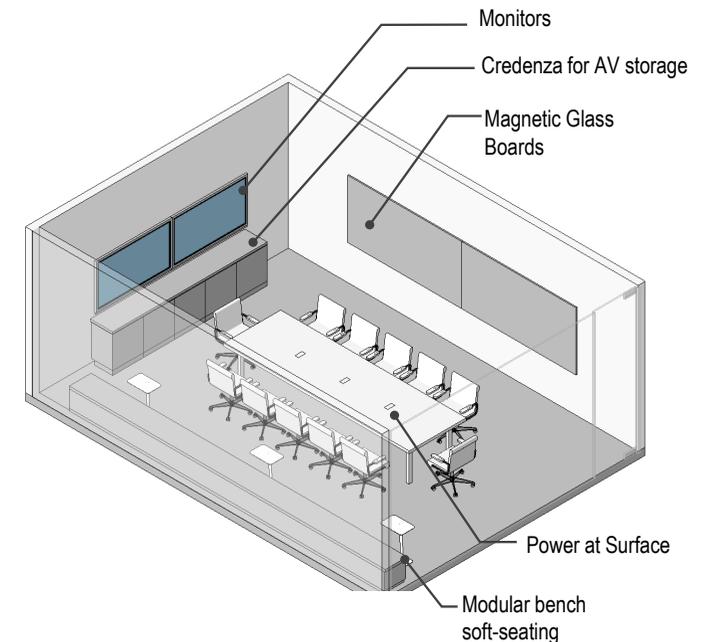
- Wireless keyboard
- Smart board
- Projector
- Wireless
- Smart camera (large room)
- Room reservation system
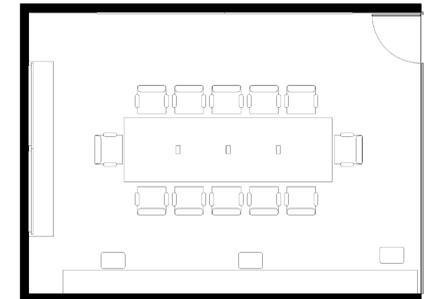
CLOSED COLLABORATION MEETING ROOM

MEETING ROOM | SIZE VARIATION

SMALL MEETING ROOM

SEATING FOR UP TO 7
MONITOR
TABLE WITH INTEGRATED TECHNOLOGY

- Monitors
- Credenza for AV Storage
- Magnetic Glass Boards
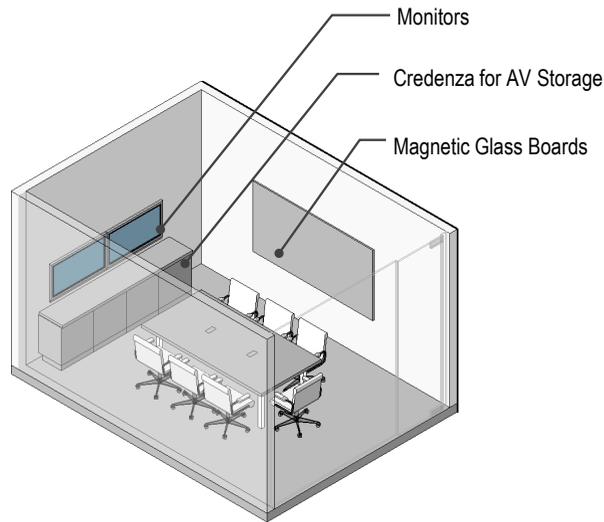
MEDIUM MEETING ROOM

SEATING FOR 8-10
MONITORS
TABLE WITH INTEGRATED TECHNOLOGY

- Monitors
- Credenza for AV storage
- Magnetic Glass Boards
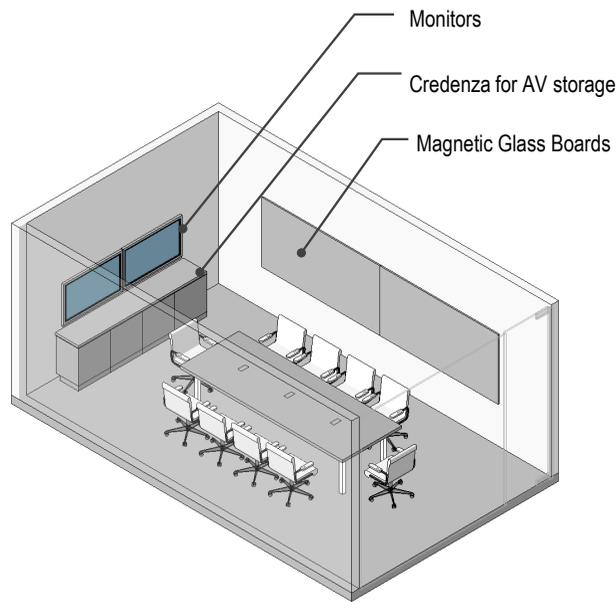
LARGE MEETING ROOM

SEATING FOR 12-16
MONITORS
TABLE WITH INTEGRATED TECHNOLOGY
MODULAR BENCH SEATING

- 85" Single Monitors
- Credenza for AV Storage
- Magnetic Glass Boards
- Modular Bench Seating
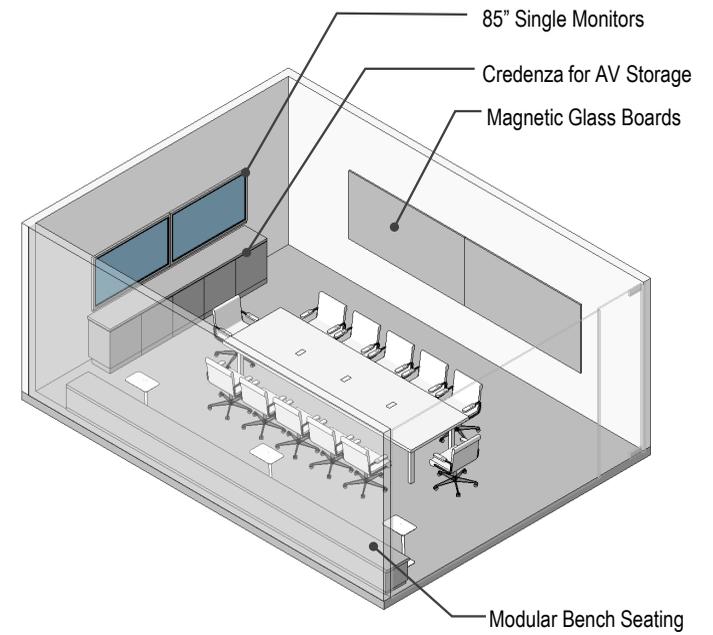
CLOSED COLLABORATION PROJECT ROOM

RESERVABLE INFORMAL TEAMING / PROJECT SPACE TO ACCOMMODATE IDEATION AND COLLABORATION

DESIGN CONSIDERATIONS

- Orient room for maximum access to natural lighting.
- Provide glass on at least one wall of the room to enhance the sense of connectivity to other workers, the open work environment, and access to natural light.
- Provide markerboards and/or tackable surfaces on at least one wall; provide additional analog work tools for collaboration and innovation.
- Provide acoustic solutions as necessary to reduce and control noise, information privacy, and security.
- Provide electrical outlets throughout the space (wall and floor) to accommodate a variety of furniture configurations. Electrical / data convenience ports at the table surface (when applicable) are easy to access and maintenance when necessary.
- Mobile, flexible furniture solutions provide ease for adapting the room to various configurations depending on team and project needs.

> **Informal enclosed space adjacent to the open focus area to support group thinking, ideation and collaboration where project teams are working for an extended period.**
>
> **Flexible furniture and room components to accommodate multiple department's needs.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views, but oriented away from building perimeter so as not to impede access to natural lighting
- Proximity to open focus workstations, collaboration spaces and meeting rooms

FURNITURE + STORAGE
- Flexible furniture (furniture needs to be reviewed with department to determine applicable components)
- Task and/or training chairs
- Mobile tables
- Markerboards and/or tack boards
- Mobile markerboards and/or tackable surfaces

TECHNOLOGY
- Flat screen monitors (number and size to be determined per department) 85" large recommended
- Adaptable flexible technology to provide a means of content sharing
- Access to electrical / data / USB ports throughout the space (wall and floor) to accommodate a variety of furniture configurations
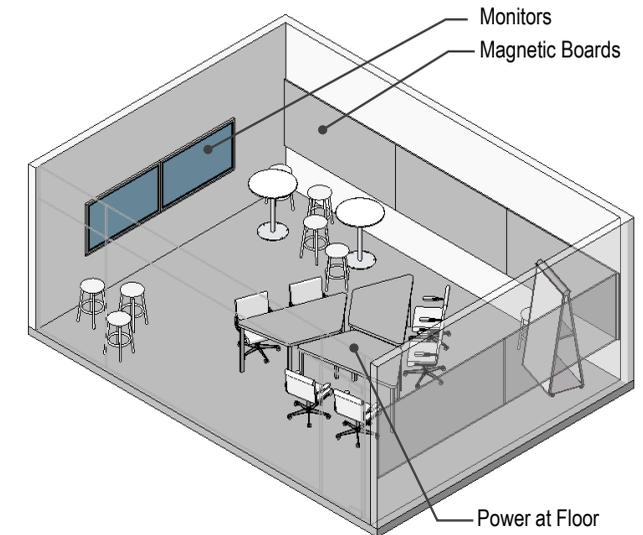
- Smart board
- Wireless
- Conference phone

Monitors
Magnetic Boards
Power at Floor
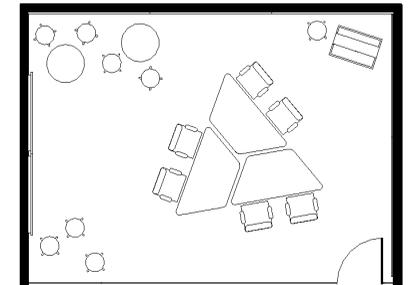
COMMUNITY | KIT-OF-PARTS

Informal interaction spaces that accommodate and encourage interaction and cross collaboration with departments.
Support space components that aid in collaboration and work process.
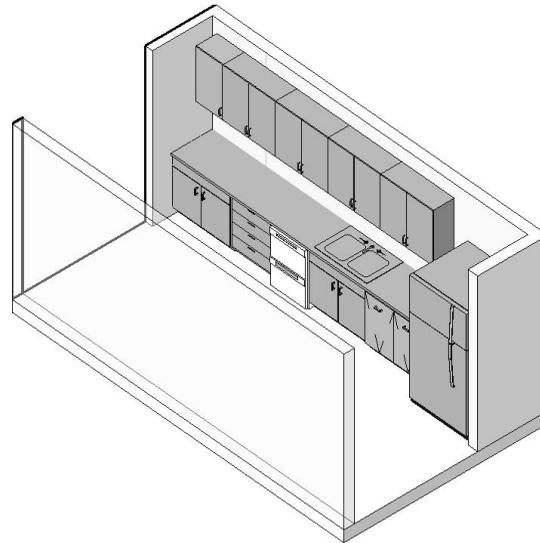
GALLEY KITCHEN
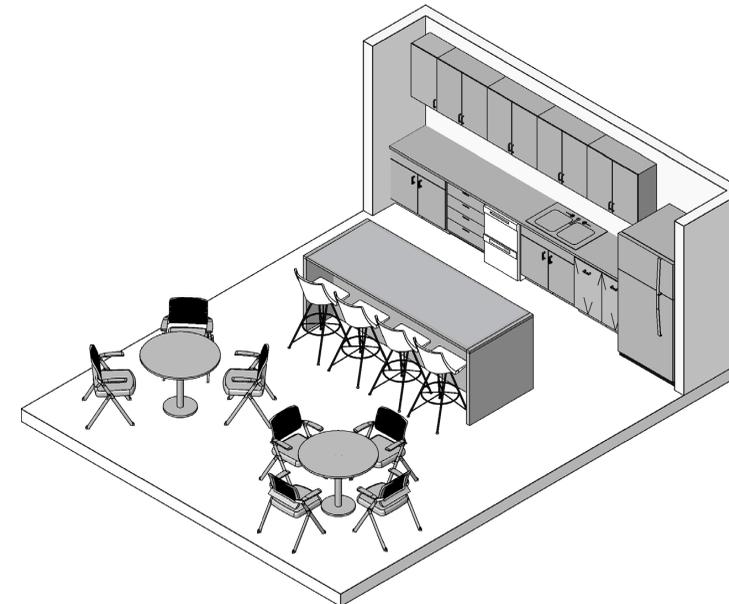
CAFE

COMMUNITY CAFE/GALLEY KITCHEN

INFORMAL DEPARTMENT INTERACTION SPACE FOR ENGAGEMENT + NOURISHMENT

DESIGN CONSIDERATIONS

- Furniture should be flexible to allow for reconfiguration to accommodate various gathering sizes and types.
- Glass partition walls can be used to close off the space if desired.
- Provide electrical outlets throughout space (wall and floor) to accommodate multiple furniture configurations.
- Wall and ceiling based acoustic solutions can control and reduce noise that may permeate into the open focus workspace.
- Furniture with varying posture types can be used to promote casual stand-up or sit-down meetings and work sessions.
- Standing and ADA-accessible height counters or tables can be used for a variety of purposes including hosting meetings and informal interactions throughout the workday.

> **Communal cafes or a galley kitchen can be considered at the floor if the departments are too small for each to have a dedicated cafe. Individual department cafes and floor hub cafe sizes and configurations to be determined per needs of departments.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and views
- Pantry can be incorporated into the town square

FURNITURE + STORAGE
- Café tables (various sizes, shapes, and heights) with chairs
- Upholstered / easily cleanable lounge seating and ottomans can be considered
- Solid surface / plastic laminate tables
- Furniture with mobile, ganging, flexible, and re-configurable capabilities for various types of meetings and collaboration
- Provide fixed millwork as needed per departmental needs

TECHNOLOGY
- Flat screen monitor(s) can be integrated
- Furniture with integrated technology and power when applicable
- Electrical/ USB ports at surface level where applicable
- Grounded outlets at any kitchen countertop seating
- Wi-Fi
- Mobile charging station
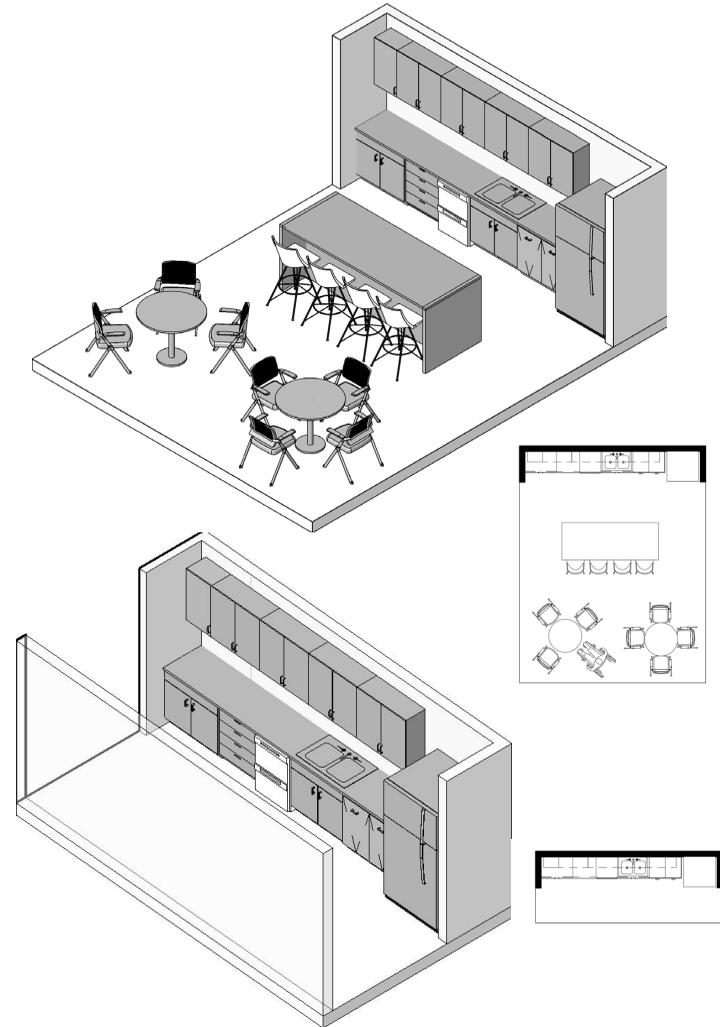
SUPPORT | KIT-OF-PARTS
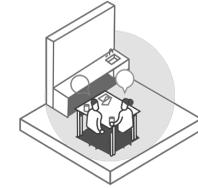
Various space types that enhance the employee experience. Types of spaces support both the individual's personal and functional needs.
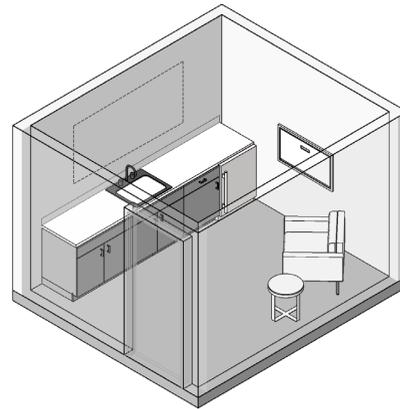
WELLNESS
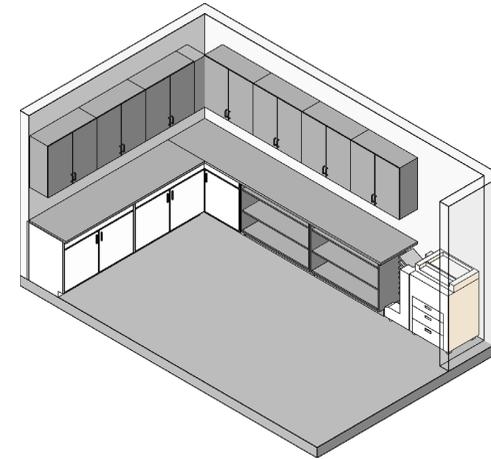
OFFICE RESOURCES

SUPPORT WELLNESS ROOM

DEDICATED PRIVATE SPACE TO SUPPORT WELL-BEING

DESIGN CONSIDERATIONS

- Room should be fully enclosed with no glass incorporated for maximum privacy.
- If desired, a glass lite with glass film can be incorporated adjacent to a solid door. Orient the room for maximum access to natural lighting.
- Provide sink, millwork for optional general and/or personal storage.
- Undercounter refrigerator can be considered on a case by case basis, per department needs.
- Baby changing station to be included.
- Furniture should be comfortable and practical to suit a variety of uses.
- Provide electrical / data ports throughout the room for easy of connectivity.

Dedicated private space to support employee well-being.

Usage of space should be reserved for those with specific identified needs.

KEY SPACE COMPONENTS

ENVIRONMENT
- Locate the room near a floor restroom or away from heavy traffic if possible, for maximum privacy

FURNITURE + STORAGE
- Lounge chair or recliner
- Ottoman
- Side table
- Millwork for general storage and storage of personal items

TECHNOLOGY
- Electrical / data ports
- Charging station
- Wi-Fi
- White noise
- Wireless speakers

Art/Display   Baby Changing Station
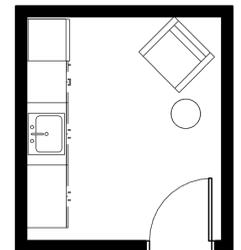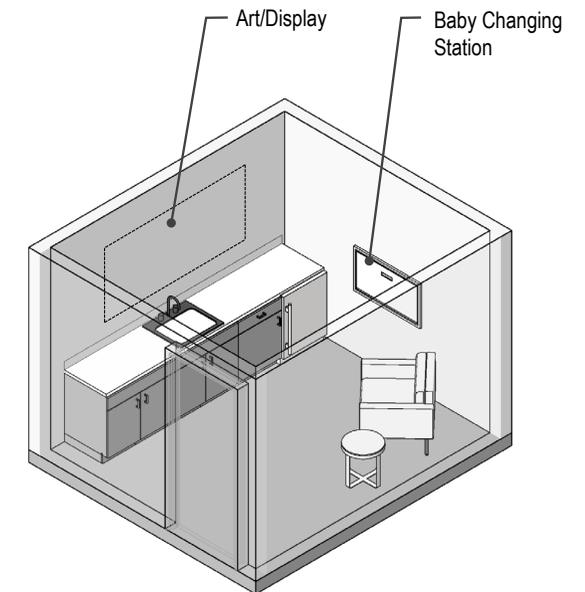
SUPPORT SUPPLY/COPY + PRINT ROOM

DEDICATED SPACE FOR OFFICE SUPPLIES AND COPY/PRINTING

DESIGN CONSIDERATIONS

- Provide adequate counter space and storage for necessary supplies and equipment.
- Spaces are to be shared among multiple work neighborhoods. Needs of individual departments should be considered.
- Use of recycling cans and proper disposal bins reduces office waste and promotes sustainability. Dedicate adequate space to accommodate.
- Management and organization of paper and supplies in cabinets reduces unnecessary clutter.
- Marker and/or tack boards can be considered.
- Multiple types and a variety of millwork configurations should be considered depending on department needs.
- Provide electrical/data ports at countertop for easy access and maintenance.

> **Millwork provides closed storage for a clean and organized work environment (where applicable).**
>
> **Centrally located space can support multiple work neighborhoods.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Near open focus workstations

FURNITURE + STORAGE
- Markerboards and/or tack boards
- Millwork combination to be determined by departmental needs. Options for consideration:
    - Base cabinets – doors and drawers
    - Base cabinet – drawer stack
    - Base cabinet – shelving
    - Upper cabinet – doors
    - Upper cabinet – shelving
    - Island - workstation

TECHNOLOGY
- Multi-function printer / copier / scanner
- Large function plotter can also be considered (if applicable per individual department needs)
- Electrical / data ports at countertop
- Additional equipment should be accommodated as needed per individual department.
- Wi-Fi

Floor Copier
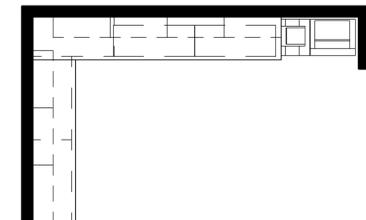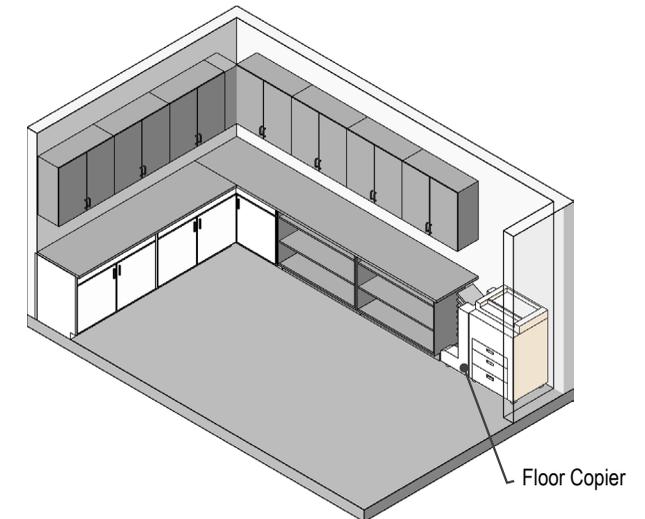
FLOOR KIT-OF-PARTS

At the floor scale, each floor should be viewed as a collective of neighborhoods with hubs that enable interactions and points of connection. There should be a floor hub used as the central point of interaction serving as the town square, accessible between floors as well as across floors.

Neighborhood

Shared Hub   Floor Hub

Neighborhood

Floor Hub   Shared Hub

Neighborhood   Neighborhood

Shared Hub   Floor Hub   Shared Hub

Public Facing Departments
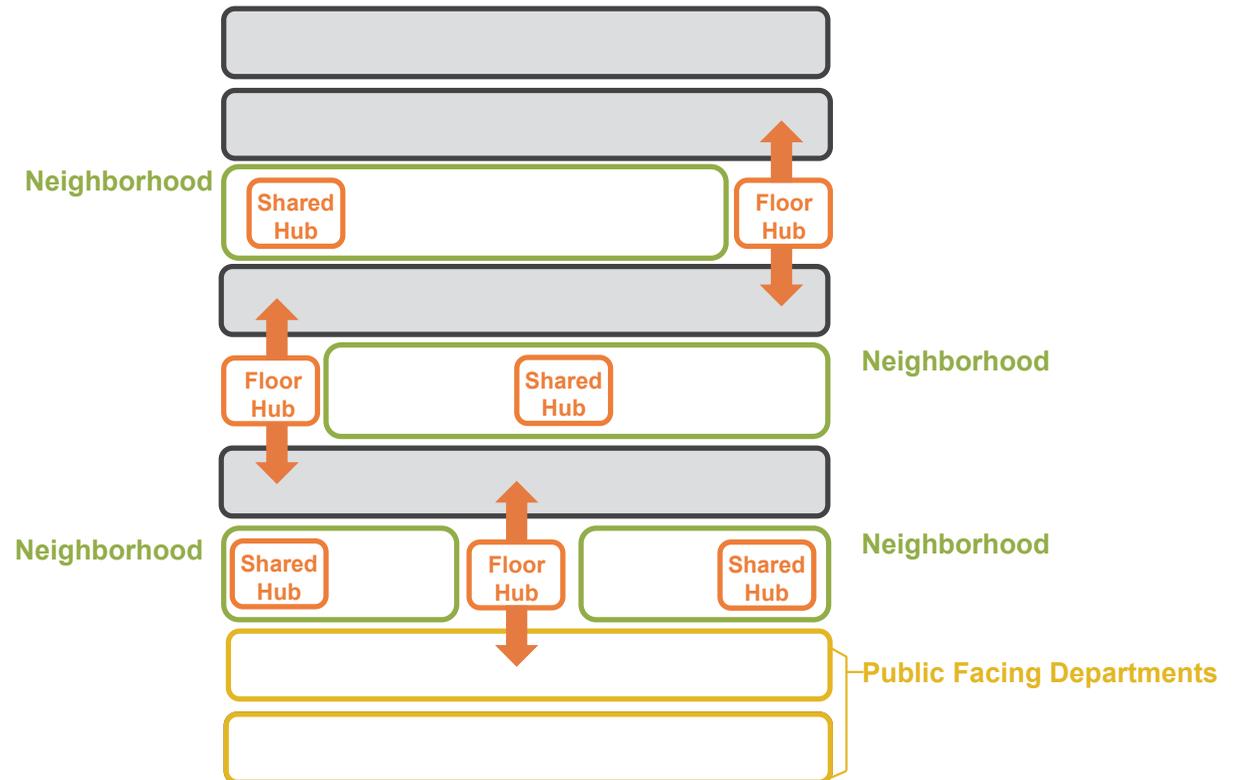
FLOOR RECEPTION

Based on which departments occupy each floor, multiple floor entry/reception scenarios can be considered. Floor entries are intended to serve departments both with and without customer interaction. Design features should be explored that complement the departmental branding and can incorporate biophilic elements to promote wellness and well-being. Security requirements should be reviewed and addressed per each individual department's needs to ensure safety of staff. Furniture should be selected with a hospitality approach, creating comfortable settings and a variety of seating options.

Reception Scenario A: Conventional
Current State

Phone Room
Digital Check-In Kiosks
Soft Seating
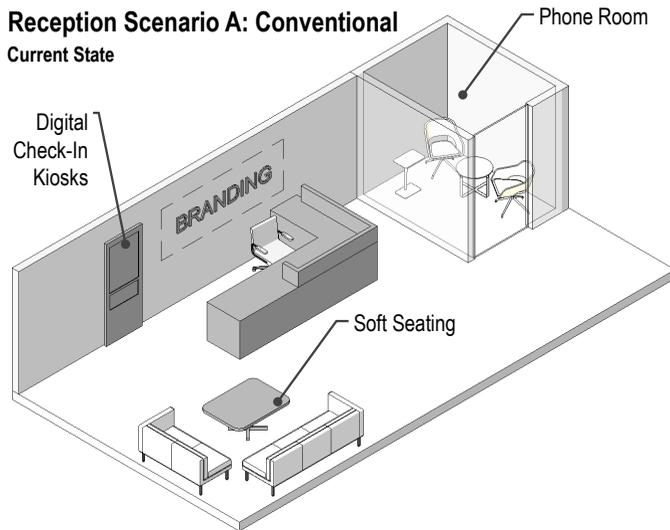
Ideal for departments that require a receptionist. Digital check-in kiosk can be incorporated for alternate means of communication. Department specific branding should be incorporated.

Reception Scenario B: Concierge
Future State

Digital Check-In Kiosks
Digital Kiosks/Information Monitor
Soft Seating
Open Collaboration | Engagement
Power at Surface
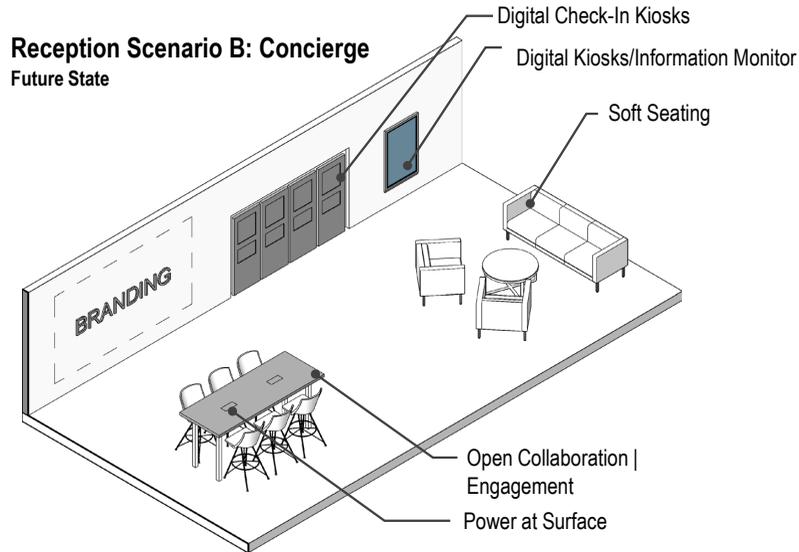
Ideal for departments that do not require a receptionist. Digital check-in kiosk(s) is incorporated and can be used to notify departments of visitors. Department specific branding should be incorporated.

TECHNOLOGY
- Wireless
- VoIP phone
- Flat screen monitor
- Docking station/keyboard/mouse

FLOOR RECEPTION

CUSTOMER INTERFACE

Based on which departments occupy each floor, multiple floor entry/reception scenarios can be considered. Floor entries are intended to serve departments both with and with out customer interaction. Design features should be explored that complement the departmental branding and can incorporate biophilic elements to promote wellness and well-being. Security requirements should be reviewed and addressed per each individual department's needs to ensure safety of staff. Consideration of service and interaction type, relationship between the main traffic vs. the staff work zone, as well as feasibility of a consolidated, secure access at a building level should be reviewed as part of a larger framework in order to determine the final solution.

Reception Scenario C: Customer Interface
Current State

Computer Workstations

Payment Window

Digital Information /Check-In
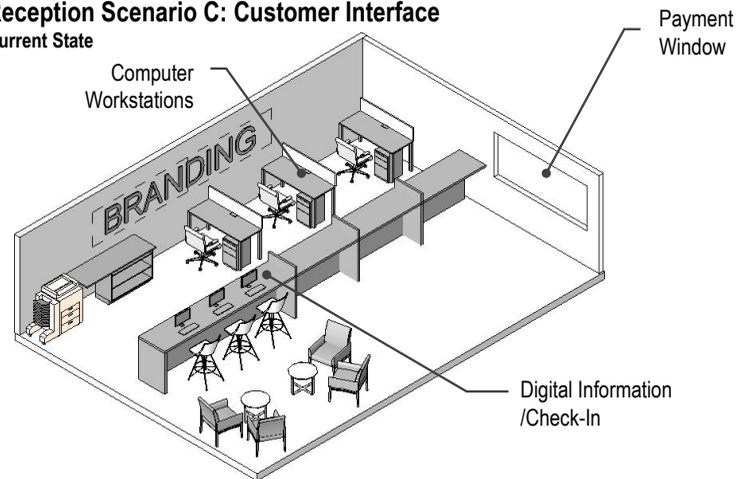
Ideal for departments with primary and consistent interface with customers. Workstations for employees who attend to customers at the counter are provided within proximity. A payment window can be incorporated when necessary to serve public's needs. Computer workstations for customers should be provided if needed. Department specific branding should be incorporated.

Reception Scenario C: Customer Interface
Future State

Computer Workstations

Information Monitor

Digital Information /Check-In
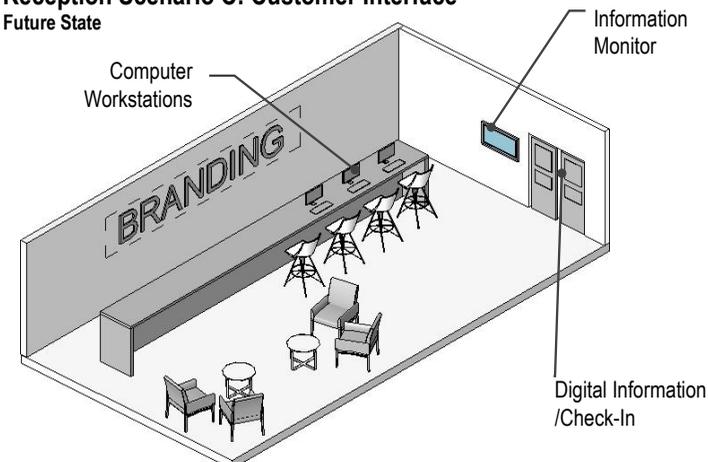
Ideal for departments with primary and consistent interface with customers. Provide a reception counter for employees to attend to customers. Digital check-in kiosks can be incorporated for alternate means of communication. Computer workstations for customers should be provided if needed. Department specific branding should be incorporated.

TECHNOLOGY
- Flat screen
- Wireless
- VDI
- Keyboard/mouse
- MFP

FLOOR HUB/TOWN SQUARE

The Floor Hub is the center of activity for each floor and should be located as close as possible to the primary entry. If there is a floor reception, the Floor Hub should be adjacent. It is the first component of the workspace that both visitors and employees encounter.

The Floor Hub is comprised of an open space made up of café seating, touch down workspaces and a cafe/serving area. It is a place that is used for informal collaboration, touch down focus work and lunch. Dedicate a wall for employee engagement information and/or health and wellness initiatives.

Adjacent to the open space are phone rooms, a primary conference room and resource area. The number of phone rooms, type of seating layouts, and quantities of dishwashers, sinks, fridges, trash and recycling to be determined by occupancy and floor size.

Design features should be explored that complement the departmental branding and can incorporate biophilic elements to promote wellness and well-being.

Meeting Room

Kitchenette

Refrigerator

Dishwashers

Trash | Recycle

Phone | Focus Rooms

Employee Information Board

TECHNOLOGY
- Wireless
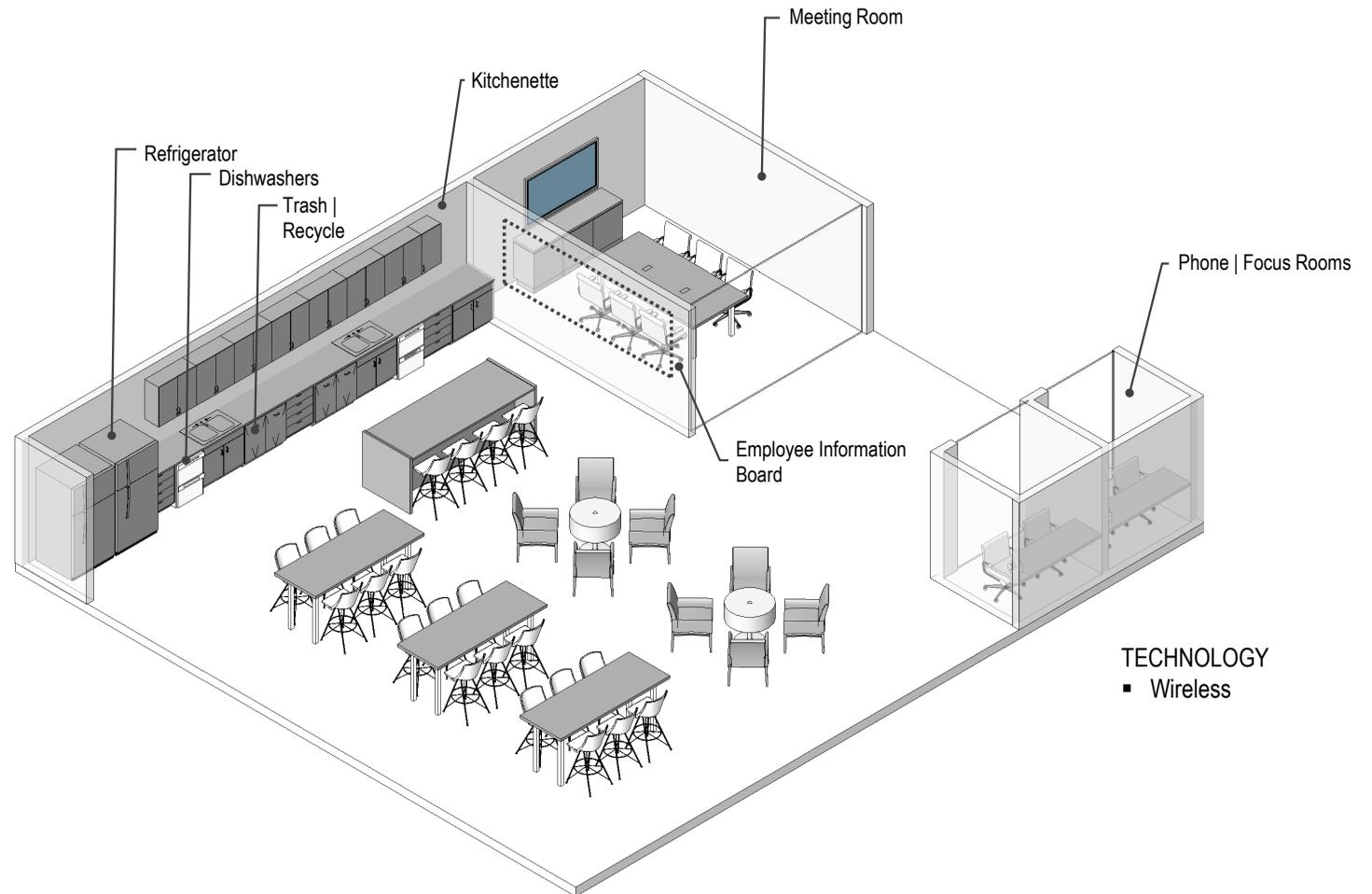
BUILDING SCALE KIT-OF-PARTS
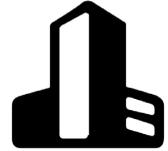
At the building scale, the building should be viewed as a vertical campus rather than a collection of individual departments and floors. The building should provide opportunities for travel between floors to encourage greater interactions between departments. As such, common shared functions such as training, social interaction spaces and large-scale meeting spaces should be located throughout the building. Employees should be encouraged to make use of the building as an integral component of their workplace.

Social Interaction

Training
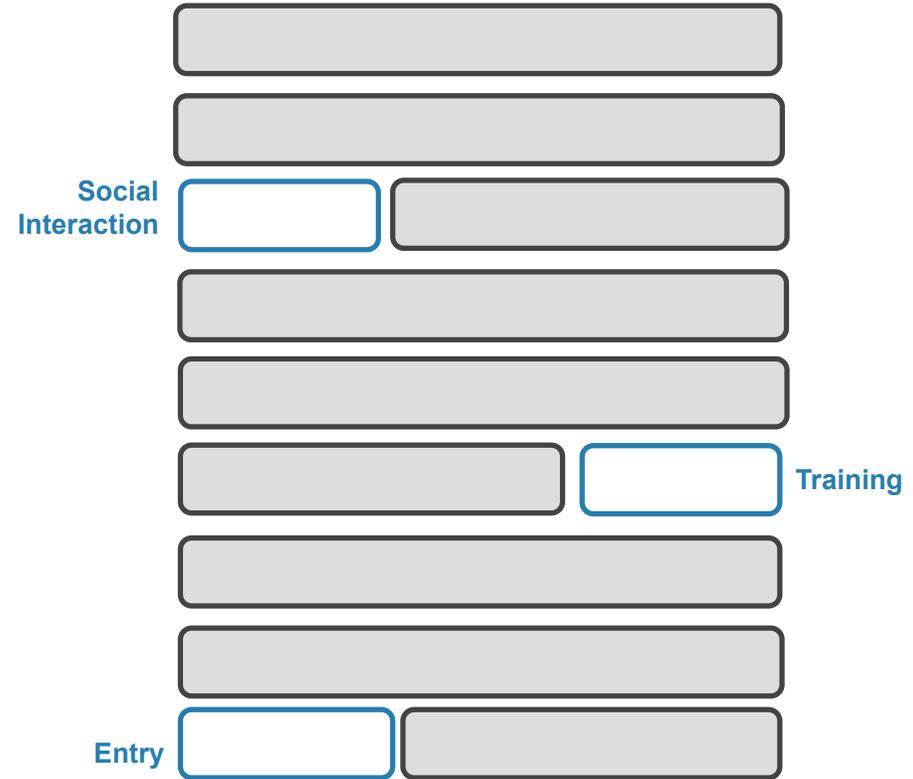
Entry

BUILDING ENTRY

In addition to departmental entry/reception areas, each building should have a dedicated entry space where applicable. The building entry should consist of a dedicated reception desk, digital check-in kiosk(s), building directory, waiting area for guests and building signage. The main building lobby space should also include a welcoming atmosphere with easy access to information on various department/bureau locations within the building and how to reach them as needed. Waiting space, if the building footprint allows, should be provided with hospitality-focused elements and an atmosphere much like a hotel lobby, serving as a destination for visitors. Design features should be explored that complement the departmental branding and can incorporate biophilic elements to promote wellness and well-being.

Information Monitor

Digital Check-In Kiosks

Soft Seating

TECHNOLOGY
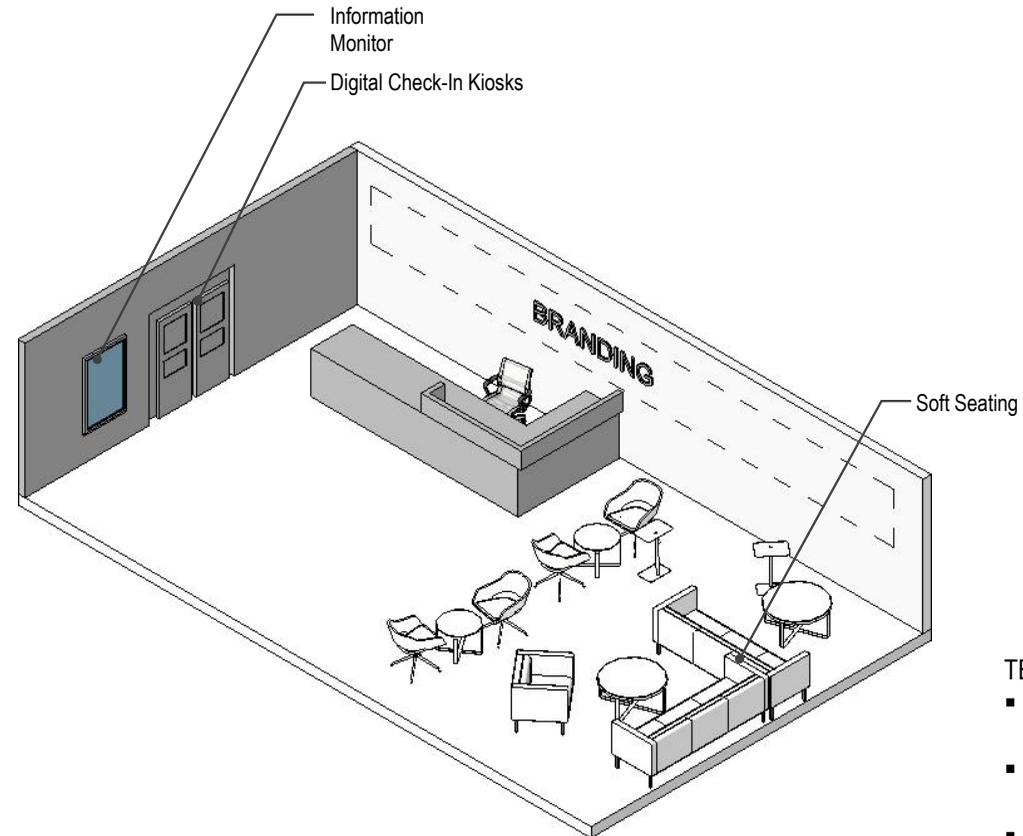- Physical access control system
- Information monitor
- Digital kiosks
- Wireless
- Charging station

BUILDING TRAINING

DEDICATED SPACE FOR LARGE GROUP TRAINING

DESIGN CONSIDERATIONS

- Glass on at least one wall of the training room enhances the sense of connectivity to other workers, the open work environment, and access to natural light.
- Markerboards on at least one wall of the training space provide additional analog work tools for training.
- Provide adjustable lighting to accommodate different presentation modes.
- Acoustic solutions should be considered to maintain optimum environment for training.
- Provide built-in video conference capabilities and a lectern for A/V equipment.
- Provide power at training tables.

> **Flexible furniture and room components to accommodate a variety of training styles.**
> **Size and capacity of room to be determined by neighborhood needs to accommodate typical training group size.**

KEY SPACE COMPONENTS

ENVIRONMENT
- Access to natural light and exterior views.
- Central location within the building for ease of access by multiple departments.

FURNITURE + STORAGE
- Training room chairs on castors that nest or stack for maximum flexibility.
- Training tables on castors that flip and nest for maximum flexibility.
- Markerboards
- Lectern to store A/V equipment

TECHNOLOGY
- Projector and projection screens or multiple monitors (to be determined by training needs).
- Access to electrical / data / USB ports throughout the space to accommodate a variety of furniture configurations.
- Wireless
- A/V
- Projector
- Touchscreen/touch display media controller

- Smart board
- Conference phone
- Wi-Fi
- Room reservation system
- Speakers
- Ceiling microphone
- Dual cameras
- Charging stations
- Wireless hearing aid devices & wireless microphones

Monitors
Smart Lectern
Magnetic Glass Boards
Projection Screen
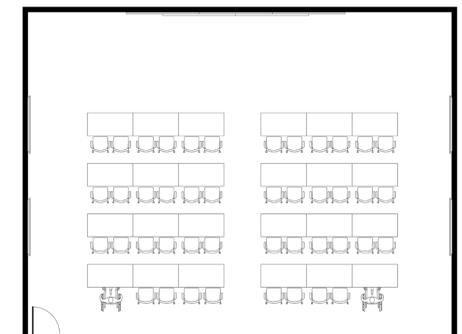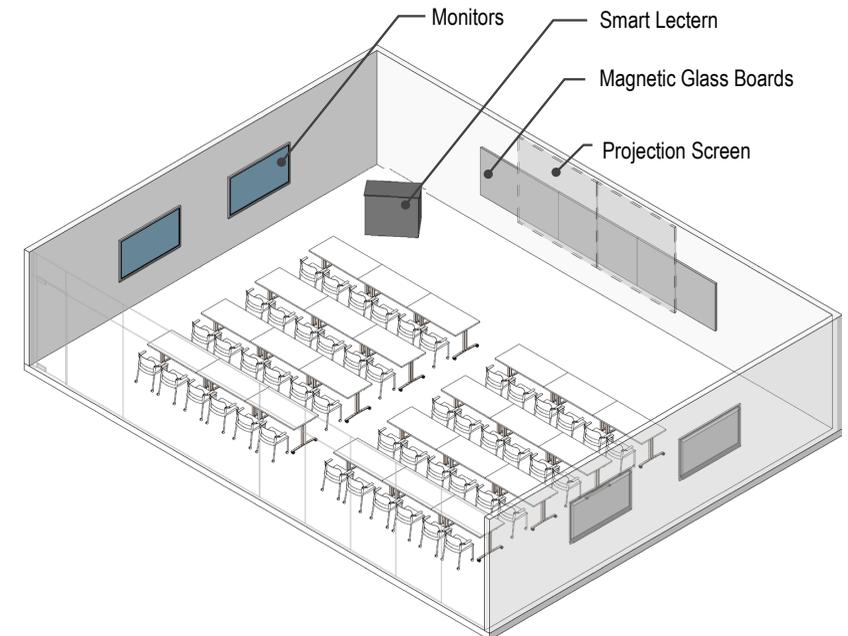
ZONING AND PLANNING

The Cook County Workplace Strategy and Design (WS+D) Guidelines are designed to create a sense of community where people come together to meet, collaborate, build community, and learn. The Neighborhoods provide spaces to support both individuals and teams, focus and collaborative work.

The **Floor Hub** is the center of floor life and activity and is located as close as possible to the primary point of entry to the floor.

Work Neighborhoods are planned between Neighborhood Hubs, with access to natural light.

Primary Circulation should be planned **around the window perimeter** of the floor to keep workspaces off the window wall and to **allow for natural light to permeate** the work areas.

Neighborhood Hubs should be planned to create open Work Neighborhoods providing a sense of scale and place. Neighborhood Hubs can be placed adjacent to the primary circulation but not up against the window wall.

Open collaboration spaces should be located at the corners of the floor as well as interspersed between the Work Neighborhoods, and adjacent to the Neighborhood Hubs.

KIT-OF-PARTS | ZONE TYPES

FOCUS ZONE

WORKSTATIONS

WORKBENCHES

PRIVATE OFFICE

PHONE/FOCUS ROOM
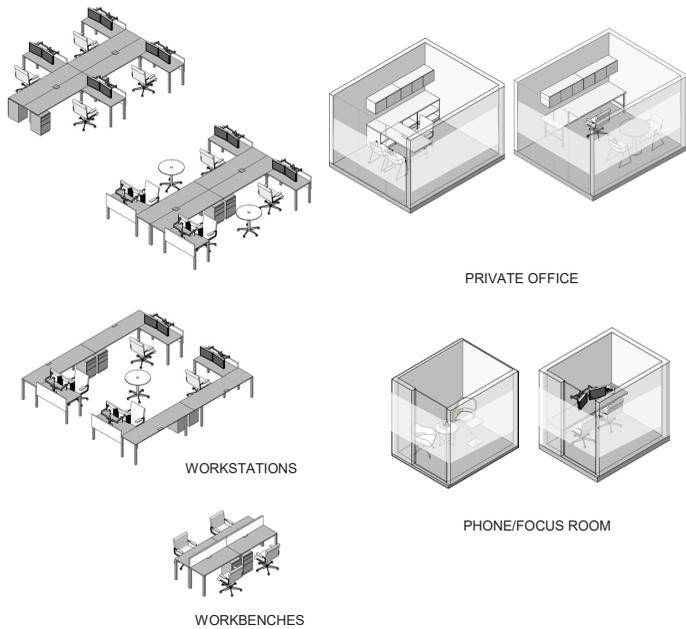
Open Focus **Closed Focus**

COLLABORATION ZONE

OPEN COLLABORATION SPACES

HUDDLE ROOM

SMALL MEETING

LARGE MEETING

MEDIUM MEETING

PROJECT ROOM

Open Collaboration **Closed Collaboration**

RESOURCE ZONE

GALLEY KITCHEN

PANTRY

Community

RESOURCES

WELLNESS ROOM
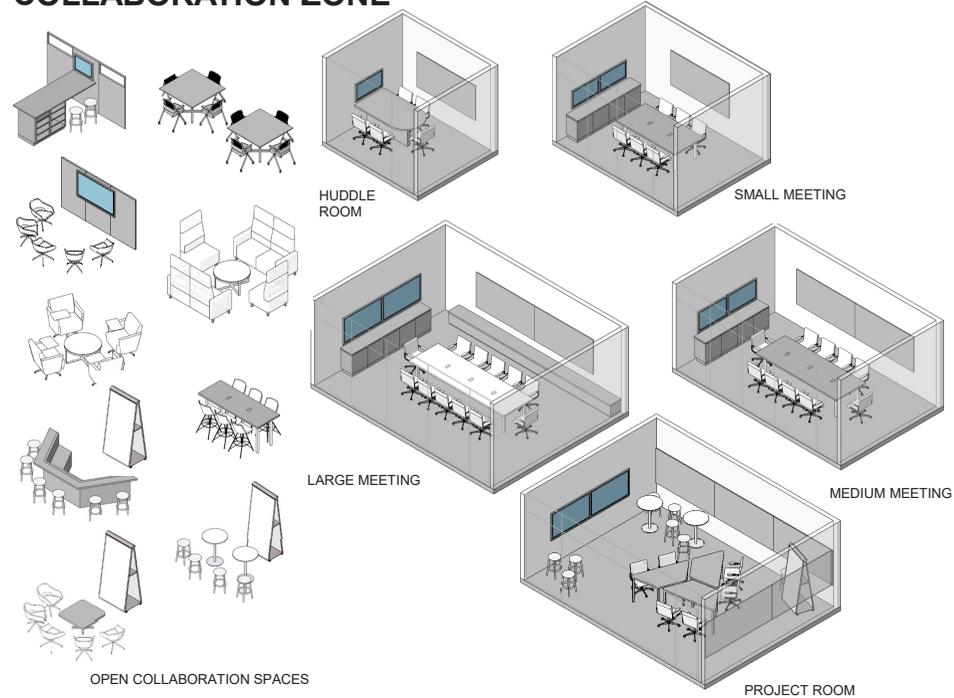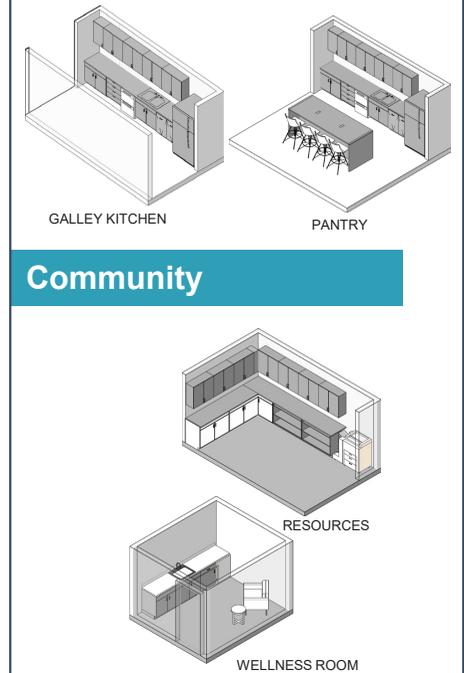
Support

ZONING THE DEPARTMENT BLOCKS

WORK NEIGHBORHOODS | SCENARIOS

Work Neighborhoods are comprised of open workspaces and are located between Neighborhood Hubs. The size and scale of each Work Neighborhood is dependent on each department's size and working relationships. It is advisable that a Work Neighborhood consist of no more than 50 open workspaces in order to maintain a scalable sense of place. Open workspaces can be arranged to support departments for best productivity.
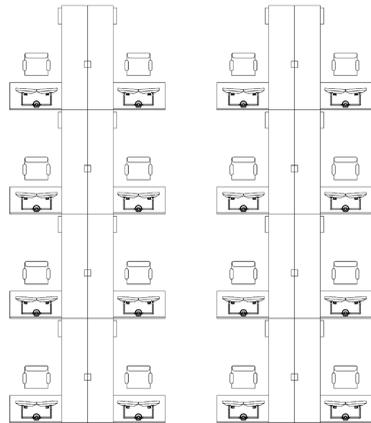
Open Workstation Layout - Scenario A
Work Neighborhoods
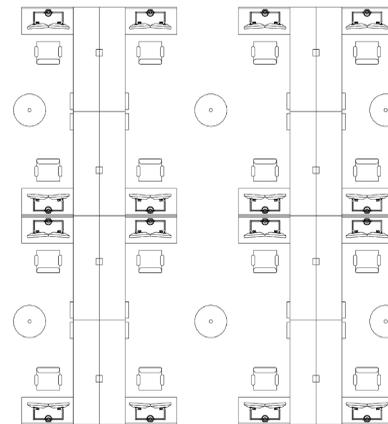
Open Workstation Layout - Scenario B
Work Neighborhoods
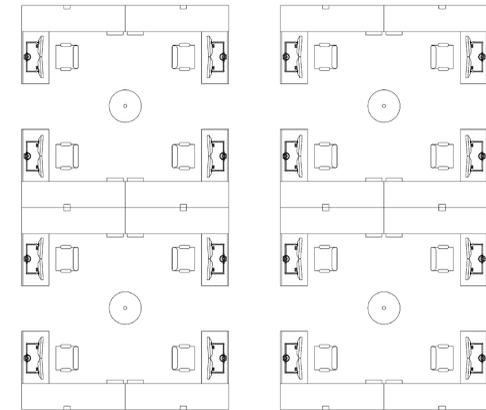
Open Workstation Layout - Scenario C
Work Neighborhoods

ZONING THE DEPARTMENT BLOCKS

NEIGHBORHOOD HUBS | SCENARIOS

Neighborhood hubs are the full height work zone elements that define Work Neighborhoods. Neighborhood hubs are designed for flexibility and choice. There are components of various enclosed spaces such as focus rooms and conference rooms. There can be open space in the center between them that can be used in a variety of ways such as open collaboration, open work areas or file and storage. Each module is interchangeable so that individual departments can choose the combination of workspaces that best support their process.
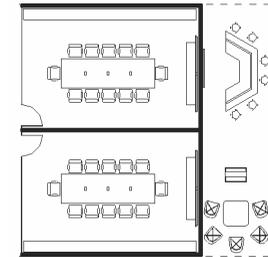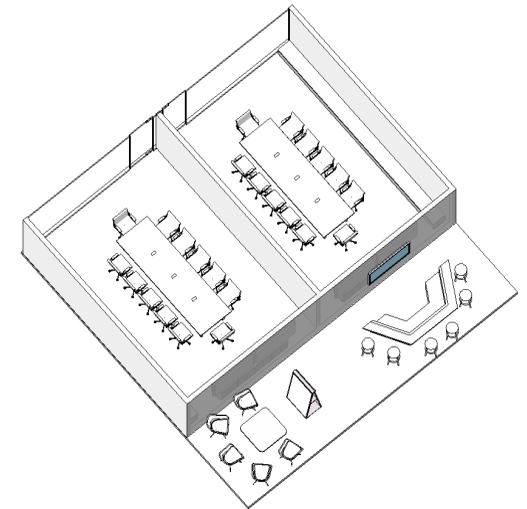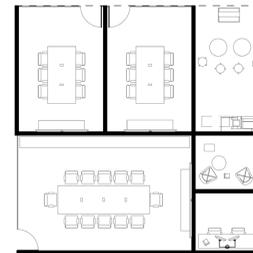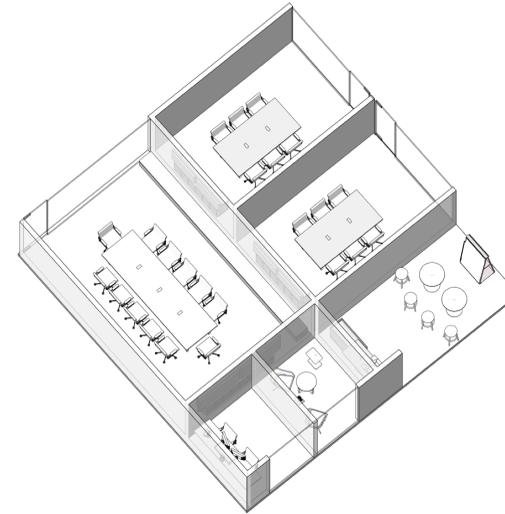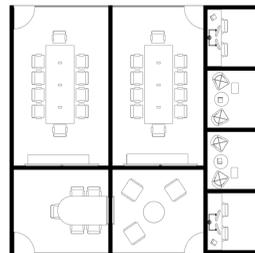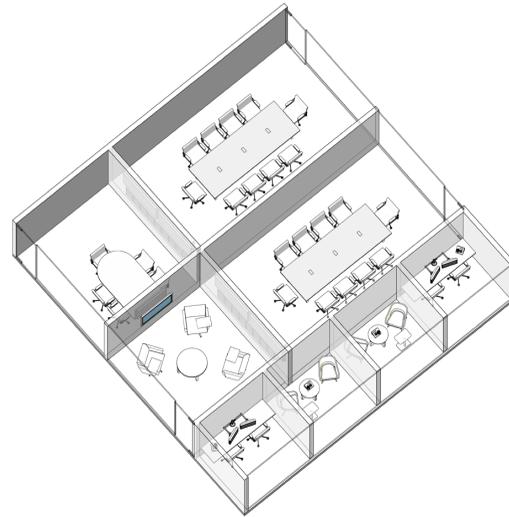
ZONING THE DEPARTMENT BLOCKS

NEIGHBORHOOD HUBS | SUPPORTING BLOCKS | COLLABORATION ZONES – OPEN VS. ENCLOSED

Open collaboration can be dispersed in and around the open focus work zones, and closed collaboration can become part of the full height zones that define the work neighborhoods. Consider which areas need more natural daylight. Incorporate glass fronts to provide visibility. Limit closed rooms along the perimeter to allow natural daylight to reach furthest inside the space.

MAX

MIN

CLOSED COLLABORATION

OPEN COLLABORATION
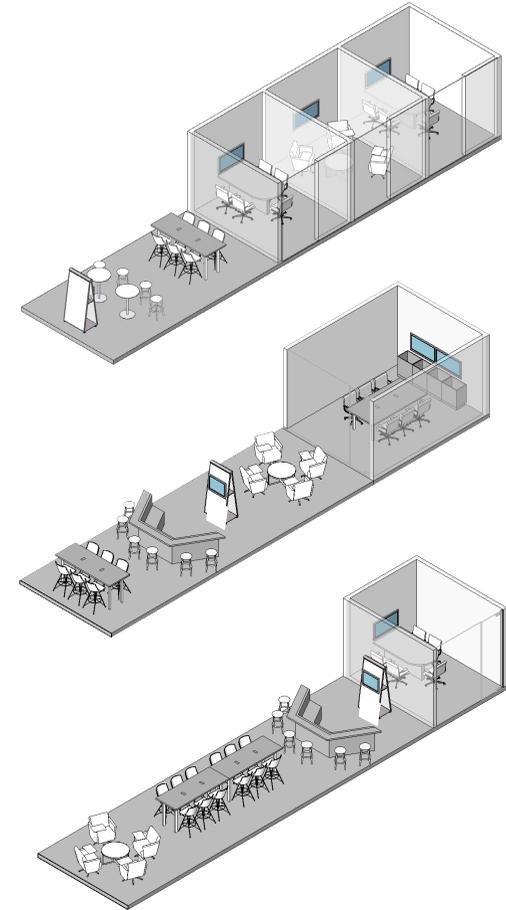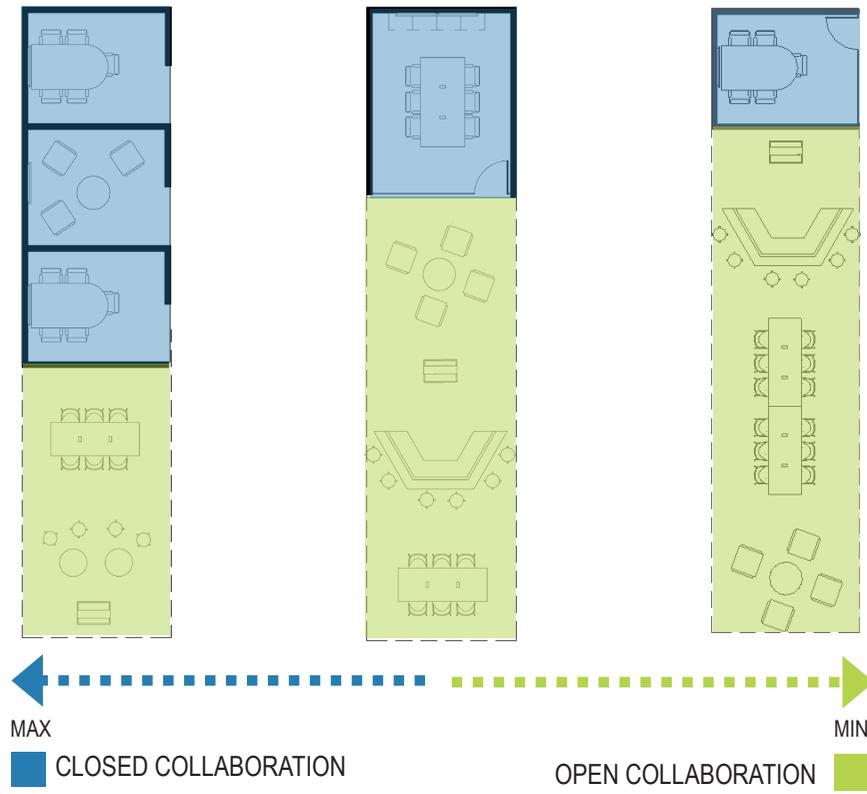
DEPARTMENT NEIGHBORHOODS

PUTTING THE ZONES TOGETHER

Each **supporting block | neighborhood hub** between work neighborhoods should include a mixture of closed focus rooms and a variety of collaboration space types.

Each **work neighborhood** should support one or two teams organized by department or project focus with adjacent supporting spaces that include open collaboration to support a team for quick update.

Departments can share a mobile table to support collaboration and team communication within the workstation zone.
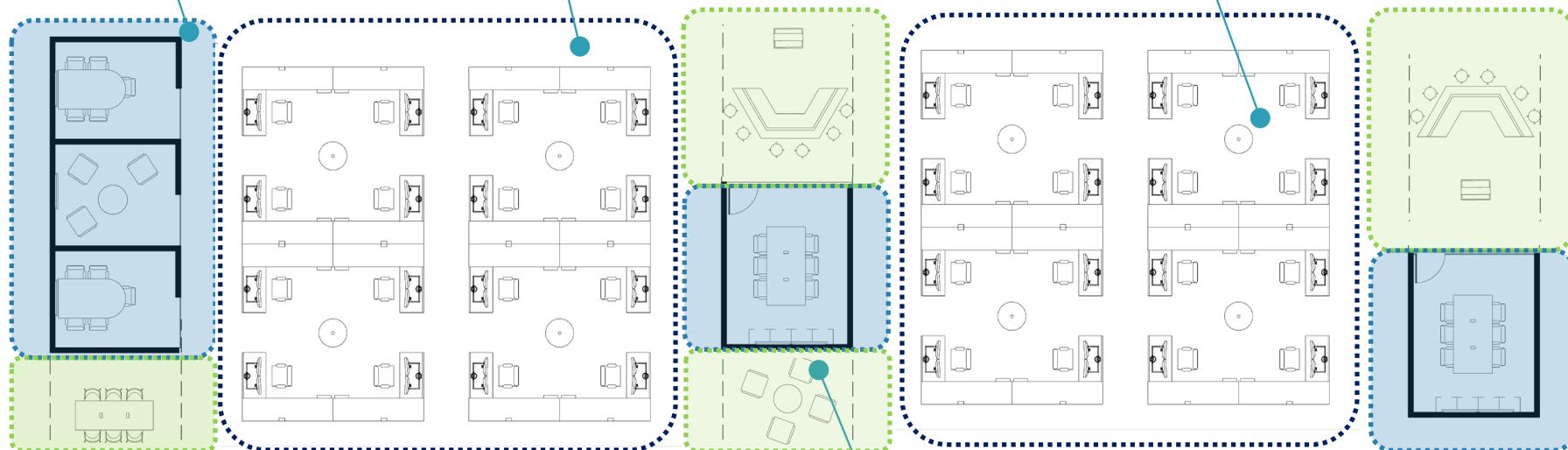
Weave **Open Collaboration** throughout to support interaction between departments.

ZONING THE DEPARTMENT BLOCKS
NEIGHBORHOODS

Zone planning supports the work neighborhoods by providing direct access to the spaces and tools team members need to be most productive.

Legend:
- ■ Open Focus
- ■ Closed Focus
- ■ Open Collaboration
- ■ Closed Collaboration
- ■ Community
- ■ Support

WORK NEIGHBORHOOD

OPEN FOCUS ZONE

The open work zone has focus work and light collaboration. It provides a main workspace for the individual and collaboration opportunities for the team. It is central in the neighborhood and close to the collaboration and shared zones.

NEIGHBORHOOD HUB

COLLABORATION ZONE

Open and closed spaces support different styles of collaboration.

RESOURCE ZONE

Connects the neighborhoods with closed focus rooms, printers, lockers, storage, and cafe.

OPEN FOCUS | OPEN COLLAB | CLOSED FOCUS | CLOSED COLLAB | SUPPORT | OPEN COLLAB | COMMUNITY

ZONING THE DEPARTMENT BLOCKS

NEIGHBORHOODS | VARIATIONS

Zones can be planned in different configurations depending on how departments work best. Lay out adjacencies that best support each department's work process, keeping in mind the principles of creating and connecting multiple neighborhoods based on overall scale. Square footage of each work mode will be dependent on the number of occupants and needs of each department.

- **Open Focus**
- **Closed Focus**
- **Open Collaboration**
- **Closed Collaboration**
- **Community**
- **Support**
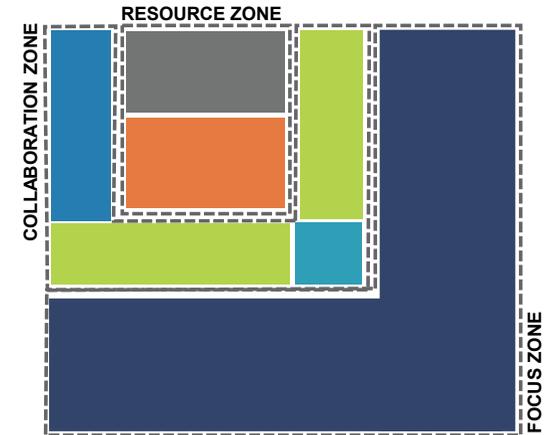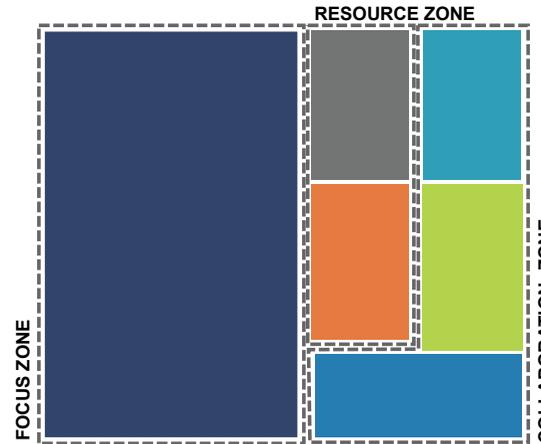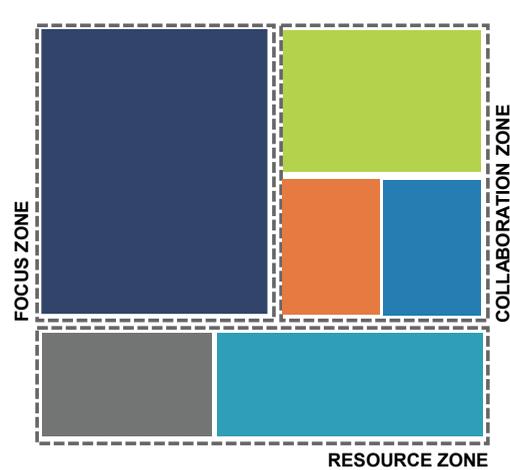
DEPARTMENT NEIGHBORHOODS | INTEGRATING THE DEPARTMENT BLOCKS

VARIATION EXAMPLE 1

Neighborhoods can be connected in a variety of ways. Support and resource spaces can overlap between zones. More private areas can create visual privacy between zones and serve as acoustical barriers.
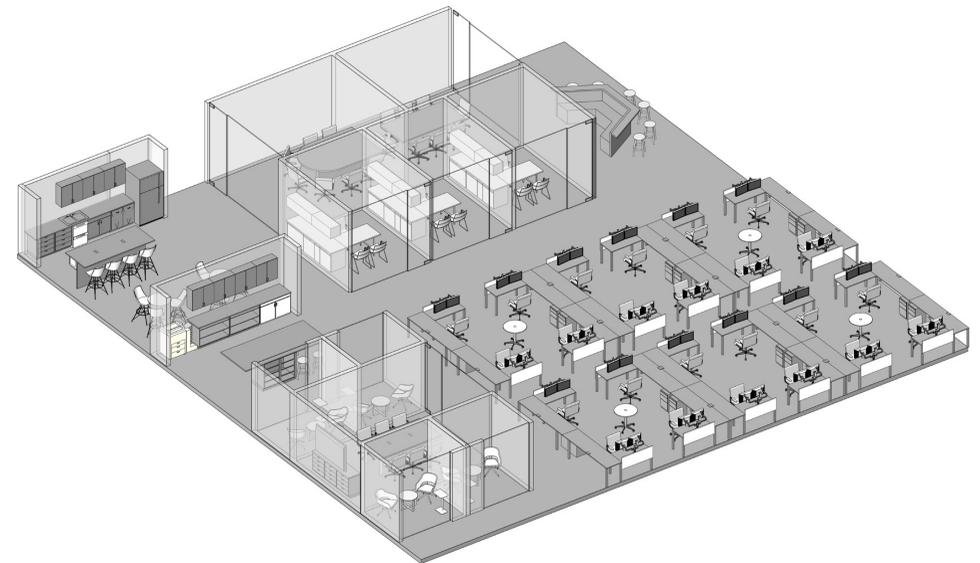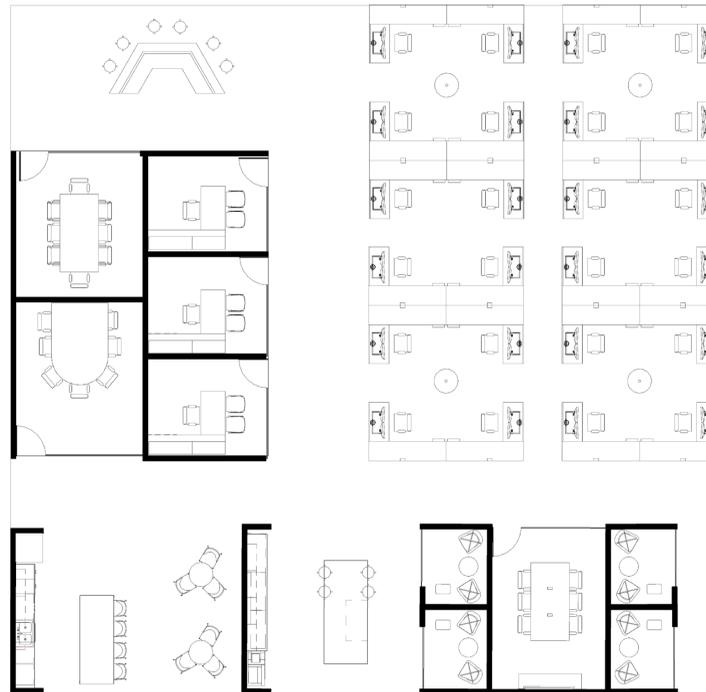
DEPARTMENT NEIGHBORHOODS | INTEGRATING THE DEPARTMENT BLOCKS
VARIATION EXAMPLE 2
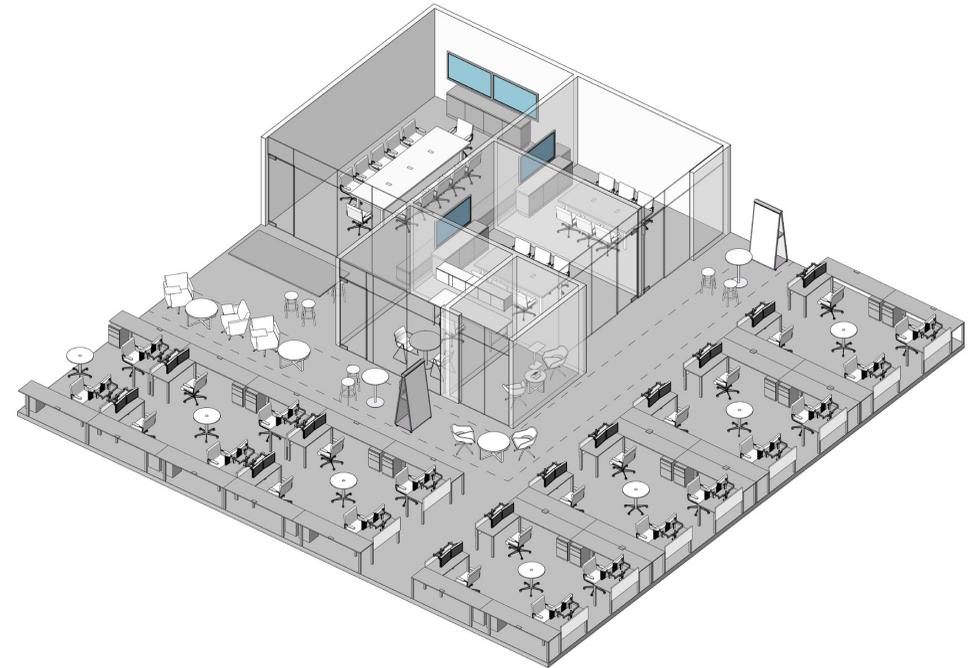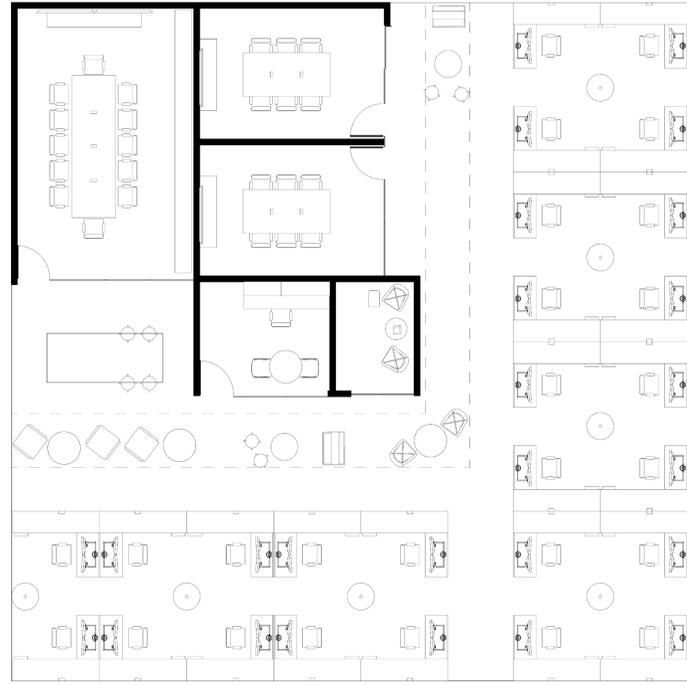
ZONING THE FLOOR + BUILDING
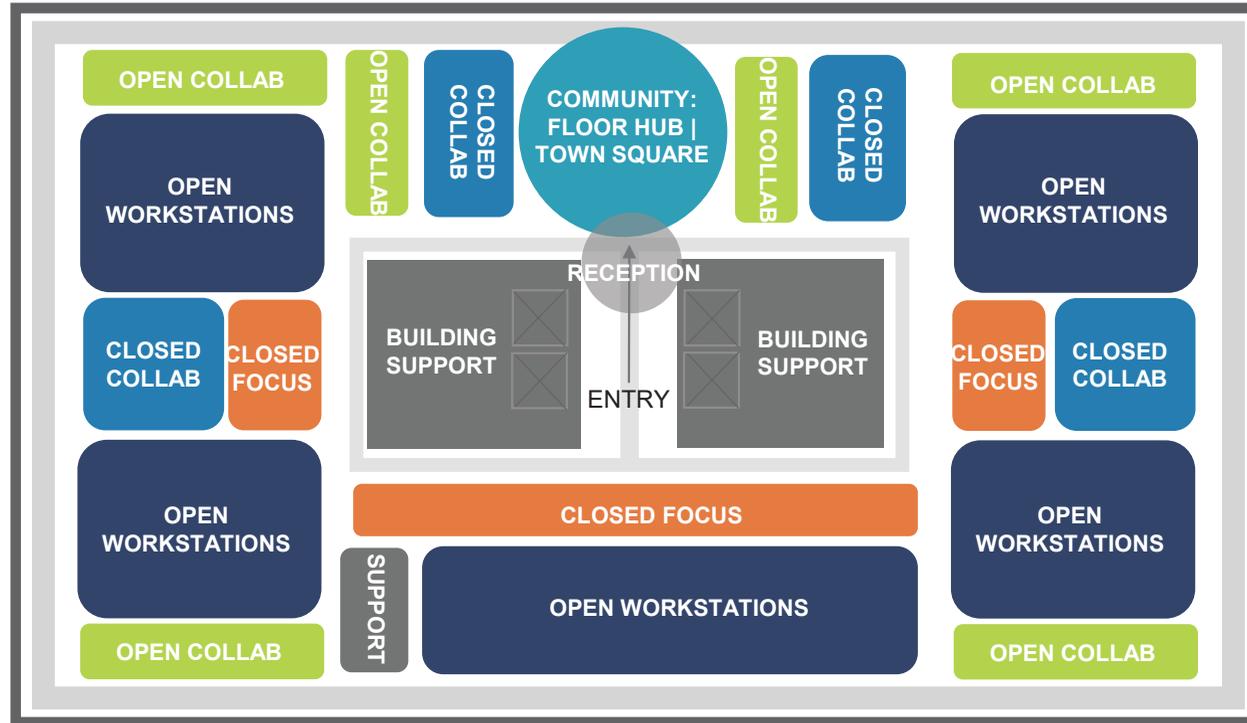
Open Workstations
Closed Focus
Open Collaboration
Closed Collaboration
Community: Floor Hub
Support
Reception

6 IMPLEMENTATION

GUIDELINES FOR THE RFP

Ensuring that the Workplace Strategy and Design (WS+D) Guidelines are implemented properly begins with the selection of the AE consultant. The RFP that is submitted to prospective firms needs to contain the proper information so the consultant is aware of the WS+D guidelines, how they are to be incorporated into their project workplan, and the tasks that they will be responsible for in order to both gather the proper information and data, as well as incorporate it into their processes.

The following information should be an integral component of the RFP submittal:

Cook County has developed Workplace Strategy and Design (WS+D) Guidelines that describe the following:

• WS+D should be incorporated in the design of the project.
• Activity-Based workplace strategy is defined.
• A kit-of-parts contains the variety of space typologies available and is the basis of the program and subsequent workplace design.

It will be the responsibility of the selected AE firm to:

• Conduct interviews and workshops with the clients' departments and personnel to determine:
    1. The allocation of individual workspaces to staff.
    2. The quantity and types of collaborative spaces required to meet the clients' needs.
    3. Program of space requirements detailing all the typologies from the WS+D Guidelines and Kit-of-Parts that are to be used.
• Ensure that the WS+D Guidelines, planning concepts, and design strategies contained in the WS+D Guidelines are implemented and used to inform the basis of design recommendations.

PROGRAMMING ACTIVITY-BASED WORK

The WS+D Guidelines provide a Kit-of-Parts comprising a variety of space typologies from individual, collaborative and community work. The programming process is fundamental in assisting and selecting the appropriate space typologies to align and support the project scope. The following steps are essential to help assess and identify aligning the typologies to the specific department involved.

UNDERSTANDING THE USER

ASSIGNING TYPOLOGIES BASED ON WORK STYLES AND WORK FUNCTIONS ALLOWING FOR CHOICE, FLEXIBILITY & ADAPTABILITY

IDENTIFYING WORK STYLES
UNDERSTANDING WORK PATTERNS

ASSIGNING TYPOLOGIES

LEADERSHIP VISION SESSION

Project Sponsors
Project Team

SURVEYS

Deployment of an electronic workplace requirements survey

OBSERVATION

Conduct occupancy observation exercises to understand occupancy and work style profiles and identify assignment of work typologies to staff activities

INTERVIEWS

Interviews with representative departmental staff

WORKSHOPS

Department / Group
Leadership
Departments
Representative Staff
Amenity Areas

DELIVERABLE 1
WORKPLACE STRATEGY REPORT

Detailing the results of the analysis and the disbursement and assignment of typologies from the Kit-of-Parts

DELIVERABLE 2
PROGRAMMING REPORT

Determining program list: typology and quantity of spaces needed

IMPLEMENTING CHANGE & TRANSITIONING TO AN ACTIVITY-BASED WORKPLACE

The Cook County Workplace Strategy and Design (WS+D) Guidelines will require a robust transformation program, and for many participants, a significant paradigm change in viewing how and where work takes place. We have identified five areas of guidelines that should be incorporated as an integral component of migrating departments into an activity-based work environment.

1. **Areas of change**

2. **Focusing on barriers to change**

3. **Areas enabling change**

4. **Communication strategies**

5. **Change advocates**
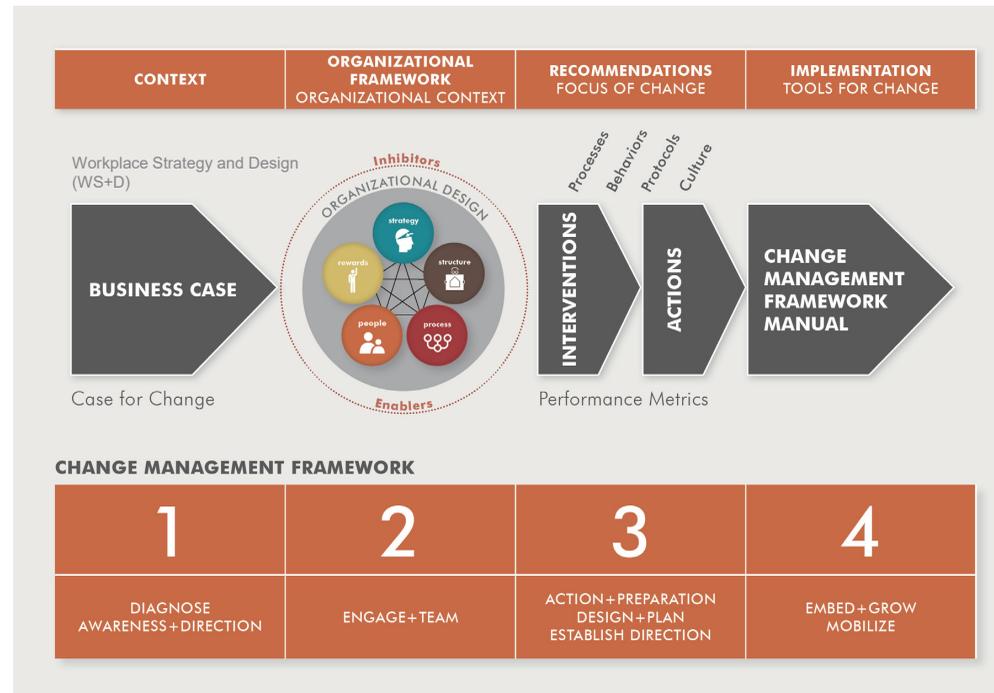
This transformation model would allow Cook County to build a change management program. First, around the Business Case for the WS+D initiative and then, using the Organizational Design Model to identify enablers, that represent initiatives that are already underway at Cook County; as well as organizational inhibitors, that may impede implementation of the WS+D guidelines. Enablers are important as they demonstrate positive aspects within Cook County that support the strategy, and inhibitors become the focus of the change program.

AREAS OF CHANGE

1

The importance of embracing a holistic view of change will be important for the success of this initiative and for implementing it across the County in the future. Often, organizations limit the change management program for reluctance in raising too many problematic issues. The risk in this is that by engaging in a limited change program, one also compromises the result and therefore endangers the ability of attaining the original goals and objectives of the initiative. It is important to be **mindful of the end goal.**

Embracing a Mindset of Change

New

Mindset

Change is Hard Opportunities Lost	Real Change Happens Opportunities Optimized
No Change Limited Opportunities	Superficial Change Opportunities Lost

Old ———————————————→ New

Workplace

WHAT NEEDS TO BE CREATED

FOCUS OF CHANGE IS CATEGORIZED INTO THREE AREAS: **CULTURE, PROCESSES, AND ORGANIZATION**

Moving from this: Siloed, Status-focused

Siloed
Focus Work
Chain

Culture
Processes
Organization

Components of the Cook County Future of Government Initiative

To this: Flexible, Task-oriented, Collaborative

Culture
Processes
Organization
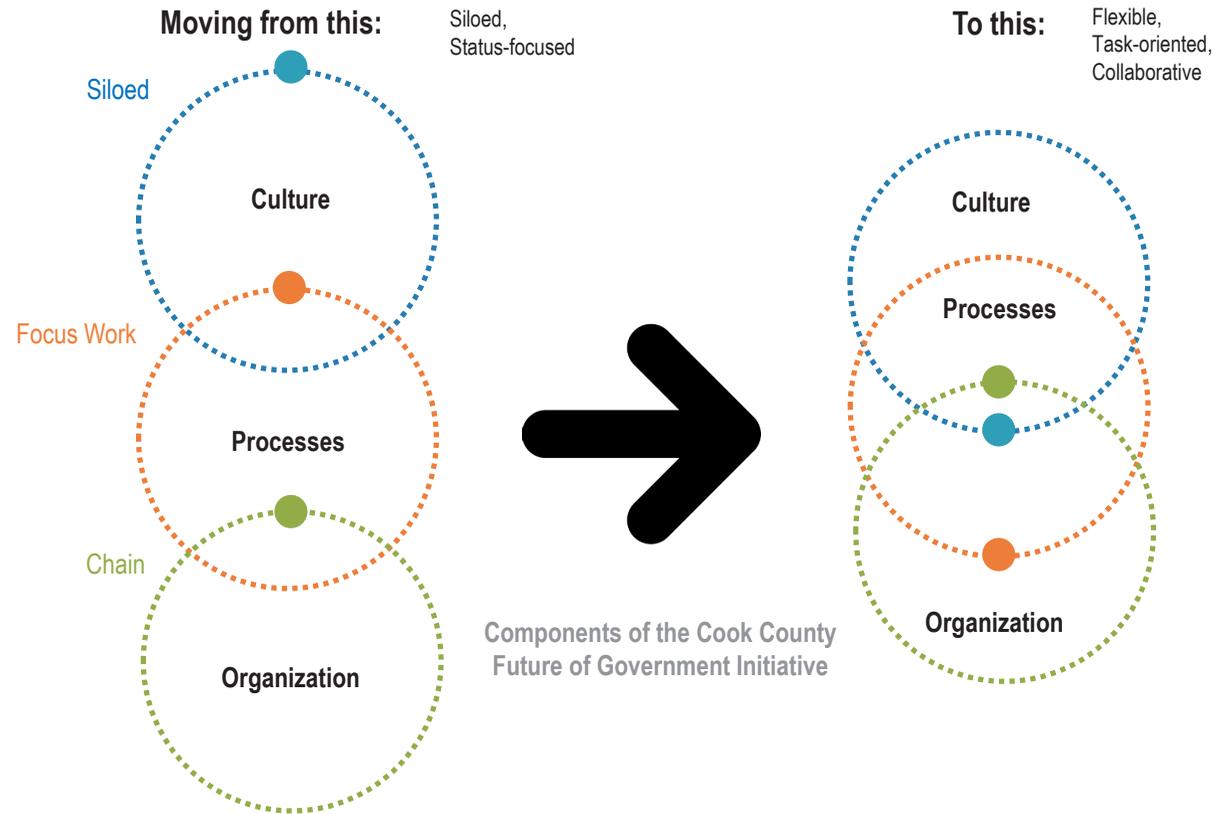
What needs to be created:

Hub - Web
- Develop a more flexible organizational structure and management style that supports activity-based work.

Collaborative
- Develop a culture of collaboration within and between departments.
- Embrace change.
- Build on commonalities of the mission.

Balanced/ choice
- Create flexibility, adaptability, and accommodation for different work styles and work modes.
- Create a balance between focus work and collaboration.
- Change perceptions of how and where work is done.

WHAT NEEDS TO BE CREATED

FOCUS OF CHANGE IS CATEGORIZED INTO THREE AREAS: **CULTURE, PROCESSES, AND ORGANIZATION**

Changing the paradigms represented in these three organizational areas become the core components of the change management program.

Culture

Hub - Web

Processes

Collaborative

Organization

Balanced/Choice

While some departments currently utilize collaboration more than others, there remains a significant need to understand the importance of collaboration and how to utilize more informal serendipitous collaboration as standard procedures.

Work processes, from the use of technology to the three work modes (focus, collaboration, and community), are critical areas of change and form the core ingredients of activity-based work. Aligning one's choice of work typology with individual work styles, as well as task requirements, is essential.

Activity-based work needs an organizational structure modeled on a Hub – Web modality. The Hub is an organizational model with a central management structure with interaction and input to and from the 'hub' to individuals. The Web model is a networked organization based on non-linear interactions between individuals and teams. Each department should recognize which of these two models best suits their needs.

BARRIERS TO CHANGE

②

We have identified barriers to change within the organizational design:

CURRENT STATE

High

Structure

| Chain | Hub |
| Set | Web |

Low — High

Collaboration

structure

process

people

rewards
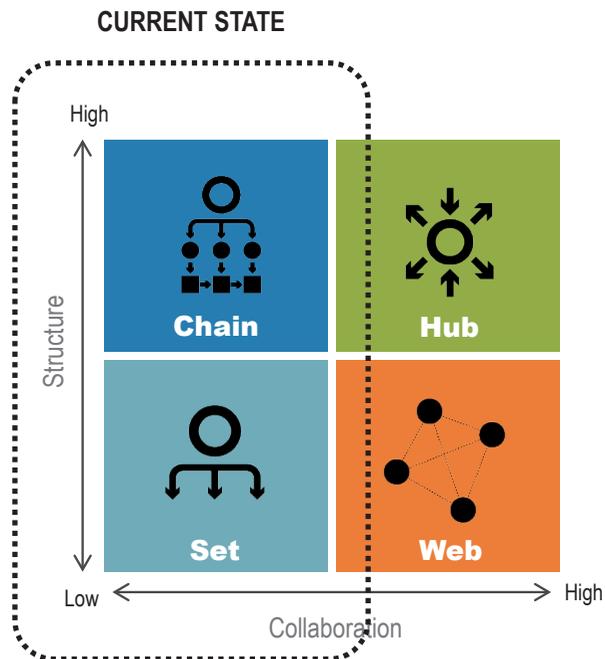
A chain or set structure and management style inhibits the ability of individuals and groups to think differently about work modes and work styles.

Work processes that are inflexible become barriers to change. The perception that focus work only takes place in a private office creates significant barriers.
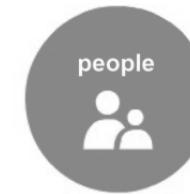
In large part, there are differences in perceptions about how and where work could occur based on demographics.

Space is currently viewed as both a reward and entitlement.

STRATEGIES ENABLING CHANGE

3

FUTURE STATE

High

Structure

Chain   **Hub**

Set   **Web**

Low ← Collaboration → High

Organizational components that can support a transformation to activity-based work:

structure   process   people   rewards
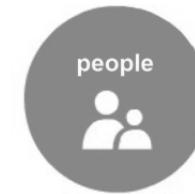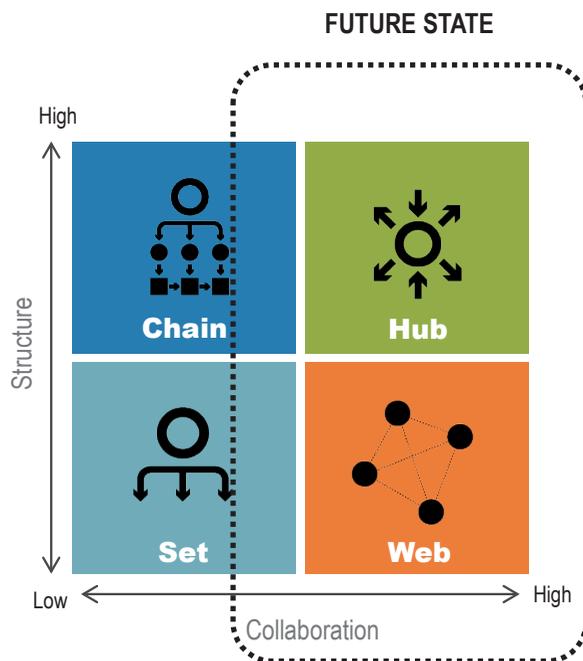
A Hub – Web based organizational model will support the management and operational needs of activity-based work.

Work processes need to focus on choice, flexibility and adaptability. There needs to be a balance between focus work and collaborative work based on work styles and task needs.

Activity-based work needs to revolve around a multi-generational work force and needs to focus on attracting the next generation of Cook County employees.

Rewards need to shift from assignment of work typologies based on status to flexibility, choice and adaptability.

COMMUNICATION STRATEGIES

④

Communications strategies should connect the activity-based work to the Cook County Workplace Strategy and Design (WS+D) Guidelines to the predicted future changes to the delivery of government services, and the Cook County Policy Roadmap. This should be the underpinning message and enabler.

Tools for creating and implementing this strategy:

- Create web-based intranet communications and branding.
- Create a web-based repository for staff to ask daily questions especially concerning tactical issues. Responses should be posted in a timely manner.
- Develop a 'day one' book for each staff member describing the purposes of the strategy, how it connects to the Cook County Future of Government Initiative and how the workplace is intended to be used.
- Develop an etiquette handbook outlining fundamental behaviors. This handbook would include topics such as telephone and conference calls, use of meeting spaces as well as personal possessions and work materials.

CHANGE ADVOCATES

⑤

Change advocates should be identified at both leadership and staff levels. It is important for staff to see leadership is fully in support of the proposed strategies, especially since the strategies potentially involve substantial changes to current work modes. At the staff level, change advocates should include both early adopters as well as previous skeptics. Individuals who previously were critical or skeptical of the strategies make the most compelling change advocates.

Work sessions focusing solely on the role of the change advocates should be conducted early in the change management process. They would be part of future work sessions and would be the ones to carry on and maintain the strategy after the consultant has completed the project.

7 THE PILOT

WHAT IS NEEDED FOR SUCCESS

A HOLISTIC APPROACH

Successfully implementing this pilot project will be contingent on three components coming together: the pilot project, technology interface, change management program, and evaluation of post-occupancy metrics.

Post-Occupancy Study

Technology
- Support
- Network access & security
- WiFi
- Laptops
- Room Reservation System

Communications Program

Protocols

Change Management Program

Training

Workshops

Cook County Future of Government Pilot Project

Organizational Design

Activity-Based Work
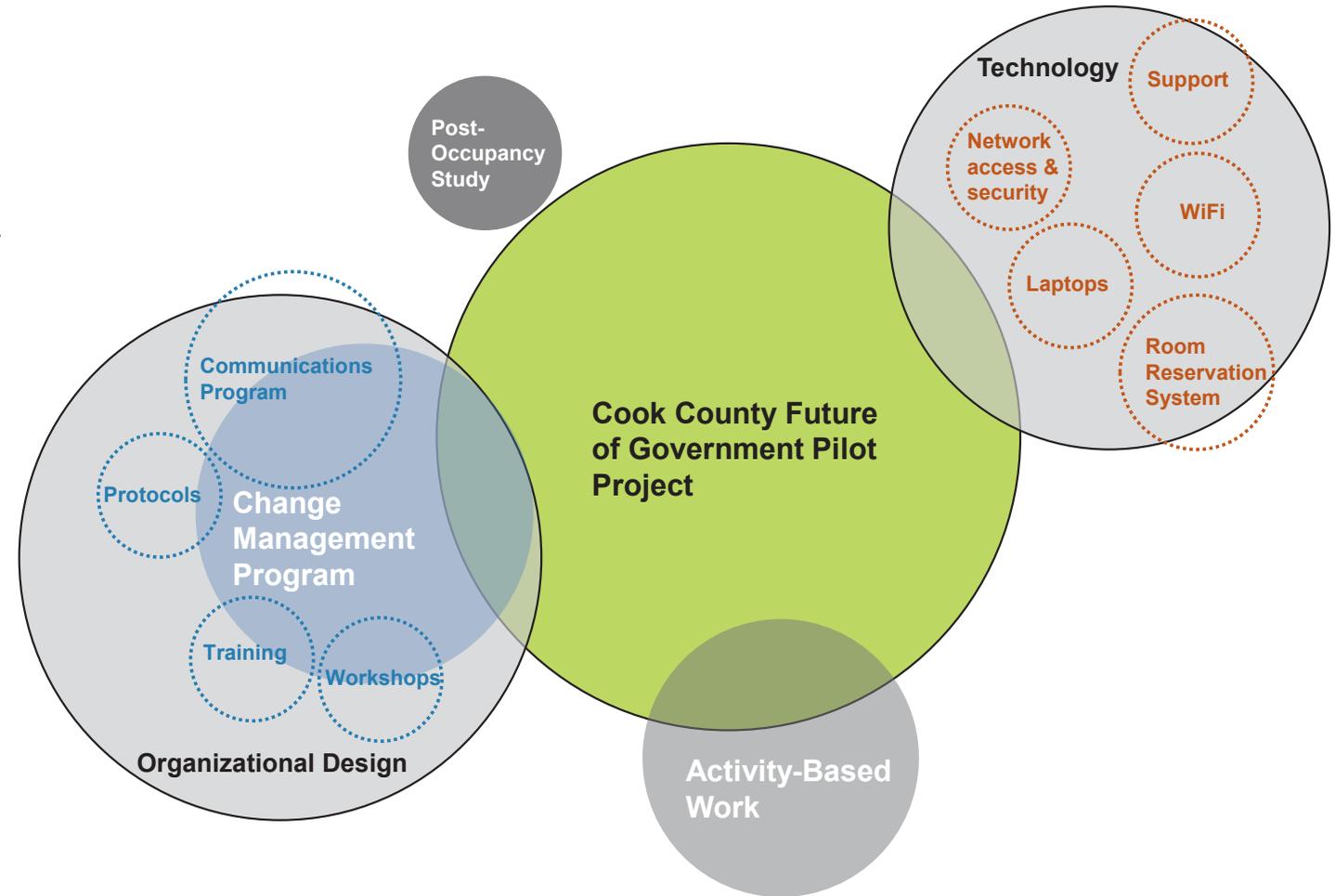
ZONING THE FLOOR AND BUILDING
EXISTING BUILDING EXAMPLE 1

The adjacent diagram shows one possible scenario for utilizing zoning blocks to reimagine a current Cook County building. Further study and programming with the departments/bureaus residing on this floor needs to be reviewed before rolling out a formal pilot. Piloting a portion of the building to test an activity-based workplace can be a good next step in implementing the new WS+D Guidelines.

Legend:

■ Open Workstations

NEIGHBORHOOD HUBS

■ Closed Collaboration

■ Closed Focus

■ Support

■ Open Collaboration

■ Reception

••• Circulation
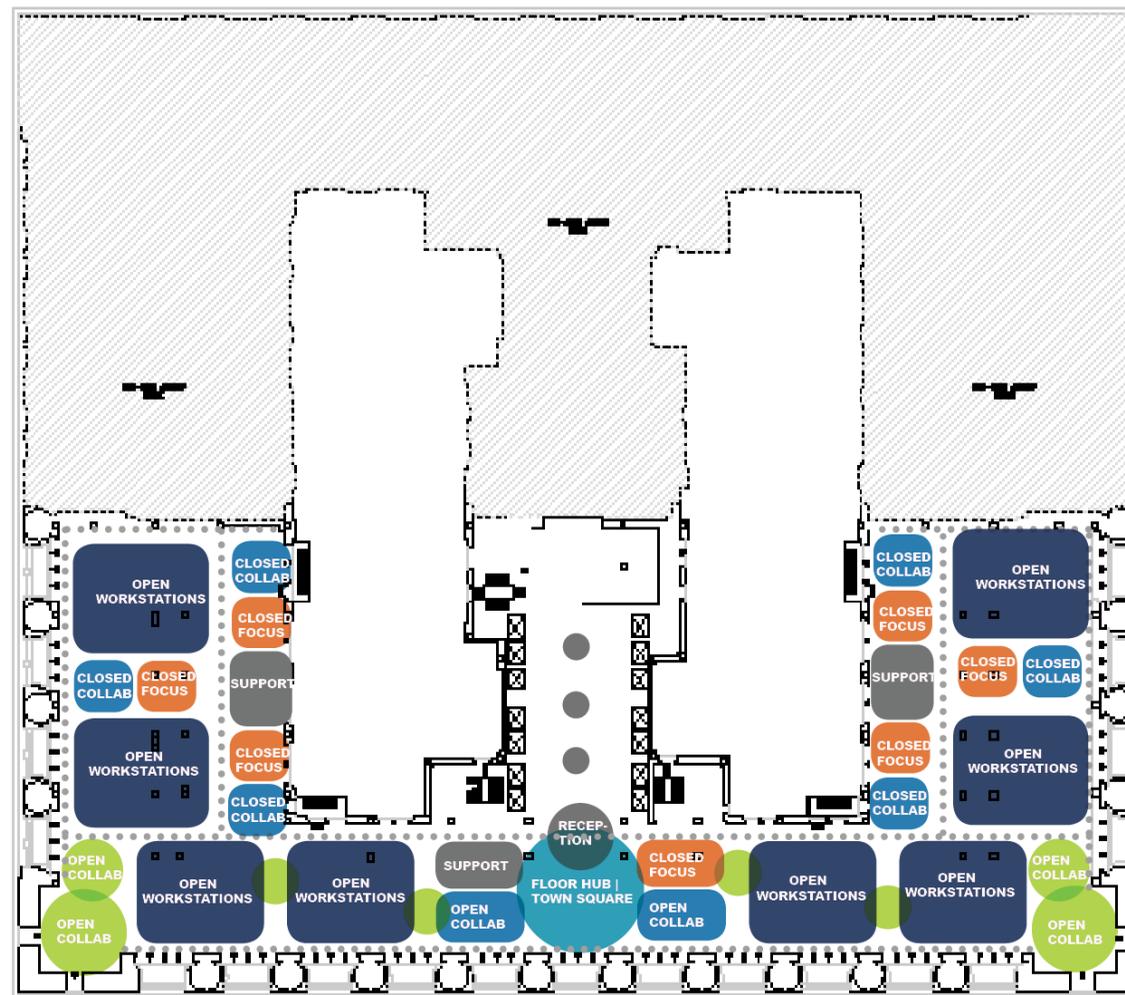
ZONING THE FLOOR AND BUILDING
EXISTING BUILDING EXAMPLE 2

The adjacent diagram shows one possible scenario for utilizing zoning blocks to reimagine a different current Cook County building. Further study and programming with the departments/bureaus residing on this floor needs to be reviewed before rolling out a formal pilot. Piloting a portion of the building to test an activity-based workplace can be a good next step in implementing the new WS+D Guidelines.

Open Workstations

NEIGHBORHOOD HUBS

Closed Collaboration

Closed Focus

Support

Open Collaboration

Reception

●●● **Circulation**
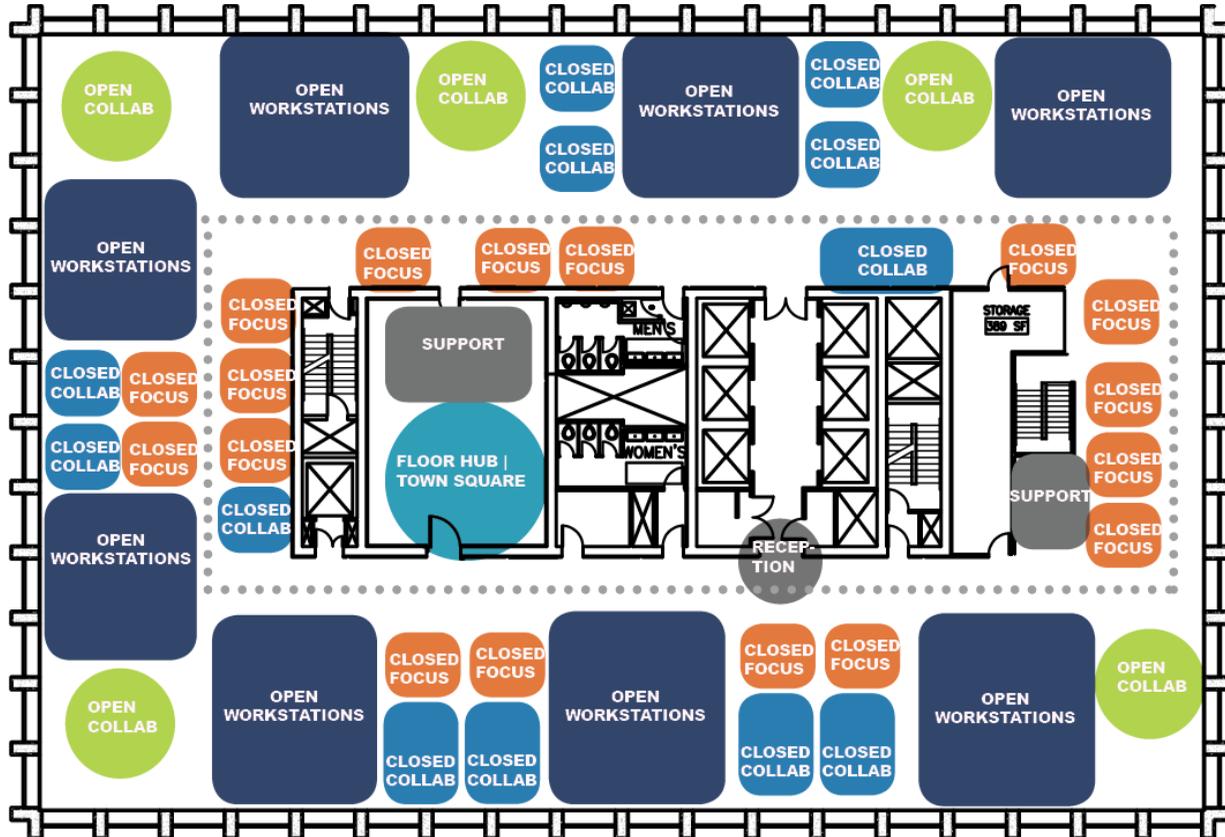
MEASURING PROJECT SUCCESS

The premise behind activity-based work is choice, flexibility, and permeability. Activity-based working provides each Cook County employee the ability to choose the best work environment in which to do their best work and provide the highest level of service to the constituents of Cook County. It becomes important to continually measure the success of each project, view each project as a continuum of change, contributing to the evolving nature of government work and service. These metrics are provided as guidelines through which to measure each project and provide continuous feedback and improvement to the initiative.

There are three components that should be employed for each project:

1

Monitoring
- Deploy pre, on-going and post deployment surveys.
- Conduct roll-out workshops.
- Conduct interim workshops to obtain on-going feedback from participants.
- On-going observations to gather information as to space and typology utilization.
- Develop reports at interim scheduled times.

2

Measuring Success
- Measuring success should be both quantitative and anecdotal, that is through survey responses and ethnographic observational research.
- What to measure: customer survey and tenant satisfaction scores, employee engagement, pre and post occupancy surveys and space utilization.

3

Evaluating & Updating
- Research findings should be triangulated to develop a full picture of the findings. Surveys, workshops and observational data should be examined in concert and viewed against the goals of the initiative.
- Report outs (report of results and analysis to the client) and recommendations for any potential modifications or updates to the initiative should be made at predetermined periods based on the scope and scale of the initial project.
- Any recommendations resulting from the evaluations should be incorporated into an updated version of the WS+D Guidelines.

APPENDIX

WORKPLACE REFERENCE GUIDE

Activity-Based Work
A variety of settings and space types afford users with greater choice to best support their work modes and workstyles; the ability of choice and user requirements drive spaces. Spaces are defined by focus work, collaborative work and interaction.

Amenities
Portion of usable area that provides shared support and special or mission critical functions. Can include food, service, fitness, childcare, building support services, storage, labs, security, AV, mail/print room, health center, etc.

Building
The building covers the first point of entry at the street level, branding and wayfinding, and it is defined as a vertical campus in place of a composite of individual floors. The building should provide opportunities for travel between floors to encourage greater interactions between departments.

Building Core
Area of a building not included in usable area; may include but is not limited to lobbies, egress corridors, service spaces, loading docks, vertical penetrations, basement, garages, and penthouses.

Change Advocate
A change advocate is someone who sees the positive attributes associated with an upcoming change and helps disseminate knowledge as well as help solve concerns of surrounding partners going through the change.

Closed Collaboration
Provides space for individuals to connect and collaborate with colleagues when acoustic privacy is needed.
.
Closed Focus
Enclosed focus space for tasks that require high levels of concentration, used when privacy is needed, or as a collaboration space for two people.

Community
Place making cultural and social aspects of the department that reflect its unique personality. A community zone that celebrates people and visually highlights work in progress.

Department
Departments are a collective of work neighborhoods linked together with hubs and town squares.

Flexibility
The ability to be easily modified to adapt to users' needs allowing users to work better.

Floor
At the floor scale, each floor should be viewed as a collective of neighborhoods/departments, with floor hubs that enable interactions and points of connection.

Floor Hub
The Floor Hub is the center of activity for each floor and should be located close to the primary entry. It is used for informal collaboration, focus work, eating and meeting.

Health & Well-being
Health is a state of complete physical, mental and social well-being. It contributes to the feeling of safety and security and is central to employee happiness.

Kit-of-Parts
Space types that represent a wide range of work modes and work styles; ingredients that make up an activity-based workplace.

WORKPLACE REFERENCE GUIDE (CONT.)

Mobility
Mobility is the ability to work from anywhere, at anytime. This ultimately improves flexibility, communication, and it supports a greater mix of individual and collaborative workspaces, as well as working remotely.

Neighborhood
A dedicated area consisting of a variety of space types to support approximately 15-20 people.

Neighborhood Hub
Neighborhood Hubs are the full height work zone elements that define Work Neighborhoods. These Hubs are comprised of private workspaces, phone rooms, meeting rooms and video conferencing spaces.

Open Focus
Focus space for tasks that require some levels of concentration, usually in an open space.

Open Collaboration
A dedicated open and casual space for collaboration allowing individuals to connect and collaborate with their colleagues.

Support
Provides various amenities that enhance the worker experience and provides resources that support the working environment.

Sustainability
Environmental impact the workplace has on employees, the community. A sustainable workplace correlates to employee productivity and health.

Workplace Mobility
Employees perform tasks usually done at an "assigned desk" at a location other than that desk. That other place can be at home, at a remote work center, in a client's office, or at any other number of "third space" locations; even in alternative settings at the employer's location.

Work Neighborhood
Work Neighborhoods are comprised of open workspaces and are located between Neighborhood Hubs.

Work Modes
Employees have different modes/styles throughout the day, dependent on the tasks they will perform; individual or in teams, focusing, collaborating, interacting, learning, or socializing.

BENCHMARKING

Other government organizations share similar goals to create a workplace framework and metrics to support the future of work.

Organizational Goals	Workplace Strategies & Metrics	LA County	BC Government	GSA Total Workplace	City of Calgary	City of Edmonton
Financial	Reduce Real Estate	x	x	x	x	x
	Increase Utilization	x	x	x	x	x
	Unassigned Work Settings		x	x	x	x
Sustainability	Life Cycle Costing		x	x		
	Reduce CO2 – Commutes/ RE		x	x	x	
	Reduce Landfill Materials		x	x		
Business Continuity	Work From Home		x	x	x	x
	24/7				x	
	Mobility	x	x	x	x	x
Customer Experience	Efficiency & Ease				x	
	Branding / Vision & Values	x	x	x	x	x
	Welcoming	x		x		x
Engagement	Community / Social	x	x	x	x	x
	Choice / Control / Mobility	x	x	x	x	x
	Workplace Satisfaction	x	x	x	x	x
	Flexiblity		x	x	x	x
Future Proofing	Kit of Parts	x	x	x	x	x
	Zoning / Neighborhoods	x	x	x		x
	Universal Planning	x	x	x		x
Innovation	Proximity to Key Teams			x		x
	Display / Technology	x	x	x	x	x
	Collaboration Spaces	x	x	x	x	x
Productivity	Choice / Control / Mobility	x	x	x	x	x
	Technology / Tools	x	x	x	x	x
	Concentration	x	x	x	x	x
Talent Acquisition and Retention	Transparency & Trust	x	x	x	x	x
	Flexible Work – Time / Place		x	x	x	x
	Welcoming		x	x	x	x
Well-Being	Daylight / Lighting	x	x	x	x	x
	Biophilic Concepts			x		x
	Ergonomics / Movement	x	x	x	x	x
	Restorative		x			x
	Healthy Buildings – Air, Daylight, Sound, Movement, Materials, etc.			x		x

BENCHMARKING | FUTURE OF GOVERNMENT

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THE POWER OF PLACE: WORKPLACE STRATEGY & DESIGN (WS+D) GUIDELINES

BUILDING OUR COUNTY. BUILDING OUR FUTURE. TOGETHER.