Introduction

One
Introduction

This publication is directed to anyone involved in the planning, design or management of law offices. A broad range of people, with quite disparate backgrounds, operating in different kinds of firms, fill this important function. In larger organizations someone may have full time responsibility for management, maintenance, and renovation of the office environment. In smaller firms, one lawyer may be handed the task of finding a "suitable" office environment and negotiating a lease. In many cases the people making these important decisions must do so without either training or prior experience regarding law firm facilities. In all cases they are making decisions which are of long term importance to their firms.

To assist in the making of such decisions, this publication introduces two important concepts. The following section argues that the planning, design, management or renovation of law offices should not be discreet and unrelated events; rather they can and should be components of an inter-related process of Facility Management. Anyone involved with their firm's physical environment should be viewed, and should view themselves, as a Facility Manager.

Part II introduces an approach to the development of facilities based upon the formulation of Design Principles. The essential information such principles must convey and the process by which they are generated are introduced. Part III presents a set of Design Principles which define some of the qualities or characteristics the environment of a law firm ought to possess. These research based Design Principles are rooted in an understanding of the needs of any complex organization and the employees of which it is comprised. This is followed -- in Part IV -- by two architectural schemes, both based upon this same set of principles, which provide case studies for design application. These schemes illustrate the relationship between general environmental qualities and specific architectural solutions.

It is hoped that an appreciation of key principles for the design of law offices, along with an understanding of when and how they can be utilized within the overall facility management process, will create Facility Managers who are more informed, sensitive and successful consumers of environmental design services.
The Facility Delivery Process

The process by which new facilities are currently planned, programmed, designed and delivered is all too often fragmented and uncoordinated. The client organization determines -- on the basis of organizational goals, projected growth, and assessment of current facilities -- that a new facility is required. It then falls to the architect or interior designer to review these organizational requirements and "translate" them into requirements for design of the physical environment and to proceed with the design process. Often, however, more emphasis is placed upon development of the design solution than upon the definition of design requirements. This lack of clear communication and co-ordination between those who initiate, define and resolve the facility needs of an organization may lead to elegant solutions, but for the wrong problems.

Similarly, after construction and occupancy, there is often a lack of clear communication between those who use the facility and those responsible for its planning, design, maintenance, and improvement. There is not often a formalized process for on-going evaluation of facilities and for the feedback of the results of such evaluation for both environmental and organizational change.
Linking Organizational and Architectural Environment

In recent years, important changes have been taking place in the traditional facility delivery process. These changes have to do with improved information flow and communication, and the forging of better linkages between organizational and architectural environments. Facility Planning, Programming, Design, Construction, Occupancy and Evaluation may be viewed -- not as discrete activities -- but rather as interrelated phases of an on-going facility management process.

In contrast to traditional facility delivery, Programming and Evaluation emerge as critically important in this new process. In Programming, the needs of the organization -- defined in the language of departments, job descriptions, and work flow -- are "translated" into the language of architectural design as defined by location, square footage, sensory conditions, materials and finishes. Design Principles of the sort presented in Part III can play a critical and integrative role in this "translation" process.

On-going facility Evaluation allows monitoring of goals as articulated during the Programming phase. Do employees find their new work stations comfortable and efficient? Is informal interaction across departments reaching desired levels? Does the facility effectively communicate the intended organizational "image" to staff, clients and the public? The results of such evaluation can then serve as the basis for subse-
The Emergence of Facility Management

Thus the new field of Facility Management has emerged over the past decade as an important element in the complex process of creating quality environments for corporate and institutional clients. The growth of Facility Management has been fueled by the recognition that both the life and success of any organization are influenced by the physical setting which it occupies. Patterns of employee communication, satisfaction, productivity, and self-image are at least partially shaped by the planning and design of the work environment.

The goal of Facility Management is to provide needed direction, clarity and continuity to the planning, programming, design, construction, occupancy and evaluation of buildings. A multi-disciplinary field, Facility Management involves management and design professionals, computer-aided-design specialists, and environmental design researchers. Methods and knowledge from all of these domains are employed in various phases of the facility management process.

The first Facility Design Studio—Fall 1988 Department of Architecture
School of Architecture and Urban Planning The University of Wisconsin-Milwaukee

Individuals in studio (from left to right regardless of row):
Adrian Langhus, Jeffery Musson, Gerald Crain, Eric Ponto, Gray Mitchem,
Anthony Schnarsky, Charles Wischow, Kaya Ray, Mary Richter, Norhashimah Jantan,
William Robison, Mary Gorman, Uriel Cohen(seated), Nissa Dimantis

Not shown: Michael Bahr, Kristi Minser, Eddie Munip, Pete Weston and Gerald Weisman

Photography above and Editors: Paul Olsen
Acknowledgements

Many individuals contributed to the realization of both the studio course and this resultant publication. Larry Witzling, Associate Dean of the School of Architecture and Urban Planning, played a critical role in all phases of the project including the securing of computer equipment and an appropriate workspace and -- in cooperation with University of Wisconsin-Extension -- providing funding for the two student editors. Robert Greenstreet, Chair of the Department of Architecture, was willing to allocate additional faculty resources to the studio and supported the exploration of new ideas. William Bradford and Gary Miccunias, of VOA Associates Architects of Chicago, facilitated the process at every step and served as excellent reviewers of the final projects. Robert Osgood of HOK Architects of St. Louis, was pivotal in the initial conceptualization of the project. The law firm of Vedder, Price, Kaufman and Kammholz of Chicago opened their office to the studio and provided invaluable first hand experience. Finally, the 16 students who participated in the studio rose to every challenge and exceeded expectations at every turn.

Design by Jeffery Musson. Computer generated axonometric of his "atrium library" that serves as a landmark for wayfinding and as an image feature in this proposed design scheme.
The Editors

This publication emerged from the work of students in the School of Architecture and Urban Planning at the University of Wisconsin-Milwaukee. All were enrolled in an architectural design studio during the Fall 1988 semester, under the direction of Professors Uriel Cohen, Anthony Schnarsky and Gerald Weisman, which focused on issues of Facility Design and Management.

This studio was structured in response to an extensive and innovative set of educational objectives. Like the field of Facility Management itself, the studio was fundamentally inter-disciplinary in nature; students were required to explore the research literature on behavior and work environments, to develop individual programs for a large and complex law firm, to complete architectural designs for this firm, and finally to employ advanced micro-computer hardware and software in all of these tasks.