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Carpenter’s District Council Headquarters

Architect:
Eppstein Uhen Architects, Inc.

Photography: Eric Oxendorl Studio
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Some of the most interesting projects can be commissioned by clients that you may least suspect. Owners wanting to reflect their own work through the architecture of their office space, store front or signage look to the expertise of AIA Wisconsin members.

In this issue, Wisconsin Architect features commercial projects by AIA Wisconsin members. This sample of work represents retail, banking, resorts, offices and restaurants. In addition, feature articles offer guidance to commercial clients considering whether to remodel or build new and planning an office relocation. Another article explores the elements of light and the importance of integrating this information in architectural design.

Meanwhile, the process continues regarding the adoption of the International Building Code for commercial and multifamily dwelling projects in Wisconsin. AIA Wisconsin and allied design and construction industry organizations support the adoption of the IBC. The fire service is pushing for the NFPA fire code, which has complicated what otherwise had been a smooth state code development process.

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Architects Prosper...and the Community Benefits

The design community enjoys unparalleled vitality, with increasing public interest and appreciation, a strong backlog and an economy that squeezes its own decline into the future. Even with the delay, the downturn that we have anticipated for several years closes in on us. Throughout the country, significant projects rise, often the result of efforts of architects from elsewhere in the world. Several trends within the profession continue to make themselves relevant:

• Continuing a trend that began in the early nineties, the increased emphasis on design has not lowered clients’ expectations for functionality, service and value. To the profession’s credit, recent surveys confirm general satisfaction with the response of the design community.

• Geographic expansion, including international expansion, is still a common strategy, but the last year has brought to light the sometimes-sobering reality of the additional challenges such expansion can bring.

• Perhaps the prime operational issue within the profession continues to be the staffing shortage, with compensation continuing to escalate. Even with graduates of programs with professional degrees receiving starting salaries that average $33,000, the shortage remains. (Interestingly, during the past 30 years, when adjusted for inflation, starting salaries for architectural graduates remain unchanged.) Most firms have experienced incremental growth during the past year and the rate of growth on average has slowed, at least in part due to shortages of people in the marketplace.

• Perhaps even more so than a year ago, firms are struggling with issues of quality control and the need to train and develop personnel. There is a double hit, with firms having both an absolute shortage of staff and a deficiency in staff with eight to ten years of experience, often those best suited to train their more junior colleagues. When coupled with clients’ expectations for fast delivery, there is little opportunity to devote to training. This inadequacy of training may well lead to serious problems in the ongoing leadership and management transition in which many firms will be – or will want to be – immersed in the next decade.

• Leaders of design firms continue to become more aware of, and committed to, the notion of carefully selecting the clients they will serve and the projects they will undertake. With strong backlogs and staff shortages, firms are taking to heart the concept that they can best serve the clients whose values most parallel their own.
Most firms give more talk than action to advancing women to leadership and senior management roles. This is less a knock on the profession and individual practitioners and more a statement of reality. Able and experienced women architects are simply in short supply. The positive aspect, however, is that there are young women practitioners with the intelligence, skill and drive to lead practices, and these same people are getting the experience that will advance them to very significant roles in their current practices. And those who feel their current firms limit their opportunities may well become part of the growing number of new, prospering firms.

On the subject of new firms, several that are less than two years old have won significant commissions, often in competition with the firms they left. Strong economies often motivate the entrepreneurial to strike out on their own. (It is a separate issue that weak economies also spawn new firms, with the significant difference that some who start firms in a weak economy do so out of necessity – they lost their jobs in other practices – and many who start firms in such circumstances will fold their firms and rejoin others when the economy allows them to do so.)

The appeal of the Upper Midwest, long a secret buried in tales of frigid winters and staggeringly humid summers, has surfaced. (Madison in particular earns recognition as a prime place to live based on lifestyle opportunities.) When linked with the phenomenon that many clients retain out-of-state and out-of-country designers to undertake work in the region, the region can expect to continue to see the designs of some of its buildings, particularly some of its most significant ones, penned by distant firms. In some cases, this could lead to permanent affiliations (that is, mergers and acquisitions) with local firms, although in many cases the single office locations in which many of these firms practice contributes to their creativity.

Merger and acquisition activity, which typically and historically has happened in waves, is happening again. There are differences compared to previous waves, the primary one being that, of today’s merger and acquisition explorations, a much higher percentage make sense than those of a decade and more ago. Firms are looking more carefully at key factors that can contribute to success, including “softer” things like compatibility of values and “harder” things like financial realities. The strategies that drive much of this interest are based on increasing visibility and presence in specific market sectors, defined by client type, project type and/or geography. Strong profitability and confidence in their current and continuing success leads to higher prices. Justifying higher prices, in turn, requires a strong and steady focus by leaders in both firms of a merger or acquisition, and the real beneficiary may be the clients and communities they serve.

The profitability of design firms has risen incrementally for several years and has reached, on average, a new high. Some firms are enjoying profitability in recent years in excess of fifty percent (of net revenues). The signs of a weakening economy, notably in the high technology sectors in the stock markets, warrant attention, as do numerous international situations tied to economic, social and political unrest. Add to these the unknowns that a new president will bring to the United States. The result suggests the wisdom of capitalizing on current marketplace and internal strengths to align one’s practice with the “right” clients and projects, to maintain an aggressive recruitment posture, to invest in the firm’s technology and to increase the attention to training and development throughout the firm. All in all, the Upper Midwest remains a good place to practice, with the large number of good firms spurring all firms to reach loftier heights in quality of product and service, thereby continuing to satisfy an increasingly appreciative clientele.

EDITOR: The author is a Seattle-based partner in The Coxe Group, Inc., management and marketing consultants to the design and construction professions. Hockberg is a featured practice track seminar speaker at the AIA Wisconsin Convention on May 2, 2001. His seminar, “Are You Connected?” begins at 9:45 a.m.
There is no rule of thumb to determine whether you should continue to remodel your existing building or construct a new facility. Each company and every situation has a very unique set of criteria that must be considered carefully throughout the decision-making process. Your architect can help you make the correct decision by performing a feasibility study of viable facility alternatives.

For example, after a Madison area biotechnology company remodeled their office and laboratory suite several times to accommodate changes in their growing business, the space became less and less efficient for their operations. Confronted with yet another major remodeling, they took a step back to evaluate their options: (1) continue remodeling, (2) build an addition or (3) construct a new building. By taking the time to complete a feasibility study, they were able to identify and weigh important quantitative and qualitative factors, thoroughly evaluate options, and recommend to their Board of Directors the option that best supports their firm’s long-term plans.

Important Considerations

Important remodeling vs. new construction considerations include:

- What is the project’s objective? If it’s to freshen a look rather than support growth, then remodeling might be the best, most economical decision.
- Will remodeling support future growth and expansion?
- Will remodeling or new construction create better operational efficiency?
- What are the cost comparisons?
- Will construction disrupt operations?
- What image is best for your company?
- Is scheduling a determining factor?
- Does owning a facility offer investment advantages?
- Is the location ideal, or will relocation offer an advantage?
- What capital is available?
- How marketable is the existing facility, assuming that you own it?
- Is there vacant land available to build new, or is a brownfield site available?
- Will remodeling trigger code-related improvements, such as ADA compliance?
- How much downtime will occur during remodeling?

In this case, the biotechnology company decided that circumstances favored building a new facility and selling the existing. While cost certainly was a factor, increased operational efficiency and future growth capabilities weighed more heavily in the decision making. If you face the decision whether to remodel or build new space, be sure to consider your special circumstances, including qualitative and quantitative drivers. By taking the time to consider all of your options, you will identify the facility solution that will most efficiently support your evolving business.
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Smooth Physical Relocation

Perhaps nothing is more painful than having to move. Whether moving across the country, across the hall, at work or at home, the simple thought of having to physically relocate sends shivers down spines.

There are several advance-planning strategies that will help ease the pain. This article will focus on physical relocation in the work setting, at the individual worker and company levels. These suggestions are based upon experience in assisting organizations in the successful relocation to new quarters.

Two overall concepts should be addressed at the outset, just as quickly as possible once the decision to physically relocate is made:

1. Shall we assemble a Move Committee, consisting of members of our staff, and manage the process by ourselves?
2. Shall we retain the services of a consultant to assist our physical relocation planning efforts?

Assuming the answer is that staff members have available time to plan the move, the first concept is routinely approved by management. Do not underestimate the magnitude of the time that will be required to properly plan the move. It is common for one person to work full time for several months planning and implementing the physical relocation for a group of about 100 employees.

Getting Started
The critical first step is to establish a Move Committee and pre-select a chairperson who will also function as the move coordinator.

Carefully select members of the Move Committee based upon their essential job functions and their willingness to put heart and soul into a successful move. For example, representatives of information technology and facility management departments would be ideal candidates because of their responsibilities for computers/ peripherals and for workstation components such as chairs and files.

In small businesses, the move coordinator is often the company’s business manager. However, consult with the business manager in advance, without assuming that time is available for that person to manage the move. Discuss the depth and breadth of the physical relocation duties and be certain the tasks will fit into the business manager’s ongoing workload. Allow the move coordinator to participate in selecting members of the Move Committee because careful and cooperative teamwork will be essential.

Have the move coordinator speak with other organizations who have recently moved, review professional journal and library resource material on the subject, and find information and resources available on the Web. Making pre-planning time available for these activities will pay big dividends later.

Have the Move Committee conduct a brainstorming session and record every possible issue, task or idea, good or otherwise. Evaluate the list later.

Written “Move Plan”
Under the authorship of the move coordinator, a written “move plan” should be drafted for review and commentary by Move Committee members. It is helpful to secure written review comments (e.g., via email) and for the move coordinator to respond to the comments in writing. Later in this phase is when analysis of the earlier brainstorming occurs.

Before the move plan is issued, communicate with all employees that such a document is being prepared. Fail on the side of over-communication about the upcoming move . . . forewarned is forearmed.
Keeping a log or task manager, such as the utilization of a scheduling software, can be very helpful. A word of caution, however: sometimes keeping the task manager current becomes "all-consuming" and performing the tasks often seem to be secondary to keeping it current. Don’t fall into this trap; if you plan to utilize a software, choose one that’s simple to create and maintain. Similarly, create a master budget.

Be sure the move plan is thorough. Employees will have a tendency to criticize apparent lack of detail. For example, the following big and small issues should be addressed:

- Notification cards for vendors.
- New stationary, business cards, etc.
- Change of address cards for power, telephone, post office, insurers, etc.
- Secure insurance on the contents of the new location.
- Detail the timing of the moving company’s actions.
- Confirm that newly purchased equipment will arrive on time.

The move plan should also address travel inconvenience for staff. Remember that some employees will have a shorter commute; however, some will have a longer commute and feel "penalized" by the organization because of the new location. The move plan should highlight the advantages of the new space and, while some employees might criticize the decision to move just because of the location, well-intended employees will accept sound business-related decisions if they buy into them. Large organizations often experience some turnover (e.g., early retirements) just prior to a move.

In pay-to-park circumstances, some organizations have offered employees a "stipend" equivalent to the cost of mass transit travel. Generally, it is unreasonable to assume the organization will pay for secure, surface or covered parking for every employee who chooses to drive to work.

Lastly, issue the move plan in a large-group meeting where staff members hear first-hand from both the move coordinator and a member of senior management about the move. Allow staff to ask questions and let off a little steam. (Peer pressure is stronger than management directives and refreshments can often put people in a better frame of mind.) Ideally, all staff members will be able to attend one in a series of offered meetings on the subject.

Decision-Making Stage

Several key decisions will be made in rapid-fire sequence during the period four to six months before the actual move. Perhaps the most telling of these decisions relates to new versus reuse of existing furniture, fixtures or equipment ("FF+E"). The organization’s accounting group will often have an inventory of FF+E items, as a place to start. However, accountants keep this information for a unique purpose (depreciation and taxes) and that purpose does not match the needs of the move coordinator (condition and useful life.) Every single item should be listed, photographed, measured and given a number. At this juncture, organizations often choose to barcode FF+E items.

Resolving the disposition of FF+E items requires judgements in three categories:

- Should this item be replaced and disposed of?
- Should this be refurbished?
- Can it be relocated and re-used as-is?

The move coordinator can make preliminary judgements along these lines and review them with department managers, etc., before finalizing the information. All-new FF+E can be met with both elation and frustration, as many people often claim to be too busy to think about what kind of a new desk they’d like or feel awkward about replacing a fairly new chair, even though it may not match the new color scheme. The economic reality of all-new must be taken into account very early in the budgeting process. Consider putting up disposal items to employee sealed bids. Use caution in the actual disposal of certain items that may contain hazardous materials, such as window air conditioners.

Systems furniture workstations frequently require up to six months to design, specify, bid, secure shop drawings, fabricate, and conduct the installation. Some unique pieces of furniture can require just as long or longer lead times as systems require. Decisions regarding securing services from interior designers or office equipment suppliers need to be made early in the process.

Categorize the FF+E into affinity groupings (e.g., all of the various kinds of chairs can be called "seating," workstations, conference tables, etc.). For new FF+E items, you can later minimize paperwork by securing proposals from vendors for the entire affinity group. Remember that FF+E items are both interior and exterior items (e.g., signage, benches, cigarette urns, etc.).

Another major decision needed relates to moving companies. Interview and select a mover based on several factors:

- Experience.
- Quality of service.
- Capabilities and equipment.
- Cost.
- References and referrals.

It is common for movers to respond to a written request for proposal. Representatives of the invited moving companies will want to visit both the existing facility and the new location, for different purposes. At the existing facility, estimating the weight and volume of relocated FF+E is the responsibility of the mover. Do not attempt to estimate this on your own.

At the new location, access to the suite (e.g. Are there stairs to contend with? An elevator? Where do the heaviest pieces go?) is the primary concern because time is money.

Remember that some movers will not move computers and peripherals because of the liability associated with items that do not properly work after being moved. Should this be the case, the move coordinator and the information technology representative on the Move Committee should solicit volunteers to function as the computers and peripherals movers.
Similar to computers, leased equipment (e.g., photocopiers) often must be physically relocated by the vendor. Review the requirements of the leases to determine how to relocate individual pieces.

Also remember to communicate frequently with co-workers. Plan to issue written or email updates at least every four weeks so employees can anticipate their own acts required as a result of the move. For example, a longer commute may require someone to purchase a more reliable vehicle. Scheduling updates will allow workers to anticipate when to take or delay vacations, adjust deadlines for major projects, etc.

Conduct monthly “clean-up days.” The move coordinator should announce them in advance and make sure extra waste and recycling receptacles are on hand and convenient to the workers.

**Pre-Move Activities**

In the few weeks prior to move day, several detailed activities need to be accomplished:

- Create a coded floor plan showing where every piece of FF+E goes. Post them in the new space and distribute them to employees.
- Finalize all dates in the move plan schedule.
- Pre-pack anything possible. Thin whatever files you can. Rent a sizable dumpster.
- Have the moving company conduct a seminar on how to label and pack.
- Send out the move announcement cards.
- Walk through the space you will relocate to and photograph walls, etc., to verify responsibility for future damages.
- Pre-function test all wiring systems.
- Have your cleaning service clean the new (and later, vacated) premises.
- Set up temporary telephone communications for use during the actual move.

The major decision to be made in this phase relates to the timing of the move. It is not unreasonable to assume that a company of 20,000 to 50,000 square feet can physically relocate over a weekend. Here’s how.

**Move Day**

If every employee self-labels and packs personal files, etc., then the moving company will pick them up in whatever way is most efficient for them. The moving company will want the premises vacated when they start the pick up process.

For a successful over-the-weekend move, have your employees work a modified schedule during the week ending on move day and require them to be 100% labeled, packed and off-premises by noon on Friday. The moving company will empty the existing building quickly and efficiently; it will typically have work crews at both ends of the route, loaders and unloaders.

For a 30,000 square foot, approximately 150-employee office-occupancy move, expect that 40-50 semi loads will move. This sounds like quite many loads, but the reality is that a well-staffed mover can move all of these items in a day and a half. By Saturday night, the mover will be off-premises! This is important because Sunday will be needed to “boot-up” everyone’s computer, make sure the phones work, send test faxes, etc. It is more difficult for the computers and peripherals volunteers to connect and test their items if the movers are still dropping in furniture.

**Employee Arrival Day**

Have your employees show up at the new premises at 8 a.m. Monday morning. Advise them that they are not welcome in the new space before that time.

On each person’s desk, place a welcome packet, which should include a memo describing the new space (e.g., conference room protocol, how to send a fax, etc.), a plan of the space illustrating toilet, etc., locations and a key or code for the entry door.

There will be changes needed no matter how thorough the pre-planning. Create a method (email works well) for employees to communicate with the move coordinator about anything related to the move, such as scratches and dents, missing items, non-functioning equipment. Create a prioritization code for employees to use; only the highest priority issues should be attempted to be resolved on day one.

**Post-Move Activities**

It’s not over yet for the move coordinator or the employees. Empty boxes can be sold back to the moving company, invoices need to be paid, insurance claims relative to lost or damaged goods need follow-up, etc. These items can require three to four months to resolve. At first, the move coordinator will need to work full time on them, and later the work will diminish.

**EDITOR:** The authors, A. James Gersich, AIA, and Karen M. Mackowski, Interior Designer, are experienced relocation planners and interior designers at HSR Associates, Inc., with offices in Madison and La Crosse.
Formerly housed in a smaller structure in an urban neighborhood, the Milwaukee and Southern Wisconsin District Council of Carpenter's new headquarters incorporates 20,000 square feet of office space, a 5,000 square foot union hall and a 50,000 square foot high-bay area for apprentice training. This new facility also allowed the Council of Carpenters to showcase the craft of their trade, performing much of the work and detailing themselves.

Hired by the developer, the architect's role was to design a building within the parameters already set by the developer and the owner, including an established site and building footprint, building materials and structural system, as well as rough program requirements.

Given the required volume of the high bay area load bearing precast panels were used for the majority of the structure. The challenge then, was to distinguish this building from the "big box" often associated with precast panel systems. The solution came in the careful detailing and consideration of both the precast panels and the main entry/lobby. The combination of precast, steel and heavy timber is a unique approach to this building type.
The 12-foot-wide panels were treated with subtle and differing surface treatments to help visually break their mass. Reveals, punched openings and texture shifts provide interest around the perimeter, while secondary entrance and exits located along the east and west elevations were recessed to imply a series of rectangular volumes, each corresponding to various functions within the facility. This also helps to break up the overall scale of the structure.

The main entrance is framed by a series of heavy timber elements that in turn frame an entry canopy. This treatment continues inside the two-story lobby with glue-lam column clusters and forms. Each element within is carefully detailed in rich woods, from stair treads and rails to display units, providing further evidence of the owner’s identity.

The design solution was the result of a collaborative effort between trades not usually so closely involved in overall building esthetics. Architect, together with developer, precaster and carpenter/owner, teamed ideas and knowledge to design an elegant solution that embodies its owner, as well as showcases the pride and craftsmanship of the trades represented within.

Photography: Eric Oxendorf Studio
An 1880's mill complex was transformed into a high-tech business-social environment, with amenities that address the needs and desires of the organization’s “Generation X” current and potential employees. Teaming spaces and recreation areas were designed and strategically located throughout the space for staff to recharge themselves, which is critical in this fast-paced organization.

The organization’s name, culture and product revolve around a “monster” concept. Therefore, monster murals, artwork and three-dimensional images are found throughout. Monsters also serve as playful streetscape landmarks, with banners as street signs, to aid in wayfinding.

The “Monster Den,” or employee meeting space and café, is located at the center of the facility and is the heart of the organization. Here, everyone comes together for company-wide meetings, or simply to socialize and relax.

Flexible teaming spaces facilitate communication and group brainstorming. Wheeled tables and chairs in semi-open employee workstations enable quick groupings for impromptu meetings. Twenty conference/teaming rooms are strategically located throughout the workspace for private communication within or amongst departments.

According to the client, the creation of “the hottest space in cyberspace” has sparked employee creativity and productivity, resulting in an increase in company value and revenues.

Photography: Rob Melone Photography
When a major health care provider needed additional space, the neighboring food store, which was vacating its premises, was the only option to provide space for 350 employees.

The building was largely windowless, was full of asbestos, had roof leaks and hidden structural problems. In addition, it was perceived by the employees as an undesirable location. A tight time frame was further complicated by the slow departure of the former tenant.

Parts of the building had structurally failed and needed to be rebuilt. Huge cooler/freezer components had to be removed. The floor, which was riddled with depressed refrigeration piping, had to be resurfaced. Contaminated materials had to be removed. A new roof, HVAC equipment and electrical distribution system were installed. Windows were added to supply the direct/indirect lighting.

A village concept was chosen to provide an interesting and stimulating environment for the relocating departments. Serving as power centers for the various departments, a series of barrel-vaulted "huts" were created to free-float in the 14 foot volume created by the newly developed open area. Housing conference rooms, offices and work areas, the huts not only defined and separated the major departments, but also served as visual wayfinding elements in the space. This allowed open areas to remain flexible for a multitude of workstation configurations.

Adjacent to this open area is the employment department. It was given a higher level of finish to present an inviting image to potential employees.

The final space allows the multiple personalities of the various departments to be maintained while keeping the forward thinking attitude of the corporation in place.

Photography: Purcell Architectural Photography
The building was built in 1852 and designed in the vernacular style, with a soft native limestone façade that has had extensive alterations made over the years. The last major remodeling was in the 1960s when much of the first-floor storefronts were "modernized" with metal paneling and aluminum storefront systems, which overlayed the original cut-stone façade.

The entire lower-level facade, including display window areas and centralized entry doorway, were replaced with a relocated entry door on the left of the building. This entry features a mahogany stained door, along with an array of wood-frame windows and transoms in a similar burgundy color, kick panels of red and dark green granite tiles and an ellipse shaped window.

The design was developed into linear spaces that coordinated seating, wait service, bar and kitchen and reflects the look of a European-style bistro. The partial height walls give a combined feeling of openness and privacy. The intricate mosaic tiled floor and cappuccino-colored walls look as though they could have been in this historic building originally. The classic banquette and jury-style chairs add to a cosmopolitan look that will stand the test of time.

Particular attention was paid to the lighting, incorporating low-voltage track lighting that gives the room warmth and sparkle.

A significant structural design feature on the interior was the opening up of a circa 1852 brick bearing wall. A spread bearing system was developed to eliminate concentrated loading on the sandstone foundations. This allowed for a spacious back bar and zinc surfaced bar top that greets customers to the upscale restaurant.

*Photography: Joe DeMaio*
The Chip-In Island Resort & Casino represents an ambitious project where the owner’s goal was to create an island theme casino and resort destination in the heart of upper Michigan’s snowy north country. A variety of Las Vegas style entertainment venues and gaming as well as facilities for family entertainment and activities were to be included. Already in place was a 6,000 square-foot casino, so carefully planned phasing of the construction would be required to minimize disruptions to patrons.

The site presented a variety of difficulties from the onset of the project. While the location chosen for the facility was relatively flat, it existed between two swamps. Prior to the start of the work, the entire building footprint was excavated down to bedrock; and the soil was replaced with engineered fill.

The new 180,000 square-foot facility features 35,000 square feet of Class III gaming space with 800 slot machines and 50 gaming tables for Black Jack, Caribbean Stud and Let-It-Ride, as well as other games such as roulette, craps, keno and a 14-table poker room. A 700-seat bingo hall was designed in a tiered Las Vegas showroom setting and provides for dual usage for entertainment and dinner shows.

The attached six-story hotel features 112 rooms, whirlpool suites and 10 different bedroom suites. A variety of meal options, ranging from buffet-style to fine dining, is available. The indoor pool area features a real sand beach and a whirlpool.

An arcade and daycare center, as well as a variety of retail spaces, round out the offerings for families, while administrative spaces such as conference rooms and offices give the owner the required space to run the facility. The overall effect for patrons is that they are staying at a beach resort.

Photography: Eric Oxendorf Studio
Johnson Bank relocated their existing corporation banking branch to a new 9,200 square-foot tenant space. The architect converted a simple box-style suite in an urban office building into a fresh and unique office that maintained the image of quality the Johnson name represents.

An angled entry way to the bank served as inspiration. To avoid a generic box solution and develop "spaces within spaces" that enhanced every area of the standard room, walls were rotated 45 degrees. This skewing breaks up the grid shape typical of office space and creates informal meeting areas along the hallway leading from the entry to the office’s workstations.

Four departments, personal banking, international banking, Reception and waiting, as well as a conference room, are located near the entry. A procession-like area in the narrow foyer was created using the angled walls to establish a quality presence for all four areas from the lobby. Though the international banking department is set farther back from the entry, a skewed wall with international time-zone clocks gives the department frontal notice and welcomes visitors.

Workstation layouts are conducive to colleague interaction; and glass sidelights in each private office reinforce the idea of transparency. Varied styles and sources of light throughout the bank reinforce the playful energy the owner sought. The unusual design concept is consistently featured in the carpet and soffits, as well as in the lobby furniture and informal meeting areas. Quality materials are used throughout the bank, distributed equally from the receptionist area to the president’s office. Textured recycled glass acts as a privacy screen in the Private Banking Teller areas, allowing for a maximum amount of light while creating interesting visual separation.

Photography: Eric Oxendorf Studios
The building design and material palette for the 12,500 square-foot Greenwich Place multi-tenant commercial center was driven by the location of the site, 1/4 mile off I-94 on one of the main arteries into the City of Kenosha, and the anchor tenant, Ventura Fine Jewelers.

Named Greenwich Place in reference to Greenwich Mean Time, the distinctive clock tower is the focal point of the building and its central design element. The use of cast stone, decorative masonry and copper detailing give a sense of permanence to the 45-foot tall clock tower, which serves as an appropriate backdrop to the custom-designed 6-foot diameter translucent glass dial clock.

 Appropriately, cast stone was used extensively on the interior where the tower is finished with cast stone walls and marble flooring. These finishes and accents set the stage for the custom maple casework that display the various pieces of jewelry and watch lines.

Photography: Edward Parcell
Architectural Photography
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Elements of Light

The importance of light is obvious. Not only does it affect what we see, it affects how we see it. This, in turn, affects our mood and our perception of a space.

Light can be used as a design medium to manipulate other components of a space — architectural elements, materials and finishes. Like these things, it has shape, color and texture that can be used to interact with elements within a space to reveal the best parts of a design. Instead of just washing a space with an even layer of light, it can be used to reinforce the architecture.

What is it that makes one space spectacular, and another only so-so, when they might be architecturally similar? By understanding the elements of light, you can examine the lighting in a space to figure out the difference that quality lighting can make.

Nearly every element of a lighting scheme can be classified in one of three ways:

• General or ambient light — this is the light by which we navigate and see objects in a space. It is typically a soft, even layer of light.
• Task or focal light — provides special lighting for a task or highlighted object in space. It should be at least three times brighter than the ambient light to be noticeable. This is usually a more concentrated flow of light, used to accent art, a feature in a space or to provide light for a task.
• Sparkle — provides a revealed source of light for the viewer. Even though it provides very little actual light, it is often where the light is perceived to come from. Studies have shown that people perceive light levels to be higher when there is a revealed source of light.

Using these elements in combination can create a rich lighting scheme tailored to the needs of the space. For example, a conference room might have a cove to provide ambient light, downlights to provide task lighting for the table and to provide accent lighting for artwork and a decorative pendant for sparkle. The same concepts apply to larger scale spaces as well. A space with different layers of light is richer and more dynamic than one with a single light source.

Just as any design element can be used in good and bad applications, so can light. General light, used alone, can make a space feel flat and lifeless, like an endless overcast day. Task light alone can be too focused and spotty, making the contrast between light and dark uncomfortable. Sparkle, when used as a source of general illumination, can become glare.

Designing a lighting scheme involves deciding not just where light is desired, but also where it is not wanted. In the simplest sense, this means using the absence of light to downplay things you don’t want seen (e.g., the door to the mechanical room). It also means using light and dark to create contrast, pattern and rhythm in a space.

Understanding these concepts allows the design team to apply a holistic approach to lighting the architecture. By thinking first of the desired effects and the tasks in a space, decisions can be made about where light should fall. Only then can fixtures be selected to achieve these goals. This basic concept is unfortunately often skipped, to the detriment of the final result.

Being familiar with the elements of light will make you more aware of the circle of light on the spaces you inhabit — and the ones you’re designing.

EDITOR: The author is a lighting consultant with Quorum Architects, Inc., Milwaukee.
## A Series/Owner-Contractor Documents

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## B Series/Owner-Architect Documents

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**AIA Wisconsin**

321 S. Hamilton St.
Madison, WI 53703-4000
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E-mail: aiaw@aiaw.org

For a complete list of available documents, visit: [www.aiaw.org](http://www.aiaw.org)
Passionate about Success

How does it work?
Employees are encouraged to submit to the firm business plans that identify and leverage their professional "passions" or areas of interest. Depending on the venture, those with promising and relevant plans, which are consistent with the firm vision, are supported with up to 20 percent of their billable time reallocated to develop their ideas. Employees, in a sense, become entrepreneurs who enjoy many of the benefits of a startup, without most of the associated risks. These ventures become the firm's investment in research and development.

How did we start?
We searched in vain for an organizational model of supporting employees in their professional passions. Finally, after benchmarking other local and national organizations in our own and other creative fields, we decided to build our own model. Much of what we've learned in our implementation may apply to your firm's journey. We advise:

• Do your homework. We crafted our "passions program" around research showing that clients want to buy specialized expertise from architecture firms.
• Make sure the firm's top leadership is actively engaged. First-of-a-kind initiatives not only need authors and champions from the within, but they also need strong support from the top.
• Expect that turnover may spike initially. Several employees participating in our passions program initially found they could only follow their passions at another firm or on their own. This was painful, but it also was a healthy and expected outcome.
• Understand that during the development of these initiatives your billings may decrease. Know the value of your collective time and intellect and be willing to trade short-term returns for long-term success.

• Expect to spend much time and effort explaining the program to employees. We found both in 1996 and today that we cannot overcommunicate our approach to current and potential staff.
• Frequently measure both your customers' and employees' satisfaction. The two are strongly connected.
• Invest heavily in training and professional development. Expertise cannot happen without education.
• This open invitation to staff requires a very flexible attitude in order to act on opportunities, which drive constant change, and require very flexible internal operational systems.
• Focus on strategic recruiting — do not hire and fire just to get projects done.

Does it work?
As evidence of our success:

• In 2000, our firm was presented an award for excellence in human resources (for our passions program and Web site) from the Human Resources Management Association.
• Our staff retention trend suggests that, in 2001, our turnover will be one-third of the national average for similar-sized A/E firms. (National data is based upon a recent PSMJ report.)
• Ten percent of those staff whom left the firm in 1998 and 1999 had returned by the end of 2000.
• Design Intelligence has selected our firm as one of the top 100 Design firms for 2001.

We are creating opportunities for employees to stay and grow in their careers. Employee satisfaction is one of our passions. By looking to your own firm's unique culture, values and business goals, you, too, can create an environment to support the development of your staff.

EDITOR: The author is an associate and the "HR Guy" for Kahler Slater Architects. He can be reached at: jhorky@kahlerslater.com or 414-290-3734, or through KSA's Career Opportunity website, www.kahlerslater.com.
Wednesday, May 2

8:00 – 9:30 a.m.
AIA Wisconsin & WAF Annual Meetings

9:45 – 11:15 a.m.
Professional Development Seminars I
- Design Lone Star Connection Ted Flato, FAIA
- Practice Are You Connected? Hugh Hochberg
- Technology Sustainable Solutions William Sturm, AIA
- Interior Modern Design Ruth Adler Schnee

11:30 – 1:00 p.m.
AIA Wisconsin Awards Luncheon

1:15 – 2:45 p.m.
CG Schmidt Construction Keynote Address
Natural Capitalism
William Browning, Hon. AIA

3:00 – 7:00 p.m.
Construction Industry Reception & Expo
Displays of the latest building products and services, Wood-Lam Special Events Pavilion, Expo Education Program, IDP workshop, exhibit booth awards, door prizes, music, hors d'oeuvres . . . and it's FREE!

7:00 – 9:00 p.m.
Design Awards Celebration

Thursday, May 3

8:00 – 9:15 a.m.
WCMA Awards Breakfast

9:30 – 11:00 a.m.
Professional Development Seminars II
- Design Uncommonly Creative Calvin Lewis, FAIA
- Practice ABCs of IBC James Smith
- Technology Great Expectations Tom Wojciechowski & Tom Cox, AIA

11:00 – 2:00 p.m.
Focus on Innovation & Expo
Expo Education Program on innovative products & services, door prizes, FREE lunch . . . and more!

2:00 – 3:30 p.m.
Boldt Construction Keynote Address
An Architecture of Connections
William P. Bruder

3:45 – 5:15 p.m.
Professional Development Seminars III
- Design Interstate Connections Vincent James, AIA
- Practice State Connections David Haley
- Technology Structural Art Loei Badreddine

5:30 – 7:00 p.m.
Special Presentation
A Firm Connection
Meyer, Scherer & Rockcastle, Ltd.
Statute of Repose
Could something like this happen to you? It is to one AIA Wisconsin firm. An architect is involved in a hospital addition project completed in 1978. A hospital employee is injured in 1995 falling from a ladder on the roof of the addition and sues the architect. The District Court dismisses the lawsuit, citing the statute of repose, section 893.89 of the Wisconsin Statutes, which bars legal action against architects and others involved in an improvement to real property after ten years from the date of substantial completion. The injured party hires a new attorney to appeal the decision to the Court of Appeals, arguing that the statute of repose violates the "remedy for wrong" provision in the Wisconsin Constitution. The Court of Appeals rules against the party, citing a recent Supreme Court decision upholding a similar statute of repose for medical malpractice claims. The injured party hires another attorney to petition the Supreme Court to review the Court of Appeals decision. And, so it goes.

The statute of repose is the most basic liability protection for architects and others in the design and construction industry because it limits the "long tail" of liability exposure associated with building projects. After the Supreme Court ruled that Wisconsin’s previous statute of repose was unconstitutional in 1989, AIA Wisconsin worked with a coalition of organizations to enact a new and improved version that could withstand a constitutional change. We were successful in getting a new statute of repose signed into law in April 1994.

This coalition of design and construction industry organizations came together again in July 1999 to file a "friend of the court" brief with the Court of Appeals supporting Wisconsin’s present statute of repose. Because of the importance of the statute of repose to our members, this coalition of organizations recently agreed to continue its involvement by filing a motion with the Supreme Court in opposition to the petition requesting a review of the Court of Appeals ruling.


Wisconsin’s statute of repose bars legal action against design professionals, contractors, material suppliers and owners ten years after substantial completion, with special provisions for damages occurring in years eight through ten. However, it does not protect a person who commits fraud, concealment or misrepresentation related to a deficiency or defect, a person who expressly warrants or guarantees the improvement for the period of the warrantee or guarantee, or an owner or occupier for damages resulting from negligence in the maintenance, operation or inspection of the improvement.

Stay tuned for further legal developments.

State Building Code
In response to complaints from the State Fire Chiefs’ Association and related fire service groups, the Joint Committee for Review of Administrative Rules (JCRAR) took the unusual step of holding a public hearing on the proposed state building and fire codes
even before the Department of Commerce submitted its code package for legislative review.

The hearing, held on February 20 in the State Capitol, focused on the state fire code. The fire service turned out in force, while hundreds of architects were actively learning about the International Building Code at the annual code refresher program in Madison.

AIA Wisconsin submitted testimony at the hearing in support of the adoption of the International Building Code and related family of ICC codes without delay. It was noted that the adoption of the International Fire Code would improve, strengthen and expand the state’s current fire prevention code requirements as well as complement the proposed building code.

Following the hearing, Senator Judith Robson (D-Beloit) and Representative Glenn Grothman (R-West Bend), co-chairs of the JCRAR, formally requested that Commerce conduct a comparison of the ICC and NFPA fire codes prior to submitting the state building code package to the Legislature.

In her response, Commerce Secretary Brenda Blanchard suggested replacing the International Fire Code provisions in the proposed code package with an interim state-written fire code to allow a comparison of the ICC and NFPA fire codes without delaying adoption of the IBC and other ICC codes. This option currently is being considered by various advisory code councils.

Meanwhile, the Fire Chiefs’ Association took a new and different position. It no longer is pushing for a comparison of the two model fire codes. Instead, in a letter to Secretary Blanchard, the association states it would not oppose the adoption of the IBC as long as NFPA 1 and NFPA 101 are adopted simultaneously and there is an understanding to compare the IBC with the NFPA’s new building code in 2003.

AIA Wisconsin has indicated it has no objection to a comparison of the ICC and NFPA fire codes as long as it does not delay the adoption of the IBC. In contrast, AIA Wisconsin has expressed strong objection to the proposed adoption of NFPA 101 because of its conflicting provisions and adverse impact on owners of existing buildings.

When Commerce eventually submits its recommended state building code package for legislative review, it most likely will be referred to the Assembly Committee on Housing, chaired by Representative Tom Sykora (R-Chippewa Falls), and to the Senate Committee on Universities, Housing and Government Operations, chaired by Senator Mark Meyer (D-La Crosse).

Architects Section
At its March meeting, the Architects Section of the Joint Examining Board reviewed and discussed several licensing issues, including minimum education and experience requirements for licensure, continuing education requirements for license renewal and use of the titles “architect” and “intern architect.”

The Architects Section decided to direct Department of Regulation & Licensing staff to prepare proposed legislation that would require applicants with an accredited architecture degree to have a minimum of three years of experience and applicants without an accredited degree to have a minimum of 13 years of practical experience or an equivalent combination of education and experience. AIA Wisconsin supports this proposal. Current law requires a minimum of two years of experience with an accredited degree or seven years of experience.

The Architects Section also directed Regulation & Licensing staff to draft proposed administrative rules that would allow the use of the title “intern architect” by individuals acquiring supervised architectural work experience. This proposal will be reviewed by the Rules Committee of the Joint Examining Board.

Regarding mandatory continuing education, the Architects Section reviewed requirements in other states and the growing trend to require continuing education for license renewal. While generally supportive of the concept, the Section decided to defer consideration of MCE to focus on initial licensing requirements.

Distinguished Service
The AIA Wisconsin Board of Directors, at its February meeting, unanimously approved awarding a Citation for Distinguished Service to the profession of architecture to James R. Kennedy, AIA, Madison; Warren R. Bauer, AIA, Madison; and Robert N. Brandtherm, Lake Wisconsin.

Kennedy was recognized for his significant contributions and service in shaping UW System campuses and enhancing Wisconsin’s built environment. He recently retired, after 29 years of service, as the director of architectural and engineering services for the UW System.

Bauer was recognized for his leadership on state building code issues on behalf of the profession. He is the AIA Wisconsin representative on the Commercial Building Code Council and has been helping to guide Wisconsin’s transition to the International Building Code.

Brandtherm was recognized for his significant contributions as secretary of the State Building Commission and administrator of the Division of Facilities Development. He was appointed to these positions in 1991 and recently stepped down to assume new duties as the interim executive director of the State Fair Park.

These three Citations will be formally presented at the AIA Wisconsin Annual Meeting on Wednesday, May 2, at the Monona Terrace Community & Convention Center in Madison.

Golf Outing
Reserve Monday, June 25, for the 28th annual Architect & Exhibitor Golf Outing at Old Hickory Country Club in Beaver Dam.

This special event is for AIA Wisconsin members and Parti’01 exhibitors.
The scramble begins at 12:00 noon with a shotgun start. Lunch and dinner are included. Contact the AIA Wisconsin office for further details and start putting your foursome together.

**AIA Convention Delegates**

If you are attending the national AIA Convention in Denver on May 17-19, this is your chance to be an official delegate for your local AIA Chapter.

As a delegate, you will be able to vote for national AIA officers and on other matters of business coming before the membership at the Annual Business Meeting on Saturday, May 19. To request a delegate card, please call the AIA Wisconsin office or contact your local AIA Chapter President.

**Public Radio**

Since 1984, AIA Wisconsin has been an underwriter of Wisconsin Public Radio. This ongoing statewide initiative has helped to increase public awareness about the organization and the profession.

The AIA Wisconsin announcement generates numerous telephone calls each year from public radio listeners across the state who are interested in selecting an architect for their project, whether it’s a home or a business. These individuals are provided with directories of members and member-owned firms that include tips on selecting and working with an architect.

AIA Wisconsin’s radio spots also complement national public radio announcements that are part of the AIA’s advertising campaign. AIA Wisconsin has two different announcements that alternate every other month:

- **Members of AIA Wisconsin**, the state society of The American Institute of Architects, helping you find an architect to suit your design needs. 1-800-ARCHITECT.

- **Members of AIA Wisconsin**, the state society of The American Institute of Architects, who are building on your vision. 1-800-ARCHITECT.

For 2001, AIA Wisconsin will have two announcements per week rotated between the NPR News/Classical Music Network and the Ideas Network of Wisconsin Public Radio.

**People & Places**

**Joseph M. Huberty**, AIA, Bayside, has been named partner at Engberg Anderson Design Partnership.

The Zimmerman Design Group has announced the following promotions: Promoted to stockholder are **Douglas G. Barnes**, AIA, New Berlin, and **John C. Sabinash**, AIA, Milwaukee. Promoted to vice president are **John L. Klett**, AIA, Wauwatosa, and **Joseph G. Schultz**, AIA, Milwaukee. Promoted to senior associate are **Stuart C. LaRose**, AIA, Wauwatosa, and **Kurt Zimmerman**, AIA, Milwaukee. Promoted to associate are **Mark K. Flasch**, AIA, AIA, Milwaukee, **Mark O. Hauschel**, AIA, Glendale, **Roger G. Kuick**, AIA, Milwaukee, **Jeffrey D. Mathews**, AIA, Wauwatosa, and **James F. Olson**, AIA, Wauwatosa.

Recipients of the Wisconsin Ready Mixed Concrete Association annual Concrete Design Awards include Welman Architects, Inc., Eppstein Uhen Architects and Miller Wagner Coenen/McMahon, Inc. Congratulations!

**Membership Action**

Please welcome the following members to AIA Wisconsin:

**AIA**

- David J. Groth AIA—SE
- Ryan M. Rudie AIA—SE
- Chad Wright AIA—WISE

**Associate AIA**

- Nathan Baron Assoc. AIA—SW
- George R. Kreuger Assoc. AIA—SE
- Paul S. Schmitter Assoc. AIA—SE

**Professional Affiliate**

- Charles V. Buscher —SE
- Jim Farris —SE
- John J. Korom —SE
- Tom Kraemer —SW
- James Montgomery —SW
- Rob Peterson —SW
- Scott R. Smet —NE

**Clarification**

A photograph of the Johnson Controls, Brengel Technology Center main lobby was published in Wisconsin Architect, volume 71, issue 4, page 13. The Brengel Technology Center main lobby was the design of McMillan Group, Inc., of Westport, Connecticut.

**Building Tour**

AIA Southwest Wisconsin and the National Association of Women in Construction participated in tours of the Wisconsin Law and Justice Building in Madison. J.P. Cullen & Sons, Inc., provided the tour guides for this informative Chapter meeting and tour. *Photography: J. Eric Urtes, AIA*
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