



Legal Industry Council Brief

Legal Industry Networking & Communications Channel

July 2003

IFMA LIC President's Message



by Donna E. Baker, CFM

Earlier this year, I attended a Writing Tips workshop put on by our local ALA Chapter newsletter editors. I went to

the workshop in search for an answer to my dilemma....I hate to write.

Obviously, writing is a part of all our jobs, and mine is no exception. Over the past five years, I updated our Safety Policy, wrote a new Hazardous Materials Policy, and wrote our firm's Contingency Plan, which includes Emergency Response, Disaster Recovery and Business Continuation Plans. Technical writing isn't as difficult for me, but it still presents many challenges. This year I've been involved with reviewing the lease renewals for our Seattle and Boise offices. Leases have a language of their own and require legal expertise as well as diplomacy. Last year, our Seattle office negotiated a facilities management contract with IKON, which included management and staff for the photocopy center and equipment for the office. Writing the RFP and all the documents included in that process, as well as contract review before signing, presented yet another type of writing style.

Now I'm responsible for the quarterly President's Message for the LIC Newsletter. This is my biggest current challenge. I would like to be warm and witty, informative and inspirational. I would like to inspire each of you and encourage you to get involved in the Council as an officer or contributor to the newsletter! I'm not sure I hit the mark, but it is my intent to do so.

Everything we do should challenge us in some way, or we will find ourselves bored and looking for other careers. Facilities management in a law firm gives us a wide variety of daily challenges. The scope of our profession is very broad, including such varied projects as space planning, moving to new facilities, working with building engineers solving HVAC issues, adjusting an ergonomic chair for the hundredth time, writing policies and being involved with the formation and continuation of our firm's culture.

The key for me is just getting involved. So what if I don't like to write! I just start, letting my thoughts roll. I can always clean it up later. (Thank heavens for spell check!) The same is true of writing policies, contracts, RFP's or newsletter articles. If you ever hit a block and wonder what you've gotten yourself into, just do it!

We all have personal challenges. What is yours? Would you like to share how you deal with it? If so, I invite you to write a brief paragraph and send it to me at debaker@stoel.com, or to Esther Diamond, the LIC newsletter editor, at ediamond@lordbissell.com.

Donna Baker is Administrative Services Manager at Stoel Rives LLP in Seattle.

LIC Donation to IFMA

By unanimous vote, the LIC Board has approved a \$500 donation to the IFMA Foundation. This donation will be mentioned at the IFMA Foundation Gala event at World Workplace 2003 in Dallas on Saturday, October 18th. This is always a fun event with entertainment and great food. Plan to attend!

The Council Welcomes the following New Members:

- ★ **Helen M. Carroll**
Gardner, Carton & Douglas
Chicago, IL
- ★ **Carol S. Gattuso**
O'Hagan Smith & Amundsen
LLC
Chicago, IL
- ★ **Lynn Joiner**
McCarthy Tetrault
Toronto, ON
- ★ **Lou Anna B. Turner**
Levenfeld Pearlstein
Chicago, IL

Doing More with Less

Many of us are being asked to do more with less. With shrinking capital budgets we are trying to maintain and upgrade our offices. Here are some basic tips on how to walk through your office and discover ways to spruce it up and make it more aesthetically pleasing with limited funds:

1. Re-arrange reception furniture (move it around, same pieces but could uplift the area because of change- add lighting).
2. Add plants- interesting plants and pots. (colors)
3. Simply have everyone clean up their space. Neat and tidy alone can be uplifting in looks (not to mention throw old stuff away).
4. Re-locating your artwork or new inexpensive artwork and frames (rental program through local art gallery or museum) Change art every few months. Poster prints can look like a million bucks.
5. Take certain walls and add accent colors (especially in visible areas). Use as a perk for personalization.
6. Change carpet color in main walkways.
7. Re-arrange furniture in existing offices. Just to make it look and feel different.
8. Move side chairs around from office to office to match up wood colors.
9. Touch up desks, clean fabric on chairs, etc.
10. Re-upholster furniture in reception area- cheaper to reupholster if good quality furniture.
11. Boardroom- Touch up conference table and again have chairs cleaned and wood bases touched up if needed. Add wire management to existing conference table. (Today it can be cheaper to buy new chairs than re-upholster depending on quality of chairs)
12. Steam clean existing carpets- Look like new.
13. Clean walls- main aisle ways (get rid of marks).
14. Reupholster workstation panels- Fresh new look.

II. How to make office more ergonomic and efficient with limited funds?

1. How important chairs are
 - a. repair chair.
 - b. buy new one (inexpensive).
 - c. adjust chair properly (A lot of times people don't have their chairs adjusted correctly and don't even know it).
 - d. add lumbar pad to existing chairs.
 - e. Training sessions for employees on chair adjustment.
2. Add corner sleeve to create a deeper corner worksurface.
3. If dropped returns- raise to standard height.
4. Reconfigure cubicles- if high panels add some low panels to allow more light and visibility.
5. Add keyboard tray- gone down in price.
6. Add document holder so people don't have to strain neck to look at paper.
7. Filter screens on computer to reduce eye strain, also dissipates dust and allergens.
8. More lighting- ambient task lighting.
9. Use vertical space when adding furniture (track system).
10. Add footrest (ergonomic footrest).
11. Add monitor arm or monitor lift- better visible eye contact.
12. Provide individual ergonomic assessments for employees.

III. Used furniture market

1. Dot.coms, etc.- most have been liquidated.
2. Used furniture- existing spaces on the market "as is".
3. Used furniture other companies, especially law firms that are moving- start a new website to share information.
4. National connection to a lot of used furniture.

5. Use contacts within ALA to spread the word about used furniture you want to sell, or if you are looking to buy.

This information was presented to the Facilities Section of the Puget Sound Chapter of ALA by Christy Jones, President of Fleischmann Office Interiors, in Seattle, Washington. Reprinted with permission of Christy Jones.

SPACE PLANNING, CONSTRUCTION & RELOCATION

by Helen Carroll

Gardner, Carton & Douglas (GCD) just completed a project that began in 1999 with the selection of our new office location, the space planning and construction of our new offices and the relocation of approximately 210 attorneys and 279 staff employees on December 26, 2003. This space planning, construction and relocation project was completely successful. The construction was completed on time and we began our relocation on December 26. GCD was open for business on Monday morning, December 30. Even though successful, there were a lot of bumps along the way. I have been asked to give a review on, if I had it to do over again what I would do the same and what I would do differently.

THE SAME

PRE - CONSTRUCTION PHASE

- ◆ **START EARLY** - Complete space plans 1-1 ½ years prior to the start of construction. This allows you the luxury of extra time necessary to review items that may considerably reduce costs in both construction and furniture acquisitions. We reduced our budget by a significant amount by spending the extra time.
- ◆ **COMMUNICATE** - Send surveys, find out what everyone (attorneys & staff) likes/dislikes about your present space and what additions/changes they would like made to your new space. Once the surveys have been compiled, present the results showing what everyone most considered

to important improvement to be made in the new space. Once plans are partially and fully completed conduct presentations of space showing responses to comments. Display plans in a prominent location where everyone will see them. Display pictures of furniture selections, samples of fabrics, etc. Include comment cards to solicit further comments/reactions. Let everyone know their comments are important to the decision making process. You need to communicate during the entire process. Their comments will be very helpful in making the project successful. Your attorneys and staff will feel they were part of the entire process.

- ◆ FIND A LIASON - This liaison (Partner) can assist you when things are not on track and individuals are not meeting the many deadlines presented to you. There is always a committee but once the major decisions are complete, the committee will go back to practicing law and you will need quick decisions made on a daily basis.
- ◆ KEEP EVERYONE ON TRACK - Review with everyone involved what the expectations are for response turnarounds and why those expectations are necessary.
- ◆ FURNITURE MOCK UPS - In today's market the furniture vendors will provide the final product for your mock up rather than plywood. Require them to provide the final product. Place mockups where everyone can see them and comment. The more information you receive the better the end product will be.

CONSTRUCTION PHASE

- ◆ CONSTRUCTION COMPANY - Choose the construction company and construction manager as early as possible. There are many decisions to be made and long lead items. The earlier the decisions are made and the products are ordered the better guarantee you will have that the project will be completed on time.
- ◆ BE AVAILABLE AND ON SITE - Give up your real job. Be willing and available to spend a lot of time at construction site. No matter how many consultants you hire on the firm's behalf you need to be at the construction site with the consultants

overseeing the changes they are making on your firm's behalf. This is especially true with a fast track construction process.

RELOCATION PROCESS

- ◆ CLEAN UP DAYS - Schedule quarterly clean up days. Make them fun. Post signs for scheduled clean ups. If the last time you moved was 15 years ago, there are still 15-year-old pieces of paper in your private offices, project rooms, etc. Come up with rewards for the most dumpsters filled. Plan on renting dumpsters because the building you are in will not be able to supply enough. Serve breakfast, have ice cream parties for rewards for a job well done. You will be amazed at how much gets thrown away prior to the actual relocation.
- ◆ INVOLVE YOUR OWN - There is nothing like dedicated employees who have a large stake in the final result of the new space they will be working in after the relocation. Ask for volunteers from your present staff. By them tee shirts and give them a title. Assign each volunteer an area of their floor that will be their responsibility. They will make sure that every office, project room, file cabinet is identified, destroyed, sent to off site storage, etc. Assign them the responsibility of checking that everyone is packed at the present location and unpacked at the new location. Make sure your volunteers are employees you can depend on. You won't have time to check on them. Reward them for their hard work at the end of the project.

Hire some strong part time help to assist your department as the move gets closer. They will become invaluable.

- ◆ OFFICE ASSIGNMENTS - Department and office assignments need to be completed as early as possible. There can be some specific needs for legal and administrative departments that are not included in the original space plans that will need to be changed prior to the beginning of construction.
- ◆ PARTNER OFFICES - Partner furniture will more than likely be relocated. You will need to assign one person to organize the office layout for all partners. Start early. This takes a lot of time and needs to be completed in enough time to make adjustments, repairs, and touchups.

Touch up or refinish furniture prior to the move. It gets your partners to clean off their desks. You won't have time to accomplish touch up during the move. Critics would say that the furniture will get scratched during the move but the scratches are minimal and the movers will pay for the repairs.

- ◆ MOVING COMPANY - Involve moving company as soon as possible. They are a great resource.
- ◆ RENT A CRATES - Use Rent A Crates. They reduce the moving time considerably and the cost is minimal compared to paper boxes. We ended our move 6 hours ahead of schedule.
- ◆ RELOCATION SCHEDULE - Schedule your move by floors and/or areas of law. Have each floor/area of law be required to arrive the day after their move to unpack. If they are out of town and unable to unpack assign someone to unpack them. When the last move day comes the only crates that will need to be removed will be the last floors crates. If you don't schedule the unpacking it will take more additional time than necessary to complete your move and you will incur additional costs for the crates. If everyone is unpacked by the end of the last move day you are then able to schedule the cleanup and open for business the next morning. Management needs to be behind this because you will have at least one department/group who will not want to adhere to the schedule.

DIFFERENTLY

- ◆ NEW FURNITURE VS. RELOCATION - Don't move it. Our Space Planning Committee suggested that we would save money by reusing our existing furniture. Our original plan was to purchase all new furniture except for chairs and partner furniture. We were planning our space for the next 15 years and we needed to invest in furniture going forward. As a result of the committee's insistence, we spent innumerable hours reviewing, tagging, sending furniture out for updating while temporarily replacing it, etc. We have been in our new space for 4 months and several chairs have broken and several conference tables that were reused are already chipped. In today's market new vs. reuse is actually less expensive and saves an enormous amount of hours.

I would also have assigned someone to just focus on furniture. We were able to reduce costs in this area considerably but I believe with more time

allotted to this area there were more reductions available.

- ◆ OFFICE ASSIGNMENTS - Our plan was September 1 completion of office assignments for a December move. The process took much longer than expected. The assignments were not completed until early November resulting in a scramble to complete Partner office review, touch up, etc.
- ◆ ADMINISTRATIVE DEPARTMENTS - Spend additional time with the Administrative Department Heads making sure that they have reviewed their department plans with their employees and that they understand the need for deadlines. Administrative Departments will be late in meeting deadlines or will request last minute changes that will affect your construction deadlines and increase costs. Relocations occur typically every 15 years so how many of your Administrative Department Heads and staff have actually been involved in a project of this type in their careers and understand the process.
- ◆ MONITORING OF CONSTRUCTION ACTIVITIES. Be at the construction site as much as possible. In a fast paced construction process changes and clarifications occur daily. It is important that someone at the firm is involved in the decision making process for each change. You cannot just rely on a weekly meeting to review the lists of changes.
- ◆ GIVE UP YOUR DAY JOB - Insist that the firm assign someone else to perform your regular daily functions so that you can focus all of your efforts on this project. If you don't you will pay a huge price for attempting to perform both roles at the same time. In addition, as construction begins and time for the relocation nears you will need your staff to give a huge amount of extra effort and the firm needs to understand that it is not a ordinary day for you and your staff.
- ◆ SAVE NEWSPAPERS - It appears that law firms have a considerably higher volume of art, plaques, diplomas, etc. According to our mover we used more bubble wrap than anyone they had ever moved. Newspapers are much less expensive. Every day of the packing process we were asking for the delivery of bubble wrap. Eventually the moving company ran out and we were searching for newspapers to wrap things in. We should have encouraged everyone to bring in or save their newspapers for this process. Bubble

wrap is much more expensive than used newspapers

MAJOR SUCCESSES

GIANT STEPS TOWARD THE FUTURE. It was GCD's goal to become the law firm of the future. The results of our surveys stated that the dark wood, law book display of the past was not what the future partner, associate and staff member wanted as we went forward. The major requests were for lots of color, outside lighting and superior lighting in all locations. Our infrastructure is state of the art. We had many very stressful times waiting for the construction to be at the stage where we could judge the reaction of the members of the firm to the dramatic space change. The reaction was very positive and I believe that we were very successful in responding to the needs and desires of the firm. Our space is colorful, bright and uplifting. Every person at the firm had a part in the development of the space. We had a great team of individuals working on this project. Everyone has a great sense of satisfaction because of what we have accomplished. Our relocation was extremely successful.

MAJOR HURDLES

- ◆ **MANAGING THE ADJUSTMENT TO CHANGE.** Most individuals do not like change. You notice it the most when a large organization makes the decision to relocate their offices after a 15 year period at one location. There was much denial that we were really moving at all. It required an enormous amount of effort on the part of the firm's management, the Space Planning Committee, myself and my staff to get everyone excited about this relocation. Moving is a good thing. Everything is new. It revives the organization. Convincing everyone of that is difficult.

In order to have a successful move and be open for business the day after the move is completed everyone has to perform the tasks requested in the time required. This alone is a major undertaking but if you can get everyone on board the downtime for the relocation will be minimal.

Helen Carroll is Director of Facilities & Operations at Gardner, Carton & Douglas in Chicago.

LIC Officers Meeting Minutes June 30, 2003

Attendees:

Erica Noyes
Donna Baker
Esther Diamond

Cynthia Dvorak
Jim Gile
Mark Roberts

List Serve:

- It was discovered that non-members can answer List Serve inquiries as well as post questions.
- Erica explained that she as the moderator, the List Serve already assumes that it goes through her. If she did not moderate, all "out of office" messages, etc. would just go through to everyone.
- It has only happened once over the years and it does not seem to be worth reacting to.
- Donna suggested shelving it for now.

Council Booth:

- Request made for volunteers to man booth with members from the Legal Council.

Councils Best Practices:

- Whatever you think your council is strongest as.
- Request was made by Donna for submissions. Some submissions were Teleconferences, Membership Drive and Member Directory.

Treasurer's Report:

- Balance is \$2790.47.

Teleconferences:

- Kudos to Jim Gile for putting together the last presentation on "Relocating Your Law Firm".
- Jim offered hard copies to anyone who needs it.
- Suggestion was made to post the presentation on our Website.
- Attendance was about 25.
- New Topics:
Ergonomics given by either Human Scale or Dr. Vetrano/Harter (sic).
LEAD Certification - Leadership and Energy in Environmental Design
- There was not a plethora of ideas other than above.
- July was suggested as the last teleconference until after the IFMA Conference.

Membership:

- 80+ - we are not the smallest council anymore
- Donna would like to run a membership drive with Cindy when she steps down as President.

Newsletter:

- 3 articles and one Welcome New Member were sent to Craig last week; she did not hear back
- List Serve archive - the instructions on how to access would be helpful and a nice addition to the newsletter.
- Minutes of the meeting should go to Esther.

Informal discussion of who would be attending the IFMA Convention and of Officer Succession.

Meeting Adjourned

IFMA Legal Industry Council 2003-2004 Officers

		Past Presidents Chamber	
President	Donna Baker, CFM Stoel Rives LLP debaker@stoel.com	1999-2000 & 2000-2001	Lucy Lessane Cahill Gordon & Reindel llessane@cahill.com
Vice President	Julie O'Loughlin Fenwick & West LLP joloughlin@fenwick.com	1998-1999	Harry Ludwig III King & Spalding hludwig@kslaw.com
Secretary	Mark Roberts King & Spalding mroberts@kslaw.com	1996-1997 & 1997-1998	Norma Gwin Nutter, McClennen & Fish LLP ngwin@nutter.com
Treasurer	Larry Stevens Thelen Reid & Priest LLP lstevens@thelenreid.com		
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