DESIGN AT ITS BEST
IS A DIALOGUE --
A PROCESS OF SHARING
AND CO-CREATION

The role of the “end user” in the design process has been undergoing a remarkable evolution in the past twenty years. The people served by design have moved or are in the process of moving from the role of the customer (the one who shops) to that of the consumer (the one who buys) to that of the end user. With each step forward in that journey, the people being served by design are becoming more empowered and capable of influencing what is designed and produced. At the end of the evolution is the state of co-creation where designers and the people they serve are collaboratively redefining their futures. It is this understanding that has informed our collaborative approach to design, something that Richard and Steve have done together throughout their careers.
**ALASKA NATIVE MEDICAL CENTER**  
Anchorage, Alaska

*This project faced many of the same challenges as the Capitol: cultural inclusiveness, multiple stakeholders, unique climate and grand landscape.*

Alaska Native Medical Center (ANMC) is a regional medical center for the native peoples of Alaska. This 380,635-square-foot replacement facility, the largest project ever undertaken by the Public Health Service, includes 150 acute care beds, outpatient clinics, full-service diagnostic and treatment space, a 59-bed hostel, and a Centers for Disease Control Arctic Investigations Laboratory.

**Design Objective**

Project goals were to design a facility that would:

- Meet the special needs of the Alaska Natives, including providing a social gathering place for natives from all over the state
- Respond effectively to the region, including the weather, geography, and culture
- Accommodate current and future medical technology
- Balance the technical demands of the building with the functional and aesthetic needs of the patients, their families, and the staff
- Provide a healing, caring environment for patients, their families, and friends
- Create a stimulating workplace for employees
- Accommodate flexibility, adaptability and growth for each department as well as the facility as a whole.

**Design Approach and Results**

We took the client’s mission to heart from the start. The design team spent eighteen months researching native Alaskan cultures. To better understand rural native life, Richard Dallam spent weeks at a time visiting and living in native villages throughout the state, his longest trip being close to a month. Because of the diversity of Alaska native cultures -- Eskimo, Aleut, Athabaskan and many other Indian groups -- the design builds on commonly shared cultural values, such as the importance of elders, the family group and recognition of the circle of life.

The central metaphor of the design builds around a “village for healing” and is designed to encourage gatherings at many scales. Responding to cultural cues, the main gathering space focuses around a central point and integrates native artwork that emphasizes the connection to nature and the circle of life. The celebration of Alaska’s spectacular natural beauty is a visual delight to patients and important to native Alaskans who use natural landmarks as points of orientation.

A hierarchy of gathering spaces was created based upon traditional center-oriented geometries that reinforce family and community. These spaces integrate details that relate to their subsistence lifestyles and create places for physical and spiritual healing. The relationship to the natural world, fundamental to Alaska native culture, is reinforced through the constant openness to nature in the site and building plan.

The complex steps back to the north, allowing daylight to flood its interiors, de-emphasizing its scale, and reducing its apparent mass. A series of one-story pavilions with sloped roofs cluster along the front of the center, establishing a village-like setting familiar in scale and appearance to most native Alaskans. This important design decision, a direct reference to the traditional Tlingit Whale House, makes the building both familiar and less intimidating. Steel and fiberglass entrance canopies recall the pole and skin structures of King Island as well as the whalebone-frame and seal-gut skin structures of Inupiaq Eskimo.

Alaska’s unique weather, geography and culture required special consideration from the design team. The arctic entries employed a native Alaskan method for passive entry of cold air into a building to avoid major heat loss during winter months. By studying wind patterns, the forms of the front buildings were designed to successfully eliminate any problems with drifting snow. Covered outdoor pathways also contribute to the ease of winter access to the building. Due to the psychological importance of daylight and its profound effect on people’s health, both artificial and natural light were given close attention throughout the hospital building.

One of the greatest challenges our clients faced was reaching consensus when the final design needed to incorporate the requirements and desires of many diverse groups. The team reinvented the design process to build a common language for healthcare design among diverse groups.
ALASKA NATIVE MEDICAL CENTER
ALASKA NATIVE MEDICAL CENTER

Awards
Design Award, Modern Healthcare (1997)
Honor Award, AIA, Alaska Chapter (1997)

Publications
Alaska Daily News, Behind the Walls, a Medical Miracle; Native Health a New Hospital (1997)
Forbes, “How the Other .0004% Live (1997)
UNITED STATES FEDERAL COURTHOUSE
Seattle, Washington

This project included key federal users in the process to ensure the most effective use of space while enhancing their work environment. It creates a dignified yet accessible presence for a major function of government, contributes a major public celebration space for the community, and incorporates contemporary security strategies as aesthetic design assets— all issues for the Capitol.

The United States Courthouse is located on a full city block (2.07 acres) in Seattle's downtown office core. The 23-story, 615,000-square-foot facility houses the U.S. District Court, Western Division of Washington, including 13 District courtrooms; five bankruptcy courtrooms; 22 judicial chambers suites; and facilities for the District Clerk, Bankruptcy Clerk, United States Attorney, and various court-related agencies. The site also includes a one-acre outdoor plaza.

Design Objectives
The Courthouse design makes a positive contribution to the evolution of this part of the city, creating the focus for an emerging district. It has a federal presence, inside and out, and reinforces the direct relationship between the citizen and the federal courts in the pursuit of justice.

The project meets sustainability goals, achieving an environmentally progressive building: it utilizes daylighting and natural ventilation opportunities informed by the local climate, makes use of regional and recycled building materials where possible, and incorporates durable, long-lasting building materials.

Design Approach and Result
The integration of the ground plane of the building into the urban fabric is a direct design intent. Embracing the city's movement and urbanity, instead of following the more common historical precedent of separation between courthouse and city tempo, yields a successful and unexpected place of welcomed repose.

A landscaped plaza with birch trees and reflecting pools provides a transition from the busy street to the quiet dignity of the United States Courthouse. Stacking the courtrooms two per floor into a tower enabled the design team to provide 1,000 percent more open space on the site than is required by local zoning code.

The Courthouse itself has three primary components: the courtroom tower, judicial chambers and office bar. The 23-story courtroom tower, which symbolizes the strength of the federal judicial process, features a transparent glass curtain wall that allows passersby to catch a glimpse of justice in action and feel included in the justice process.

The courtroom tower is joined by the judicial chambers element on one side and the ancillary office bar on the other, which provides an independent identity for the U.S. Attorney and other courthouse functions. The result is a clearly distinguishable three-part composition that is symbolic of the justice system, as well as highly functional. It reflects the dignity, enterprise, vigor and stability of the national government.

The building's entrance portico is a prominent structure 13 meters tall with slender sculptural columns supporting the covered entrance and reinforcing the federal presence. Natural daylight enters from the sides and the top of the portico, merging the boundary between inside and outside. Four sets of doors provide easy access to the generous lobby, which is separated into non-secure and secure areas by a reflecting pool. The pool guides the entering public through the security checkpoint, allowing the building to maintain a sense of openness and transparency.

The materials and colors on the building's interior represent a Northwest palette of muted tones drawn from the natural landscape and the Seattle sky. Each lobby is clad with wood panels and softly lit, echoing the wood panels and light-colored fabric walls of the courtroom interiors and creating a sense of richness and continuity.

One goal of the project was to introduce as much natural light as possible into the courtrooms and workspaces. The curved form of the courtroom ceiling opens toward the perimeter circulation zones. Daylight is bounced deep into the courtroom space by the light shelf on the exterior wall, and then diffused by the louvers of the courtroom wall. Daylight in the courtroom allows the perception of the passage of time through the change in the quality of light at different times of the day.
UNITED STATES FEDERAL COURTHOUSE
UNITED STATES FEDERAL COURTHOUSE
UNITED STATES FEDERAL COURTHOUSE

Awards
Award of Commendation, AIA, Seattle Chapter (2004)
Charles Pankow Award for Innovation, American Society of Civil Engineers (2004)

Publications
Architectural Record (2003)
Architecture (2001)
Engineering News Record, Cover Story (2003)
Environmental Design and Construction, Value Engineering (2001)
Seattle Post Intelligencer, New home for federal courts set to open downtown (2004)
Seattle Times (2004)

Design Monograph

Exhibits
HONG KONG CENTRAL GOVERNMENT COMPLEX
(Tamar Competition)
Hong Kong S.A.R., People's Republic of China

This project dealt with the design of an icon of government in the midst of a major public civic place, centralizing dispersed government services, and an inspired response to dramatic geography and views—issues important to the Capitol project.

This 2.5-million-square-foot complex on the most prominent waterfront site in Hong Kong includes facilities for the Central Government, Legislative Council, and Exhibition Gallery, in addition to subterranean conference center, parking, and support space. It is to be a world-class complex dedicated to communication and connection, featuring ideal workplace design and a forward-thinking application of technology.

Design Objectives
The new Central Government Complex, Legislative Council Complex, Exhibition Centre and Civic Place at Tamar is intended to provide an embodiment of an open society, imbued with the strength and dignity of the people of Hong Kong and their government.

Thousands of people travel by the site daily. This complex and the message it projects will be essential to the image of civic identity for the government and openness to all.

Design Approach and Result
The design approach offers the definitive mid-rise civic exception to the dramatic vertical urban landscape that surrounds the site.

Rather than having two more high-rise towers “elbowing” for attention, or even lost, on the world’s most exciting skyline, our vision responds to the broader urban context of the entire Hong Kong SAR. A majority of harbor views from the numerous high-rise towers south of the Tamar site will be preserved as a result of the mid-rise crescent complex, and many of the existing towers will benefit from views directly to the new Civic Place below. When viewed from distant vantage points on the harbor, from Kowloon, or even from above, the center of government in Hong Kong will be defined by a new civic icon at the Tamar site. The fabric of the city will be transformed by the unique, crescent-shaped form of the complex, a landmark of light on Victoria Harbour.

Reflecting pools become a major landscape feature, which speaks to the primacy of water in the history and future of the Hong Kong SAR. A formal plinth covered with a shallow pool of water is a prominent feature of the Chief Executives Building. Hong Kong Island is noted for steep, mountainous topography that descends to the harbor. One can sense the forces of the mountains beyond the site descending and flowing under the elevated building complex and out to the water.

When approached or viewed from the south, the complex will offer an intriguing invitation to discover Hong Kong’s Civic Place. A sense of openness is realized for the public facility by elevating the building along the southern edge of the site on shaped structural columns. Views through this fifteen-meter high open space created by the columns reveal the sky and Civic Place beyond. When viewed from Harcourt Road, a great atrium at the apex of the crescent form offers a grand window to the harbor beyond and punctuates the primary entrance point to the Offices of the Bureaux and other departments.

The Central Waterfront Promenade being developed along with the Tamar complex will play a fundamental role in fulfilling a grand vision for Hong Kong. The vision for the Promenade is defined by a landscape in support of public recreation, light and shade, the majesty of the Victoria Harbour, and exhilarating views as far as the eye can see. However, an extraordinary event will occur where the Central Waterfront Promenade intersects the proposed landscape for the Civic Place. Upon crossing into the promenade area defined by the outreach of the new government complex, the landscape will reflect that of the Civic Place. The normal landscape pattern of the Promenade will be interrupted. Great reflecting pools will highlight the Chief Executive’s Building. Ceremonial pathways will lead from the Promenade to the Civic Place and the various entries of the complex. Dramatic water features convey a spirit of significance suited to the Hong Kong SAR Government.
HONG KONG CENTRAL GOVERNMENT COMPLEX
HONG KONG CENTRAL GOVERNMENT COMPLEX