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Texas Architect

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No Battle at All

Suppose we gave a war and nobody came.

Rhetoric, yes, but indicative, nonetheless, of our efforts within the political arena to obtain an effective architects registration law. Just ask for your legislator's stance on the subject and you're likely to get a question in return: "What's the issue?" or "We *have* that, don't we?"

The fact of the matter is that Texas' current architects registration law is ineffective and, as written, does not properly protect the public as intended. Its purpose, as stated in the opening paragraph, is ". . . to protect the public against the irresponsible practice of architecture by properly defining and regulating the practice . . ." And this purpose is completely negated by the last paragraph, which permits *anyone* to practice architecture as long as he does not call himself an "architect." But general awareness of this weakness, within the legislature and the public at large, is low. We act as if we have a struggle on our hands, but we've been too quiet. The forces have yet to assemble.

There are 4,000 architects registered to practice in Texas, 6,000 young men and women enrolled in the state's accredited schools of architecture, and perhaps as many as 2,000 others who have finished school and who are now in a three-year internship leading to registration. That's 12,000 people for whom the long-sought goal of registration will have little real meaning until the law is changed — 12,000 people who ought to become involved now in efforts to change it.

And that's to say nothing of the larger issue — the public's need to be assured that persons offering architectural services are competent to do so. It is apparent, even from the questions touched upon within these pages of *Texas Architect* — energy, land use, transportation, historic preservation — that the architect's role in society is becoming increasingly broad and more important. Fulfillment of that role must not be hampered by an ineffective law controlling the services of the profession.

Before the 64th Session of the Texas Legislature is House Bill 432. That bill would eliminate the provision within the current architects registration law which allows *anyone*, regardless of qualifications, education, experience or examination, to practice architecture. In the interest of public welfare, the bill excludes anyone other than a registered architect from preparing plans and specifications for buildings over two stories in height, containing more than 25,000 square feet or with a clear span of over 24 feet, while not abrogating the right of registered architects to design structures beneath these maximums.

The merits of the bill are obvious. (Thirty-seven other states have seen fit to adopt similar measures.) But the legislature must be made aware of the issues involved — by architects whose very livelihood may depend on it, and by concerned citizens who realize the need for professional competence. It shouldn't be a difficult battle, once we all get to the war.



Des Taylor

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The 64th Legislature

By Ray Reece

Everybody knows that the "civilized world" has entered a period of deepening crisis. While populations continue growing (toward a global total of 8 billion people by the year 2000), with soaring demands for energy, food, land, industrial capital and raw materials, the supply of the earth's primary resources continues to decline. (The seriousness of this was recently underscored by a National Science Foundation study which concluded that the U.S. has, at *present* rates of consumption, less than 25 years of oil reserves left in the ground.)

The strains of this contradiction between *world demand* for resources and *world supply* of resources are already manifest. Western governments have been hopping like dice for the past five years: Italy, France, England, West Germany, Israel, Portugal, and even the United States — under pressures resulting from inflation, unemployment, shrinking resources, and a mounting sense of panic among the peoples of these nations.

Against such a backdrop, it is instructive to glance at the situation in Texas. Our population is growing at a rate of nearly 5% per year, one of the highest figures in the country (or, for that matter, the world). New births are less responsible for this than immigration — people and industry are flooding into Texas to take advantage of the climate, the resources, and the open space. The vast majority of these newcomers are settling in cities and suburbs, which are drawing still more people from the rural areas of the state (since 1950, Texas' population balance has shifted from half rural and half urban to more than 80% urban).

The pressure on our resources, our environment, and our state and local governments has risen accordingly. Residents of Texas cities now contend with smog and traffic problems they wouldn't have dreamed of 15 years ago. Thousands of acres of pastureland, creeks and forests are being scraped, leveled, and filled annually to make way for housing tracts, shopping centers, factories and freeways. Some of our coastal cities, due to the pumping of groundwater for accelerated industrial and residential consumption, have literally sunk from six to eight feet toward sealevel. Water pollution is showing up in underground aquifers beneath the Edwards Plateau and other sites, as well as in the Gulf from oil spills and industrial wastes. And, as cities get more crowded, unemployment rises, along with the crime rate

and demands on housing, health, and welfare services.

It is clear that Texas, no less than Italy, Hong Kong, and New York, has approached a condition of "futureshock" emergency which must be dealt with promptly, boldly, and efficiently. Keeping that in mind, let us turn to a survey of the 64th session of the Texas legislature, now conducting business at the Capitol in Austin.

Because of space limitations, we have confined our analysis to six "issue areas" which in the past have been of particular interest to our readers: energy, environment, transportation, land-use, historic preservation, and revision of the architects registration law. Where does the legislature stand on these issues? To what extent are its members — our elected representatives — aware of the urgency involved? What new laws and policies are being considered? Who are the key legislators and what are the relevant committees and sub-committees?

Traditionally, the Texas legislature has mirrored the rural origins and the once-rural distribution of the people it represents. Now, as cited above the state has a predominantly urban population, and its problems have grown more classically "urban" in nature. Does the composition of the legislature reflect this shift? To a certain extent, in terms of the percentage of senators and representatives who come from metropolitan areas, it does. More important, however, is the fact that many of our "rural" legislators, some of whom chair the most powerful committees in both houses, appear to be increasingly aware of the demographic changes which the state as a whole has undergone. While there may be a few who would like to take their counties and secede from Texas ("You people up there in Dallas, you do your thing, and we here in Windrock, we'll do ours") — the majority have developed a more realistic view.

That's good, because it's 1975 now, and the world has shrunk so drastically in the last 20 years that certain events in Houston, like the opening of a new refinery, will set off reactions in Corpus Christi, Philadelphia, and Iran. A farmer in Mineral Wells whose fertilizer washes into the Brazos River will affect the lives of people fixing tea in Rosenberg. What this means is that neither Texas nor the regions within Texas can afford the luxury anymore of behaving as autonomous, independent ter-

ritories. History has woven us all into a giant web of interdependence — in economics, in natural resources, in the solving of problems — to which we best refer as a *system*.

Our entire world has become an interlock of systems and subsystems within systems. The broadest of these is the global ecological system: the devastation of a jungle in the Amazon has a bearing on the extinction of a species of bird which summers in Montana. Much nearer home is the socioeconomic and ecological system of the southwestern United States, of Texas in particular: a decision *not* to build a mass transit facility in Dallas helps bring about the later despoliation of farmland in Hillsboro and the demolition of an historically valuable old church in Grapevine.

A question we address to the current session of the legislature, then, is one of methodology: how do its members perceive the problems which they are responsible for solving? Do they understand that these problems are *systemic* in nature, that the solution to one, like the energy shortage, cannot be ascertained and certainly not applied except in relation to other problems, like the threatened ecology of the Gulf Coast?

"To attack a problem systematically," says Dr. Marlan Blissett of the LBJ School of Public Affairs, "you need a comprehensive political system. We have, on the contrary, a balkanized political landscape. We don't have one state government, we have thousands."

This, in a word, is the nub of the challenge confronting our lawmakers: to address and solve problems of immense complexity, in a very short period of time, with a governmental structure designed for simpler, more leisurely days. In order to succeed, the 64th legislature will have to summon a focus, a unity, and a willingness to innovate which have not been demanded of its forebears. We wish them well.

NOTE: *The bills and proposals mentioned in the following pages are those of which we have knowledge as we go to press. If there are others which we have missed, we apologize for the oversight. In this regard, readers who wish to learn more about current activities of the 64th legislature are referred to the Clerks of the Senate and the House of Representatives, or to the offices of individual legislators, at the Capitol in Austin.*



Dr. Marlan Blissett

Energy

It was in the spring of 1973 that the Arabs closed the valves supplying their oil to the western world, prepared a schedule of shocking price increases and burned the words "energy crisis" into the already troubled hearts of the American people. The Texas legislature happened to be in Austin at the time, and the members thereof commissioned a series of interim study projects to develop data on which to base new laws during the next scheduled session of the legislature. That session, the 64th, has now opened and the lawmakers do in fact have at their disposal a body of logistic and technical information whose volume and slant virtually compel the formulation of dramatic new energy policies at the state level.

The most systematic of the new data sources is a two-volume report by the State Energy Policy Research Project, directed by Dr. Marlan Blissett, of the LBJ School of Public Affairs. Entitled "Energy in Texas: Policy Alternatives," the study includes a series of specific policy recommendations which we shall examine presently.

The House of Representatives Energy Crisis Committee, chaired by Representative Jon Newton of Beeville, has produced a study called "Texas Energy in the 70's." In addition to other sources, this document draws on the testimony of scores of witnesses who attended the committee's eight public hearings.

A third major study, incorporating the findings of 40-odd research projects (some of which were not completed in time for the final report), has been submitted by the Governor's Energy Advisory Council, headed by Lt. Gov. William P. Hobby.

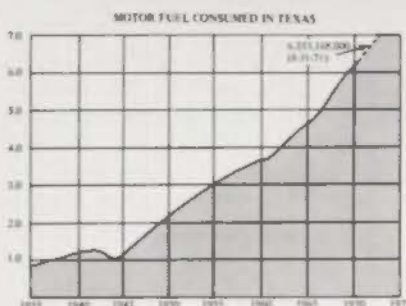
All of these studies agree on certain key points: (1) Texas is running out of fuel, especially natural gas (projections are that at present use-rates, it will last another 12 years); (2) Texas exports much more of its fossil fuels than it consumes, hence the talk in some quarters of restricting exports to other states or of taxing them more heavily; (3) Texans must conserve more energy, must find new sources while extending old ones, and in sum, must develop a "Coordinated energy policy."

Two of the three studies — those by the LBJ School and the House Energy Crisis Committee — are remarkably unanimous in their recommendations for legislative action. Here is a sampling: (1) stricter procedures for monitoring and allocating natural gas reserves; (2) statutory basis for the Fuel Allocation Office (it is now an *ad hoc* agency created under federal authority); (3) "majority consent unitization" of oil fields (a prerequisite to applying methods of "advanced recovery" of oil from depleted reservoirs); (4) construction of an off-shore oil terminal, primarily to unload supertankers from abroad; (5) exploitation of geothermal energy sources; (6) further attempts to encourage conservation by the public and by industry; (7) a review of local building codes in relation to energy consumption; (8) some form of state and regional transportation authority; (9) some degree of state utility regulation; (10) state support for research and development of alternative energy sources, including solar, wind, and recycled organic wastes.

The report by the LBJ School goes further in the boldness and specificity of some of its proposals. Among other things, it calls for: (1) a state Department of Transportation; (2) a Public Utilities Commission; (3) a prescribed "energy budget" for state buildings; (4) public ownership of the offshore terminal; (5) minimum insulation standards for all new buildings in the state; (6) encouragement of "total energy system" concepts both for industrial plant and residential/commercial complexes; (7) limitation of lighting in commercial advertising.

Prospects

Given this relative wealth of input, what are the prospects for new laws and policies in the present session of the legislature? Some measures, if judged by the degree of interest which legislators have already shown, are almost certain of passage: (1) a Public Utilities Commission (supported by Doggett and Moore in the Senate and by Boone, Ribak, and others in the House); (2) an offshore terminal (whether publicly or privately owned is another matter); (3) "majority consent unitization" of oil fields;



(4) development and regulation of geothermal resources; (5) some form of state support for mass transit; (6) "energy efficiency" labeling for appliances sold in the state; (7) extension of the 55 mile per hour speed limit on state thoroughfares; (8) new conservation standards for state building; (9) some state support for development of solar, wind and other alternatives.

Based on interviews with legislators and staff personnel, it appears that the thrust of sentiment falls strongly toward acquiring more fuel, rather than toward reducing the volume consumed or finding energy alternatives. One alternative apparently still in favor, despite some concern about possible hazards involved, is the nuclear power plant.² Much enthusiasm is being shown for secondary and tertiary development of oil deposits. And the offshore terminal is almost a foregone conclusion, notwithstanding environmentalists' warnings of inevitable oil spills from supertankers in the Gulf. There is no serious discussion of gasoline rationing (though Houston Rep. Herman Lauhoff may propose a Sunday closing of service stations.) A proposed sales tax exemption for solar heating and cooling equipment (H.B. 429, sponsored by Rep. Lane Denton) has, according to a source in the Governor's Division of Planning Coordination, little chance of passing.

The Long Term

Some observers regret that scant thought is being given by legislators to those measures which would have the greatest long-term energy impact of all (and without which most "energy legislation" is merely a holding action based on our somewhere finding a new cornucopia of fuel): comprehensive "master plan" policies aimed at eventually refacing the rural/urban grid of the entire state, including the siting and design of factories, farms, residential clusters, and transportation systems.

Much of the necessary design technology and expertise already exist and the beginnings of such a *systematic* approach have already

been suggested by knowledgeable researchers. One suggestion calls for the promotion of new residential/commercial complexes along the lines of the Modular Integrated Utility Systems (MIUS) theory developed by NASA. Another suggestion calls simply for "life-cycle" planning in the design and construction of new industrial plants (a program which the state might support both by statute and by tax-relief). And still another advocates a state building code, applicable to all new construction, assuring designs which would accept the latest developments in alternative energy technology (such a code was recently adopted in Long Beach, California, and a similar code, for Texas, has been proposed to the Governor's Energy Advisory Council by Raymond Reed, Dean of the School of Architecture at Texas A&M.)

One legislator who strongly advocates a push toward energy alternatives is Senator A. R. (Babe) Schwartz of Galveston, who last summer observed a city council meeting in California where council members required a home-builder to install solar heating equipment for a swimming pool in one of his developments. "That," said Senator Schwartz, "is beginning to talk about energy alternatives. They ain't nobody in Texas ever mentioned it in a public hearing. I think all the big energy moguls holding all these hearings never one time touched upon the necessity for solar heating alternatives where solar heating is really available. The truth is that we're an oil company state and nobody really wants to abandon fossil fuels until the oil companies have sold everything they've got. Architects ought to be doing something about that."

Of course the whole energy question is complicated by such cherished political and economic principles as *laissez-faire* (which discourages state-enforced conservation programs for industry) and the maxim that continued industrial and commercial growth is, *ipso facto*, good for the state, while anything that impedes it is bad. Indications are that these principles will continue to influence energy legislation, despite the feelings of a minority of legislators

such as Dallas Representative Fred Agnich, who said, "I keep reminding my colleagues that cancer grows faster than anything else, and it sure ain't very good."

¹More direct measures that spring, coming largely from the governor's office, included an energy conservation plan for state facilities, an Emergency Fuel Allocation Program, and a 55 mph speed limit on state roads and highways.

²Just a few weeks ago, the Atomic Energy Commission was forced to order the temporary closing of 23 nuclear reactors, due to the unexpected development of large cracks in the core-casing of a New York City plant.



Rep. Tom Schieffer



Rep. Kay Bailey



Transportation

What with the energy shortage, air pollution, land rape, etc., some folks have theorized that the automobile is a doomed species — that it ought to be and will be replaced by something more efficient and less damaging to the environment. (In Texas, according to a report by the LBJ School, the automobile east up 55% of "transportation energy," which itself accounts for 18.9% of the state's annual diet of fuel. Between 1950 and 1970, the volume of gasoline consumed by Texas motorists swelled from just over two billion to more than six billion gallons per year.)

The most commonly discussed replacement for the automobile is some form of mass transportation, along with bicycles and human feet, developed *systematically* in conjunction with a tightening up of the whole urban grid. But the little mass transit we have had in the state, mainly bus and rail, has atrophied so severely that of the 36 bus companies operating in 1955, only 19 are still in business, and the majority of those at a deficit.

Most folks, of course, including some of our lawmakers, just naturally balk at the idea of being sundered from their own private wheels. "The automobile is here to stay," said Rep. Tom Schieffer of Fort Worth in an interview. "I love my car. I love to be able to get up and drive, to get out there, and I think everyone does. I think they're going to be willing to pay for it."

Nonetheless, because he represents an urban area where traffic congestion has become a menace, it was Schieffer, along with Rep. Dave Finney, who introduced a bill in the 63rd session of the legislature (1973) which would have created a Division of Mass Transit within the Highway Department. That bill, he said, was "whispered to death" by highway lobbyists representing elements of the automotive, road-construction, and petrochemical industries. More specifically, the bill stayed bottled up in the Transportation Committee of the House until a week before the legislature adjourned — too late for action on the floor. "That committee is very highway-oriented," said Schieffer.

Undaunted, "Two years older and a little wiser," Schieffer has reintroduced his bill this session with modifications designed to blunt the opposition from last session. The basic provisions of the bill (H.B. 120) are three: (1) creation of a Division of Mass Transit within the Highway Department; (2) seed funding of \$25 million for 1975-76, to be matched by \$100 million in federal money (a total of \$250 million for the next biennium); (3) abolition of the Texas Mass Transit Commission, a tiny state agency created in 1969 to develop "a comprehensive transportation plan" for the state.

According to Schieffer, the money would be used primarily to aid cities in planning for and implementing capital improvements in their public transportation services. The money would not be used to subsidize operating deficits of those services, all of which are bus lines. Schieffer emphasized further that the state's share of the money would not come from the Dedicated Highway Fund, derived partly from oil and gasoline taxes, but from General Revenue, which derives by and large from the state sales tax.

There are some who don't think responsibility for mass transit in Texas ought to be assigned to the Highway Commission. Austin Senator Lloyd Doggett, for example, is not interested in "playing pea pod games where we shuffle around different people and put new labels" on the same old office doors. He is likewise not interested in creating another "special fund" from sales tax revenues. "I think the issue is that (Dedicated) Highway Fund . . . it can't even be used for highway beautification. It can only be used for asphalt and land to pour it on."

In a similar vein, researchers at the LBJ School have written: "The earmarking of state funds for specific modes of transportation, particularly highways, further complicates the development and funding of a balanced state transportation policy . . . Such earmarking brings about too much emphasis on the development of highways and urban freeways, to the detriment of the railroads and urban mass transportation." This situation is compounded



by the fact that because the state has no single comprehensive transportation agency, it is passed over by millions of federal dollars going directly to cities. There, due to the fragmented, overlapping structure of local governments, the money is often spent inefficiently, with little or no attempt to relate the municipal transit system to a projected state system.

Consequently, the LBJ School researchers subscribe to a recommendation by the Texas Urban Development Commission which calls for creation of a state Department of Transportation "along the lines suggested by similar departments in other states." Such a department, encompassing the functions now allotted to agencies as diverse as the Highway Commission, Aeronautics Commission, Turnpike Authority, and Railroad Commission, "would enable the state to actively pursue transportation systems, and it would encourage savings in energy consumption."

The logic of such a plan appears to be insufficient to overcome the vagaries of entrenched state political power. The Highway Department and the lobbyists who support it do not want a Department of Transportation. Neither does the Railroad Commission nor the Governor. It follows that we will not have a Department of Transportation, and we might not even get the

Division of Mass Transit which Schieffer has called for. "It may be another two years before we pass this thing," he said.

A consequence is that other potentially positive legislation now pending will be strangled to ineffectiveness. This includes two bills (H.B.'s 50 and 51) "relating to the creation of (regional) mass transit authorities." Without a coherent, well-funded transit authority at the state level, the development of regional authorities may only contribute to the present confusion. No one knows this better than Rep. Kay Bailey, of Houston, who sponsored and passed a bill last session enabling Harris County to establish its own transit authority. Because of the increased tax-load which that would have meant for their county, the voters in Houston rejected the idea. "I believe," said Rep. Bailey in a letter to *Texas Architect*, "that mass transit is best handled by a mass transit authority, not by individual city and county governments, because the system must be coordinated to serve the whole (present and future) metropolitan area . . . Dallas and Houston are strangling without some form of mass transit."

At least two other urban areas have begun to develop plans for relieving this suffocation, and, while the success of their plans depends to some extent on what the state does, they em-

body features worth noting. A Dallas/Fort Worth proposal, developed under the auspices of a federally funded Council of Governments, calls for a "primarily highway" system, with some "light rail," to be completed by 1990. This plan, for better or worse, appears to presume the continued growth of industry and population in the Dallas/Fort Worth area, with a like continuation of suburban "outspill" from the centers of the cities into the countryside.

Austin is working on what its Director of Urban Transportation Joe Ternus' calls a "total transportation concept." His office has taken pains to consolidate planning for all transportation functions under one administration and, with the latitude which this provides, he is designing a system that incorporates some meaningful innovations. One is a city-wide network of bike trails, bike lanes on city streets, and pedestrian walkways. Another is a proposal for a "Capitol Area Rapid Transit" rail line, sections of which will operate via underground tunnels and elevated tracks. Austin has also been experimenting with "park and ride" bus service to the Central Business District, as well as with computerized carpools. So have Dallas and San Antonio.

Some of our cities, then, with federal help, have begun to make modest efforts at breaking the choke-hold of the automobile. As for support of such efforts in the legislature, evidence points strongly in the direction of the status quo. One veteran legislator, Rep. Fred Agnich of Dallas, put it quite simply: "You are not going to see any very massive state financial involvement in mass transit during this session . . . Most of the people in this state are not yet ready to buy it."

'It was Ternus who mentioned in an interview another piece of transit legislation that could emerge from this session of the legislature: a "Public Transportation Trust Fund," which would come from the state's vehicle-use tax, would amount to about \$40 million in 1975-76, and would be used, like the money in Schieffer's bill, to aid cities in planning and implementing mass transit programs.

Confessions of a weary architect who spent a decade trying to do something about mass transit in Texas.



Back in 1963, Houston architect Peck Drennan got together with some colleagues and started researching a mass transportation plan for Harris County. Being architects, they approached the question systematically. They collected data, defined the problem, and developed a six-stage solution which they entitled "Blueprints for the Future." They presented their findings to city officials and business leaders and got a good response.

Encouraged, Drennan and others formed the Southwest Transit Research Corporation. Within a year, they had produced a relatively detailed mass transportation program for the entire state. And again, in presentations on television and before civic groups, they got a lot of cheers (still no action, though).

Now Drennan became chairman of the Transportation Committee of the Commission on the Environment, Texas Society of Architects. There he continued the work the other groups had started, and in 1970 his committee published a report which became the basis for a proposed bill on behalf of which Drennan testified, before a committee of the Texas House of Representatives, in 1971.

Nothing came of it, just as nothing had come of the arduous years of work on mass transit for Harris County. Legislators and business leaders chimed their congratulations, but they took no action and gave no sign that they would in the future. So Drennan — packing in his vision, imagination and concern — just quit.

"I'm 40 now, and I don't want to waste another three or four years of my life," said Drennan in an interview. "My only consolation is hearing people with whom I argued five years ago now proposing our ideas, using our words, without even knowing it."

One of the technical terms invented by his group is "travel density." The usual concept employed in mass transit research is "population density" or "dwelling density" within a particular "corridor." It is commonly assumed in such research that the minimum "dwelling density" required to justify a mass transit system, as opposed to the automobile, is 10,000

people per square mile. By that criterion, most Texas communities don't qualify, a fact proclaimed loudly by opponents of mass transit. But the concept of "dwelling density," according to Drennan, is a convenient fallacy which overlooks the much more important question of "travel density": how many people live within five minutes driving or biking time from a given mass transit pick-up point? Using that as the criterion, most urban centers in Texas could "support" mass transit in one or more corridors.

Drennan had other observations to make:

"When you get a 'dwelling density' of 2500 or more, the automobile becomes a liability, and there are neighborhoods in Houston with a density of 30,000 per square mile.

"One track of mass transit, during rush hour, will move as many people as 18 lanes of freeway, at a fraction of the energy cost.

"We don't need to wait for Buck Roger-type technologies to implement mass transit in Texas. The technology we need is already on the shelf.

"One of the greatest things about mass transit systems is their use as a planning lever in urban design. You can run a system out into a vacant meadow, and before you know it, people and industry are lining up on both sides. It's a perfect device for regulating and ordering growth. Toronto's been doing it for years.

"At any rate, what with the Arabs sitting on top of most of the oil, we need to stop driving our cars in the name of national security."

Maybe that's it: a national burst of patriotism on behalf of mass transit. Opponents are branded as subversives whose automobiles are labeled on doors, hoods and roofs with a big letter "A", painted in red.



Land Management



Rep. Lyndon Olson



Rep. Fred Agnich



Don Dillard

Of all the chores confronting the 64th session of the Texas legislature, this is undoubtedly the most onerous, most complicated, and least likely to produce coherent results: the mapping out of a strategy for managing Texas land resources. Because it is so complicated, we will here only brush it lightly. For a fuller analysis, see the issue of *Texas Architect* following this one (May/June). We will devote most of that entire number to the problems of land-use, regional planning, and urban design.

As for what may emerge from this session of the legislature, Senator Lloyd Doggett has summed it up neatly: "I don't see much indication on the state level of planning for growth or being willing to face up to some of the issues that it presents — or any type of master plan . . . I don't see the legislature doing anything, other than in county zoning, on land use. Unfortunately but true." Doggett believes that in land-use, as in civil rights during the 60's, "the state won't move until the federal government moves."

Representative Lyndon Olson, Jr., of Waco, deplores this situation. He opines that if the state would take some initiative, it wouldn't be so subject to the inevitability of federal intervention. Having served as chairman of a Land Use Study Committee, he is preparing a bill that would grant to commissioners the authority to formulate county-wide "land resource management" programs for those parts of their counties which are (1) not incorporated in a municipality, and (2) not being used as farm or ranch land. Olson reasons that people would be less opposed to such government initiatives if they realized that the intent is to protect land-owners, not coerce them.

Another legislator seeking local and county authority in land use is Rep. Jim Kaster of El Paso. He has filed no less than four bills relating to the subject (H.B.'s 60, 61, 62, 63), one of which appears to be aimed primarily at controlling the despoliation of unzoned land by irresponsible real estate developers. Kaster has also filed a bill concerning "the establishment of a state-wide land-use management program" (H.B. 496). Still other proposals, geared for the most part to cities and counties, include: H.J.R. 5, by Sullivant ("appraisal of agricultural land"); H.J.R. 12 and H.B. 45, by Reynolds; H.B. 14, by Coleman; H.B. 334, by Finney (funds for rural economic development); S.B. 100, by Schwartz; S.B. 57, by Longoria.

One of the few attempts at a state-level response to the land-use challenge is being made by Rep. Fred Agnich, of Dallas, who says the best feature of his proposed Texas Land Resource Commission is that it will "self-destruct" after three years. This new commission (to be headed by the Land Commissioner, the Commissioner of Agriculture, the

Attorney General, and three appointees.) would administer a three-phase program: (1) systematic "inventory" of all lands within the borders of the state; (2) formulation of a comprehensive "land resource plan," with the "general purpose of guiding and accomplishing a coordinated, efficient, and economic development of the state"; (3) submission of a proposal for implementation to the governor and the legislature. Whereupon, with the understanding that its suggestions are not binding, the Commission would "self-destruct."

"My greatest concern," said Agnich, "in the whole area of land use is the fact that with the world population exploding as it is, and already having a shortage of enough food, we've got to maximize the use of our agricultural lands. We have to find a system where more and more of them are not gobbled up by suburbs."

Urban Planning Aspects

Waco architect Don Dillard, chairman, of TSA's Urban and Regional Design Committee, believes that whatever land-use program is developed for Texas "must recognize the differences between urban areas."

In Waco, for example, where Dillard is assistant to the city manager for planning, design strategists will likely not be faced with the crises of exploding growth besetting areas like Houston and Dallas. The federal government, according to Dillard, has observed such differences in its effort to channel planning funds directly to the cities. But one federal program, which requires that each state subdivide itself into multicounty planning units called "Councils of Government" (COGS), has in Texas created difficulties for some urban areas by giving a disproportionate weight in funding decisions to rural counties belonging to the same COG. The state, says Dillard, which is responsible for establishing these regional planning districts, ought to be more sensitive to this problem. State government could also contribute to the protection of land by helping cities redevelop their abandoned inner cores, thus relieving growth pressure on open spaces beyond city limits. At any rate, said Dillard, "we need more architects in our public agencies and building commissions to point the way toward these new trends."

Dillard has a great deal more to say on the subject of regional planning and land-use, and his views will be a significant feature in the next issue of *Texas Architect*.

Environment



Sen. Lloyd Doggett

Our environment (the word itself has a ring of substance): earth, water and air, woods and valleys, mountains, grasslands, squirrels and deer and snakes and birds — the delicate living chain in which we humans are but a single link. Yet we humans, through a gluttonous abuse of our own natural habitat, have cast the whole arrangement into a jeopardy which some scientists claim is already fatal. If it isn't fatal, if the living order can be saved and restored, we know at least that we must act quickly and aggressively to halt further damage and repair that which has already been inflicted. We would hope that such action might occupy a top priority with the members of the current legislature. We would hope that they have come to value the long-term survival of the planet over the short-term objective of, say, keeping our highways laden with cars.

It is puzzling and disconcerting, therefore, to learn that even as the bulldozers and chainsaws began slashing into the last virgin tract of the Big Thicket¹, a resolution was introduced in the state Senate "memorializing Congress to declare a moratorium on the enforcement of wasteful environmental standards." It passed, along with a companion resolution in the House.

Earlier, in an interview, Rep. Fred Agnich said: "The chances of passing environmental legislation in this session of the legislature are a lot worse than they were last time." He proffered an explanation: "The people," of whose collective will the state legislature is supposedly a reflection, "are more concerned

¹In recent remarks to a group of UT/Austin students, former U.S. Senator Ralph Yarborough pointed out that when Congress voted last year, after long debate, to preserve some 86,000 acres of the lush Big Thicket wilderness in East Texas as a national preserve, they conveniently neglected to allocate funds for the project. This has allowed the Time-Life Corporation to proceed with its timbering operations as though not a protest had ever been raised.

about jobs and things, and they're not interested in anything that will hold up economic progress." We did not ask whether "the people" realized that our present economic difficulties are very much the result of past "economic progress," especially the plundering of resources like oil.

Whatever their chances for passage, a goodly number of environmental bills have already been filed this session, evidently by senators and representatives who have a different sense of the will of the people. The bills so far appear to fall roughly into the following categories.

(1) *Regulation of strip-mining*. In view of the alleged necessity to exploit our coal reserves, this issue has become both urgent and controversial. It is made more difficult by President Ford's recent veto of national strip-mining legislation. Senator Lloyd Doggett, who sat on an interim strip-mining subcommittee, said the senators on that committee had just finished drafting a bill of their own when the news of Ford's veto was released. On hearing the news, they withdrew their bill and refused to include it in their committee report.

Since then, Amarillo Senator Max Sherman has revived the bill (S.B. 55), which he calls the "Texas Mining and Reclamation Act." It includes these provisions: (a) regulation of surface mining by the Railroad Commission; (b) a stiff procedure by which mine operators must apply for permits, including public hearings; (c) a requirement that each application be accompanied by a detailed plan for "restoring" the land after the mining has been completed, along with a "reclamation fee" of \$25 per acre to be matched by state funds, plus a "performance bond" to assure that the reclamation is carried out; (d) authorization for the Railroad Commission to designate certain areas, *a priori*, unsuitable for surface mining; (e) establishment of a Land Reclamation Fund.

Senator Doggett, while acknowledging the comprehensiveness of the Sherman bill, has some reservations. "I do not favor entrusting jurisdiction of strip-mining and its control to the Railroad Commission." Accordingly, in his



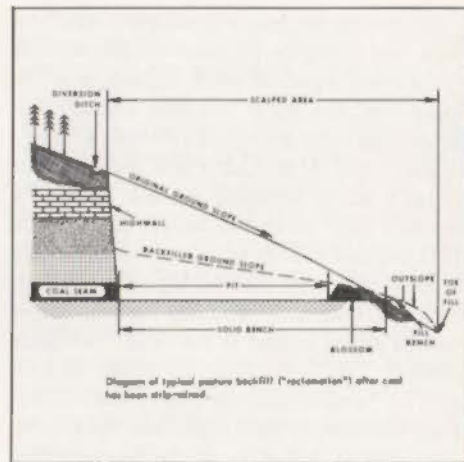
Above: the moonscape aftermath of strip-mining operations near Rockdale

Below: surface mining for coal at Marshall

own bill (S.B. 66), he names the General Land Office as the administering agency. Doggett's draft also carries more rigorous standards for reclamation, and grants both the Attorney General and private citizens the right to bring suits against strip-mine operators who appear to be violating the law.

(2) *Environmental Protection Agency.* Representative John Bigham, of Temple, citing current inefficiency in the enforcement of state environmental codes, has submitted a bill (H.B. 242) calling for creation of a Texas Environmental Protection Agency. If passed, this bill would abolish the Air and Water Control Boards (absorbing their staffs into the new agency), and assume environmental functions now executed by a half-dozen other state offices. In addition to filing suits against violators, the agency would be empowered to subpoena witnesses to public hearings.

(3) *"Standing to sue" by private citizens.* Senator Doggett has submitted a bill (S.B. 20) not only granting to private individuals the statutory right to bring suit against environmental abusers, but helping to defray the plaintiff's legal costs and awarding him or her up to half the recovered damages. This would apply to violations of pollution and strip-mining laws, as well as to threats against historic structures. Rep. Ron Waters, of Houston, has proposed a similar bill in the house.



(4) *Powers of the Attorney General.* Two bills have been submitted authorizing the Attorney General to file environmental suits on his own initiative (S.B. 111 and H.B. 379).

(5) *Coastal lands and waterways.* Residents along the Gulf Coast have been shocked to discover in recent years that the land on which they live is sinking toward sea-level. This phenomenon, known as subsidence, has resulted from the unrestrained pumping of groundwater and, to a lesser extent, of oil and gas. Aggravated by dynamic faults, subsidence exposes affected land to heightened dangers of flooding, especially during hurricanes. And now — the added threat of oil spills posed by projected construction of a deepwater oil terminal off the coast of Brazoria.

Since about one-fourth of the state's population resides in this area, it is not surprising that a flurry of protective, sometimes angry legislation is descending on the capitol. Galveston senator "Babe" Schwartz, for example, is disturbed not only by oil spills and land subsidence (which he blames partially on the voracious appetite for groundwater of corporations in the vicinity), but by real estate developers who sell people coastal property without informing them of present and future hazards. He is introducing a strict "disclosure" law to squelch this practice (S.B. 100).



Sen. A. R. (Babe) Schwartz

In regard to the danger of oil spills, which he takes very seriously, Schwartz has prepared an eye-opening report on which to base proposed legislation. The report indicates, among other things, that while there hasn't yet been a "spectacular" spill on the Gulf Coast, there has occurred a steady sequence of lesser spills — a reported total of 26,000 barrels of oil since 1973, most of it in Harris County — which may be more damaging than the big ones. And the big spills, what with "250,000-ton deadweight tankers sailing around in the Gulf," are quite possible. "A 75-mile long, three-inch thick oil spill . . . would render the coast a wasteland as far as recreational use is concerned, not to mention what it would do to the finest shrimp fishery in the world."

To combat such perils, Schwartz would first place the deep-water port not in private but in public hands. Private corporations, he said, have shown "an utter disregard for any of the necessary protective devices . . . I will not put the land that I love in the hands of someone from Shell Oil Company, which is 68% owned by Dutch Royal Shell, who doesn't give a tinker's damn if Galveston Island ever exists as anything but a black spot on the Gulf Coast."

Schwartz has also proposed a "Texas Oil and Hazardous Substances Spill and Prevention Act" (S.B. 17). Its major provisions include: (1) administration by the Water Control Board, not the Railroad Commission; (2) strict licensing of oil transfer facilities; (3) immediate clean-up of spills, by the state if necessary, and recovery of damages from the responsible party (offshore terminals and vessels would be liable up to \$20 million); (4) a "Texas Coastal Protection Fund" of \$50 million, financed by a tax of one cent per barrel on oil transferred by licensed facilities.

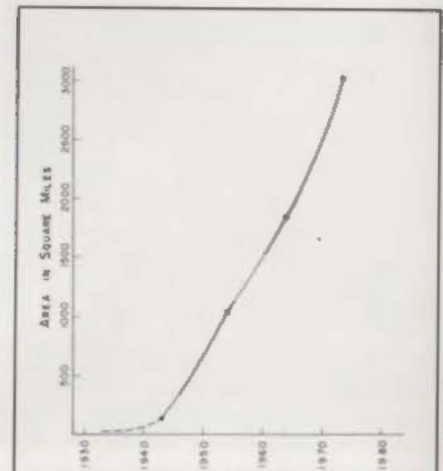
In addition to Schwartz, Representatives Joe Allen, W. J. Blythe, and Bill Caraway have submitted legislation to protect the coast. One of Allen's bills (H.B. 271) would create the "Bays and Estuaries Protection Agency," while Blythe and Caraway have filed a code (H.B. 319) "relating to regulation and preven-



Below: natural gas well off the shore of Galveston which caught fire and burned for 181 days. The continuing roar produced vibrations that rattled windows 15 miles inland.

tion of land subsidence." Another of Allen's bills, H.B. 272, calls for "establishment and administration of a state scenic rivers system", and still another, H.J.R. 24, seeks a "Texas Environmental Protection Fund" of \$30 million to enable the Parks and Wildlife Commission to purchase lands "in danger of natural or man-made destruction."

Some Texas architects have undertaken a modest program of their own. What is needed, says Ft. Worth architect Stan Baker, co-chairman of TSA's Environmental Resources Committee, is greater public awareness of environmental problems. Too many Texans, he says, still have a "frontier spirit" which assumes unlimited resources for exploitation. So Baker's committee will attempt to conduct a series of environmental workshops in various regions across the state. These workshops, in coordination with similar efforts by the governor's office, will be presented both to public and private audiences in hopes of stimulating more popular pressure for environmental reforms.



Area in the Texas Coastal Zone impacted by land-surface subsidence in excess of one foot between 1943 and 1973. Values are cumulative. Graph by Bureau of Economic Geology, UT/Austin.

Architects Registration



Once again, as in previous sessions of the legislature, the licensed architects of Texas are struggling to upgrade and further dignify their profession through the passage of an architects registration law that *means* something to clients, to architects, and to the public (see editorial on page 3).

There is a state registration law, theoretically aimed at protecting the public from faulty or inferior construction-design, but it is a *title* law, not a *practice* law, which means simply that any unlicensed "designer" can draw up plans and specifications for a building of any size or complexity, so long as he does not call himself an architect. This abysmal situation gives Texas — with the second highest volume of construction starts in the country last year — a licensing code that ranks among the thirteen weakest of all 50 states.

Because of this, some qualified architects and landscape architects, including one with whom we spoke (a highly respected design consultant who has moved from New York to Texas: let us call him the consultant) do not consider it worthwhile to apply for registration at all. "If you have a title law," said the consultant, "and you think you have a law, you're crazy. A title law is a bad law, and a bad law is worse than no law whatsoever." He pointed out that the Texas law is so barren of meaning that states like New York will not give Texas architects reciprocal recognition.

He also pointed out, however, that our weak state law is the fault not only of legislators and opposing lobbyists but of Texas architects themselves. "In order to have a practice law, you have to define specifically what your practice is — what makes your work as an architect different from that of a 'building designer'."

Defining Practice

Such a definition is not an impossible task. Indeed, some 37 other states have managed it, and the consultant offered numerous criteria which might be used. "Professional compe-

tence," he said, "comes from three different sources: (1) the architect's formal education (including a three-year apprenticeship); (2) the architect's examination prior to licensing (the Texas examination, he said, is one of the best in the country); (3) membership in the professional society (which provides a means of ongoing professional enrichment). You have to look at your law in terms of a conciliation of these things — the law guarantees that level of competence to the client and the public."

The consultant added a fourth criterion which may be the most important of all, as well as the most difficult to measure through examination: a sense of "social responsibility" which the professional develops by virtue of his schooling, his apprenticeship, and his practice. Involved in this responsibility is "a high degree of systematic knowledge, a systems approach to problem-solving, where the architect perceives a design project not by itself but within a larger environmental and social context." This implies a willingness by the architect not only to "educate and advise" his client, but to say no to those demands of his client which might be a violation of the architect's integrity.

"What we are talking about is a commitment to the community and public interest, rather than to individual self-interest. Lots of people can design a building that will stand up, but the design problems of society today are not just buildings that don't stand up — it's those buildings which degrade human consciousness, which destroy or use a disproportionate share of our natural resources, whose usefulness is quickly over with and the buildings themselves obsolete."

To combat such abuses, the state registration law must be strengthened. Dallas Rep. Richard Geiger's proposed amendment (H.B. 432), which refers to *practice* as well as to *title*, is a good beginning. It is now being considered by the House Committee on Business and Industry, and a duplicate bill will soon be introduced in the Senate.



Jim Bishop

Historic Preservation

As we stagger toward the midpoint of the 1970's, the flags of "crisis" wave more and more fiercely around us: economic crisis, employment crisis, environmental crisis, energy crisis — the crisis of our resources in general. By "resources," most people understand those items most easily understood: oil, wheat, water, steel, land, coal. And, to the extent permitted by our understanding, we are moving sluggishly to rescue some of these resources.

But there is one resource whose leaping flag of crisis we remain unable to see. This is tragic, for it is a resource whose value to us, though not as conspicuous as that of oil or steel, is no less significant — the resource of our history suspended in old Texas houses, churches, opera halls, railroad stations, courthouses and log cabins. These bonds with our living past are being destroyed as swiftly and surely, by the same blind forces of "progress," as our forests, our hills, and our sea-coasts. Hence we look to the current session of the state legislature not only for relief from the energy crisis but for help in preserving our heritage as well.

According to Houston architect Jim Bishop, new chairman of TSA's Historic Preservation Committee, there are several things the state can do, in addition to its designation of historic landmarks, by way of securing historic structures. (1) It can find the wherewithal to buy up and restore as many sites as possible, then lease them to parties who will not alter their character. (2) It can, through tax-relief, subsidies and other means, encourage restoration by cities, counties, or private organizations. (3) It can help obtain funds for such purposes from foundations and federal sources. (4) It can legislate zoning ordinances making it increasingly difficult for persons or corporations to demolish historic structures, especially those bearing state medallions. (5) It can "encourage" owners of historic properties not to destroy but to "recycle" them through "adaptive use preservation."

Of these alternatives, at least three will likely be proposed to the legislature. Senator Lloyd

Doggett has already filed a bill "relating to historic preservation, and relief from state and local ad valorem taxes" (S.J.R. 27). Because it involves taxation, the proposal has been referred to the senate Committee on the Texas Constitution, from which it may never return. (Under present tax-laws, according to Jim Bishop, persons who renovate historic structures may actually be penalized through higher levies.)

Doggett will also sponsor a bill extending from 30 to 90 days the notice to be given the state by any party intending to demolish a structure which carries a state historical medallion. This law would fix penalties for violators.

A third legislative possibility, this one supported by the governor, calls for a state appropriation of \$250,000 per year to be parceled out to cities, counties, political subdivisions, or private organizations. Recipients of these funds, according to state Historical Survey Commissioner Truett Lattimer, would be expected to match up to 50% of their grants, and to use the money for "acquiring, preserving, or restoring historically or architecturally significant structures." Unfortunately, the proposal does not carry the blessing of the Legislative Board, and even if it did, the money involved is terribly diminutive.

Perhaps there will be other proposals, possibly even some action (read "funds"), because, as Jim Bishop pointed out, we're less than a year from the American Bicentennial. If ever there was a time for Texas to move on historic preservation, this is it.

Capitol Committees

The biennial tenure of the State Legislature is 140 days (counting from 14 January for the current session), so those of you who wish to be heard had better make your visits, write your letters, and place your phonecalls now. Otherwise you'll have to wait around a couple of years (suggesting the appropriateness of annual sessions for awhile?).

Please note that some of the legislative committees, like Health and Social Services in the House, have not been included on this page.

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Traeger, Vice Chairman
Lombardino
Longoria
Mauzy
McKinnon
Schwartz

ECONOMIC DEVELOPMENT

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Jones, Vice Chairman
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McKnight
Moore

INTERGOVERNMENTAL RELATIONS

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Ogg
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McKnight
Ogg
Traeger

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Traeger

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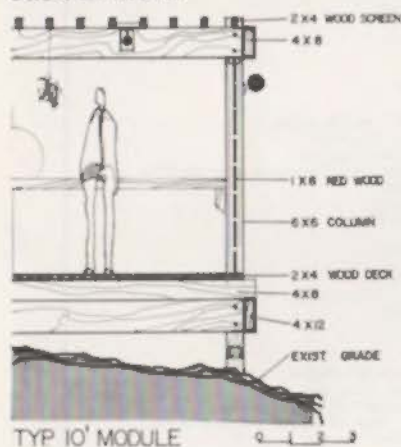
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Vick

Sun Shade & Suds

Photos by Retta Baker Ferrell



Jack E. Meek



Beer on the banks of the Concho has become an increasingly popular pastime for San Angeloans since the construction of this award-winning beer garden designed by architect Jack E. Meek.

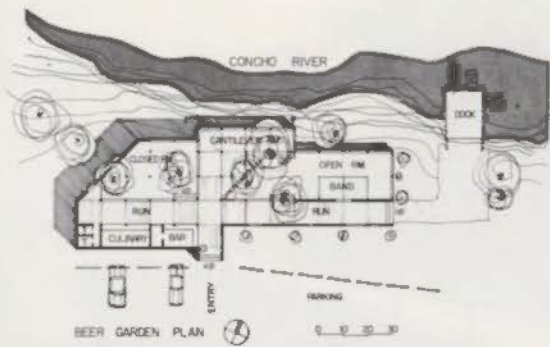
The design problem called for an open-air structure that would take full advantage of the center city river and park and serve as a catalyst for future river development. At the same time, there was a need for a fast system of building that would be flexible enough for future development of the garden or other retail ventures.

Meek's solution was a raised wooden deck built so as to accommodate large shade-giving pecan trees dotting the site. To develop a sense of shelter, without actually enclosing the space, he added an overhead sun screen constructed of a combination of 2 x 4's and heavier lumber. The result is what the design award judges termed "playful, with sun and shade creating a delightful spot."

To meet the need for speed and flexibility, Meek developed a construction system utilizing a standard 10-foot module (see sketch.) A run or pedestrian street was utilized to organize circulation, encouraging a free, informal mixing of people.

Meek says his design philosophy is fluid; he views each project as a "brave new world" without forgetting that individual structures are not isolated and are influenced by other projects and interests. "No project is a jewel without commitment to the community or the world." Yet this cool, woody space on the banks of the river is a small world in itself.





Honor Award
Texas
Architecture
1974



Photos by N. Bleecker Green



25 Acres Of Home

Twenty-five acres of sloping suburb wasn't an easy site to deal with, but in planning Dallas' North Park Terrace Apartments, the firm of Craycroft-Lacy & Partners came up with an award-winning design solution.

Flexibility was a key concept in this 318-unit complex, designed to compete for the young adult tenants of an already well-developed apartment area. Utilization of small building components with internal "step downs" provided the flexibility needed to accommodate the sloping site and to save the large number of existing trees. And the resulting variety of unit types provided an added advantage for competing in the young adult apartment market.

In order to achieve the density required without sacrificing scale, the project was arranged around open parking areas, with three-story buildings on the down-hill side. In the dwelling units themselves, the design emphasis was on privacy and views to the outside landscape, done by George Hunt of Dallas. Another attraction is a complete amenities package, including swimming pools, laundry facilities, tennis courts and social center.

Roof and stair configurations were designed to reflect the "step downs" within the buildings. Exteriors of vertical wood paneling with cedar trim blend well with the wooded site, now 25 acres of home for this community of apartment dwellers.

The 14-year-old firm of Craycroft-Lacy & Partners employs about thirty persons in a multi-faceted practice with a strong emphasis on housing design that has resulted in seven local, state and national awards. Owner of North Park Terrace Apartments is Levitt-Multihousing Corp., Gordon Murtaugh, President, a subsidiary of Levitt and Sons, Inc.. Contractor was Buell Construction Company.



New Business Development

A plan of attack for architects



William H. Knauer, President of Personal Development Services, Inc., in Houston, is widely recognized as a leading authority in organizational management/marketing communications. Prior to organizing his own firm, he acquired extensive experience in the management and marketing fields, including the position of National Sales Director of the hundred million dollar Distribution Division, Gulf + Western Industries. Knauer's firm now has more than 100 local, regional and national client companies, including one of Houston's most prominent architectural firms, which have participated in his various training and development programs covering: Sales/Business Development, Supervision, Management/Marketing and Telecommunications. This article was specifically tailored for architects and other professionals as a guide to successful business development.

By William H. Knauer

Every year, the challenge that confronts American management at every level, including those engaged in professional services, is "How can we get a bigger and more profitable share of our market?"

In reality, it makes little difference how the stock market is performing, whether there are labor strikes, or that countless other economic fluctuations exist. Even the predictions of the economist are academic to the fact that *companies must stay in business and make a profit*. The primary consideration is how they are going to do it.

My work with a number of professional service organizations, including architectural firms, as confirmed that they should approach running the business end of their firms, particularly marketing/business development, in the same basic manner as any other area of industry, whether it be manufacturing or distribution. What a disturbingly high percentage of firms seemingly have failed to learn is that professionalism in itself is no exemption from the realities of the marketplace. The proficiency with which professional services organizations initiate and implement aggressive action in this area of their activity often makes the difference between winning and losing.

Marketing as it applies to this article is construed to be the all-inclusive system governing the development of the product or service and its distribution in the marketplace. Business development is the segment of this system dealing primarily with distribution. The two interact in the same manner as the cog and spokes

of a wheel; they are totally interrelatable and inseparable in keeping the whole unit moving.

Further, marketing/business development should be thought of as both the catalyst that determines the product and services to be offered and the force that brings them together with the much-needed client.

The first step toward recognizing the need for a strong marketing and sales development effort is to adopt a realistic attitude. There are several obvious reasons why new business development must receive top priority in any architectural firm. The first, primary reason is the universal law that there is no status quo, no standing still. Only two things will happen to any architectural firm: it will either progress or retrogress, go forwards or backwards. In order for a firm to progress, there is another fundamental rule of business that must be recognized and followed: *the firm must have new blood coming in at a faster rate than the old blood is going out*. In other words, no matter how good the product or the service is, the firm will inevitably lose some of its clients, and this attrition factor must be curbed and supplemented with new business to take its place.

Once these irrefutable facts have been accepted, the next step in this mental process is to understand that marketing/business development is just as much of a science and demands as much expertise as architecture itself. The architect must learn to develop his abilities in this area of his business, just as he upgrades his knowledge of architecture per se.

Whether your firm is presently engaged in some form of business development activity or has the desire to begin an effort in this direction, this article will answer many of your questions.

"Attack" Format For Determining Objectives, Methods, Motivation

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| Objectives (Goals) | Methods for Deductive Planning (Analysis) | Motivation (Implementation) |
|-----------------------------------|--|------------------------------------|
| Results | Competition | MBO |
| Preliminary Objectives | Account Identification | Final Discussion and Agreement |
| | Market Coverage | Implementation |
| | Key Account Strategy | Monitoring |
| Long Range | Personnel (EDI) | Forecast |
| Current | Sales and Marketing Media | Introduction |
| Short Term | P.R., Adv., S.P. Programs | Final Forecast |
| Intermediate | Monitoring and Reporting Systems | |
| | Cost of Sales; Return on Investment | |
| Confirmed Final Objectives | Preliminary Forecasting | Introduction of the Program |
| | Preliminary "Attack" Format | |

It will not do it all for you, but hopefully will give you the wherewithal to get started and/or check your present mode of operation in order to refine it for better results. For a more in-depth, definitive treatment specifically geared for your organization, I recommend use of a professional to help you get it off the ground and running, and then to assist you in a periodic review of the progress that is being made.

The "Attack" Format, A Controlled Management Approach

In my years of dealing with a cross-section of business organizations throughout the country, I have found their success to a large extent was determined by the ability of management to *control certain key areas of their business*. However, I found a general inconsistency in the ability of management to develop a marketing/business development plan that could be readily understood and followed through to a successful conclusion by the various individuals involved in its implementation. Therefore, some years ago, I began developing a streamlined marketing/business development plan and over the last few years have refined this research into the "Attack" Format as it is illustrated in this article. It covers what I consider to be the key areas of a successful marketing and distribution program and in itself becomes a tool for management to use in controlling its sales and marketing objectives. It should be understood, however, that it represents only a general format. The key to its successful utilization is through its specifically being tailored to the respective organization.

The "Attack" Format is divided into three separate sections as follows:

Objectives

The first place to begin in getting started is with the establishment of your specific objectives. To say objectives must be established to direct an effective marketing/business development effort is obvious, but the subject deserves further consideration, particularly in the understanding of how objectives should be projected in line with an overall plan of action.

Begin with the results you want to obtain. For instance, your organization might be contemplating the introduction of several new services that you project in 4 to 5 years will increase your firm's gross sales by 15 to 20 percent and will dominate a particular area of your market. This would be classified as a long-range goal. But in order to reach this long-range objective, it will be necessary to establish shorter-range goals that must be met before the overall objective is achieved. In this manner there is a continuity of effort leading from one accomplishment to another until the ultimate long-range projection has been reached.

Set your objectives for producing results as follows: long-range — 3 to 5 years, current — 1 to 3 years, short-term — 3 months to 1 year, intermediate — 1 to 3 years. I have found the best way to get started is by developing an outline of things to do. As you think about the various ramifications of your program, the priorities will usually fall into place. Also, begin thinking in terms of staffing — selecting the people who are going to fill certain positions in developing your "Attack" format.

Methods of Deductive Planning (Analysis)

This second phase is an analyzation process that begins first with your competition and is followed with a subjective analysis of your own firm's strengths and weaknesses. From this process, you should be able to determine your most viable markets, the service mix you need to cultivate these markets, methods to use in maximizing your efforts, and the quantity and quality of personnel necessary for success.

Following the "Attack" Format chart, analyze your competition's strengths and weaknesses on both a quantitative and qualitative basis and, to make it simple, on a scale of 10. The areas to cover are the services they offer and the fields they are cultivating, such as developments, commercial and industrial buildings, medical facilities, schools, etc. The results, based on your own criteria of excellence, will produce the "hole in the line" or the soft areas of the services they offer in their various markets. This begins to profile the areas your firm can penetrate by offering better, more unique services.

To thoroughly analyze your competition, you should go further by making a breakdown of their major clients and the major projects in which they have been involved. Analyze the strategies your competition used to get their business. The results will give you a better insight into the market coverage your competition has — local, regional or national — as well as an idea of how they are conducting their business development efforts. You may well find that, even though they are strong in certain markets, they are weak in others in which your firm can capitalize.



Role-playing session in classroom

Next analyze your competition's personnel. This will reveal where they have the depth of talent and skill to do the most effective job. This should include their business personnel, so as to provide further insight into just how much ground they are capable of covering in their business development efforts.

Evaluate the competition's sales and marketing media — the actual aids and media they use in making presentations — such as written material, 35 mm slide presentations, 16 mm film presentations, or multi-media shows. Also, cover their public relations programs and any other type of promotion they might do to cultivate new prospects. On your scale of 10 analysis, grade their strengths and weaknesses in this vital area of communications.

Now, turn this process around and do a subjective analysis of your own firm. You may find that you have lost ground or are faced with greater competition in some of the fields in which you previously have been strong, necessitating a shift of emphasis in your firm's activities. Make certain your communications media used in presentations are of high quality. And take a hard look at the methods you are using for new business development. A haphazard, occasional effort in seeking new clients will not get the job done. It must be a thorough, well-planned, full-time effort if you are to stay ahead of the averages relating to client and market attrition.

There is no one sure answer to the question of who should implement your business development program. But it is usually better to have as many people as it takes on this project rather than to saddle one person with the task. This is particularly true in the larger firms, where a committee or team effort is required. In the smaller firms, it may be that the principals, of

necessity, will be the ones to conduct the new business activity. Whatever the situation, you should investigate the possibility of utilizing an outside training firm to help develop the expertise necessary to project your firm's message and, more particularly, to increase your finesse in consummating a sale. No one can afford, in today's highly competitive atmosphere, to carry on disjointed or fragmented conversations, or to let a prospective client hang in the balance because of the inability to bring a presentation to a satisfactory close.

For your "Attack" program to be successful you must keep it on target in line with your objectives. This necessitates accurate monitoring and reporting systems. The vagueness often connected with verbal reporting will in itself not get the job done. You must have a consistent system that will give you accurate readings of your progress. You should be aware of the number of new business contacts that are made and their frequency on a weekly and monthly basis. It is necessary to differentiate between initial contacts and follow-up calls, and you should be conscious of the type of contacts made. A good, well organized program consists of a variety of patterned contacts, often beginning with a telephone call, followed by a letter and a personal interview.

Pre-call prospecting must be constantly monitored to make sure the necessary spade work is being done for the law of averages to prevail in your favor. Again, an occasional effort will not get the job done. It takes a lot of irons in the fire to pay off.

Your "Attack" plan should have a dollar figure on it. Break down the individual activity into cost involved and compare it with the results you hope to obtain. The bottom line will give you the profitability on your firm's time

and effort. If you feel your program is too ambitious and too costly to produce the desired profitability, adjust it accordingly.

Motivation (Implementation)

After putting your plan of attack together in conjunction with a cost of sales and return on investment analysis, you should make a preliminary forecast. You are now ready to move into the third stage of motivating the format's implementation through the utilization of the Management by Objective segment. The basic format should be tailored to the respective organization, and this is what we do for our clients. But the following points should be helpful in a general way:

(1) Top management should support the system.

(2) There must be a voluntary acceptance of the program by the subordinates involved. They should not be commanded to accept it, but should agree to its validity and prospects for success.

(3) Subordinates must be given a certain latitude to plan and be innovative in developing their own approaches for accomplishing their portion of the projected goal.

(4) Objectives must be clear, definitive, precise and measurable. A goal of "I'm going to do better this year" is too indefinite and is not measurable.

(5) A healthy balance of effort must be achieved through good staffing and delegation of responsibility. There will always be other work to accomplish which will suffer from an overbalance of attention to the MBO objective.

(6) Finally, the MBO requires patience. Subordinates often will get off the track; this should be expected and dealt with patiently until the method becomes habitual.

Following the agreement of everyone involved that the format is viable, the final forecast is made. Then management is ready to put it all together in a formal introduction. A high degree of enthusiasm behind the implementation of the "Attack" format is required for it to be successful. Therefore, the introductory presentation to your staff must be as motivating as possible. Use good graphics to illustrate the figures and statistics developed in the analysis process. If done properly, there should be no doubt in anyone's mind that you have gone well beyond the norm in developing the necessary data on which to base your conclusions. This helps eliminate any negative attitudes concerning the validity of your plan of action and its ultimate success.

Finally, the success of the "Attack" format depends upon being highly organized. Its accent is on working smarter, not harder. We have found that this concept leads to good motivation, which makes for a winning effort.

Endangered Species



Taft House, 1966

505 Buckeye Trail
Austin, Texas 78746
January 11, 1975

Dear Editor:

The fascinating articles *TEXAS ARCHITECT* frequently contains about Texas courthouses and other historical buildings have made me a regular "lay" reader of your splendid magazine. In the January/February issue I noticed a letter from Joyce Caddell of Corpus Christi inquiring for information about the "Taft House" at Catarina.

I really know very little about this place, but I saw it in the winter of 1966 and took a picture of it — a sample of which is enclosed. In visiting at Dolph Briscoe's Catarina Ranch on a deer hunt, I saw the more contemporary views of the place and got the background for an item in the Texas Good Roads Association Newsletter for February 1967.

Possibly Joyce Caddell would at least like to know that the house is still standing — or was a decade ago. As for restoration, I'd suggest she get in touch with Governor Dolph Briscoe who has great knowledge of and interest in the Taft House. (I believe Dolph's father was interested in the "Catarina experiment.")

Sincerely,
Weldon Hart



333 East Missouri
El Paso, Texas 79901
January 17, 1975

Dear Editor:

I agree wholeheartedly with your "dab of philosophy" in the "Endangered Species" column of the January/February 1975 issue of the *Texas Architect*. The thrust of your argument seems to be twofold: first, the importance of saving the "real thing" rather than memorabilia, and, secondly, the importance to our own health and welfare of diversity in our natural and social environmental system.

The examples you use, relocating the Tips House and St. Edwards University's "vest-pocket City of History", do not seem to support this philosophy, however. Are we really saving the "real thing" when we relocate a structure out of its context and into a "house museum" such as St. Edwards University's "vest-pocket City of History"? Is this not somewhat like the tragedy of another of your examples, the North American Indian? We do have Indians, but we have moved them onto "Indian museums", the reservations. There, out of context, they have become emasculated, the vitality of their societies destroyed. Other similar examples come to mind; room vignettes in museums and the traditional zoo with caged wild animals.

Whenever we move anything from its natural setting to an artificial one, we destroy its vitality, its reason for being, because these are developed from the complex relationships between it and its environment. What we have relocated becomes a lifeless object to be viewed; memorabilia.

Then, there is your second point: diversity of our natural and social environmental system. How can we contribute to diversity by removing historical structures such as the Tips House away from our inner cities? These are the very areas which are becoming less diverse with each demolition. How can we contribute to diversity by concentrating our historic structures into depositories such as "vest-pocket cities of history"? The compartmentalization of everything in our society, from government to the layout of our cities, only contributes to less diversity. We need our historic structures to remain vital components of our urban environment where they are viewed, utilized and their presence felt in our daily lives.

I do not mean to belittle the willingness of the bankers to help finance the relocation of the Tips House or St. Edwards University to develop a "vest-pocket City of History". They

Left: Another Texas landmark, the Shot Tower, yields to the picks and sledges of commercial growth.

are encouraging in that they show an awareness of the importance of historic structures to the wellbeing of our society. In some situations, they may be the only solutions to saving a structure. They are certainly better solutions than Capital National Bank's destruction of Shot Tower in Austin. They do not seem to be fitting examples for your philosophy, however.

Far better examples of your philosophy of preserving the "real thing" and contributing to the diversity of our natural and social environment are the San Antonio River Corridor Study and the Market Square Redevelopment also featured in the January/February issue. Here are proposals for redeveloping and incorporating once vital areas of the city back into the mainstream of urban life. Structures (and natural areas) are saved, not by being relocated, but by housing new and revitalized activities. Once again we must face a hard reality: economics determine the fate of all but a handful of our historic structures. Only by adapting historic structures to new uses can we keep most of them economically viable and keep them as important components of our urban environment, making demolition or relocation impractical. This is the key to realizing the two points of your "dab of philosophy".

Very truly yours,
Harry Garner



Ted McKinney



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In the News

Photos by Carene Goebel



Fountain Dedicated

A carved stone fountain near the Alamo in San Antonio has been dedicated to Mrs. Lyndon B. Johnson.

Called the Lady Bird Johnson Fountain, the monument was designed by the San Antonio firm of Ford, Powell & Carson and hand-carved in Mexico by stonecutter Jose Luis de la Garza.

Patterned after European street fountains, the monument has an eight-foot tower in the center accented by three large carved bowls which catch the flowing water before spilling it onto steps at the fountain's base.



There are at present approximately 4300 architects registered to practice in the State of Texas, of which some 3100 are Texas residents.

ASC Director

Marion Solomon, former Director of the Texas Region of ASC/AIA, has been named Area Director of the Central States Region. Solomon is in an internship at Caudill Rowlett Scott of Houston and plans to do graduate work at Texas A&M University.

New Position

Architect D. Rex Goode has been appointed to the new position of Director of Campus Planning for Lamar University of Beaumont. Goode, a member of the Southeast Texas Chapter of AIA, will coordinate construction projects and direct Lamar's overall building and ground plans.

Creative Collaboration

The Women's Auxiliary of the Houston Chapter of AIA will present the sixth biennial presentation of Creative Collaboration March 24 - April 20 at the Blaffer Gallery in the Fine Arts Center at the University of Houston.

The show will feature crafts and sculpture which can be used to enhance an architectural setting: furniture, pottery, weaving, stitchery and original fabrics, as well as unique art objects. Work to be exhibited will be selected by J. Sheldon Carey, Professor of Design and Head of Ceramics Division and Glass Department, University of Kansas at Lawrence.

The exhibit will be open to the public free of charge Sundays 1 to 6 p.m., Monday and Tuesday 10 a.m. to 8 p.m., and Wednesday and Thursday 10 a.m. to 6 p.m.

TBAE Chairman

Bryan Architect W. R. Dede Matthews, of Matthews and Associates, Architects and Engineers, was elected Chairman of the Texas Board of Architectural Examiners at a recent meeting of that Board in Austin.

Matthews, a former President of the Brazos Chapter of the American Institute of Architects, a Past Director of the Texas Society of Architects and a Past Director of the Southern Conference of the National Council of Architectural Registration Boards, will serve as Chairman of the Texas Board for the year 1975. Other officers and members of the Board are Robert H. Norris III of Dallas, Vice Chairman; Bill W. Cantrell of Lubbock, Secretary-Treasurer; George S. Sowden of Fort Worth, Mace Tungate, Jr. of Houston and Howard L. Wong of San Antonio, members.

The Board of Architectural Examiners, composed of six Texas Architects appointed by the Governor and approved by the state Senate, was established by the Legislature in 1937 "in order to safeguard life, health, and property and the public welfare." The objectives of the Board are regulation of the practice of architecture by (1) examination of applicants, (2) registration of architects, (3) enforcement of laws governing practice, (4) assistance in the education process leading to registration.

Shingles and Shakes

The 1975 Red Cedar Shingle & Handsplit Shake Bureau /AIA Architectural Awards Program has been announced to more than 50,000 architects throughout the United States and Canada.

The program is being conducted to honor architects of projects demonstrating design excellence and significant functional or aesthetic uses of cedar shingles or shakes and is open to all architects or teams of architects who have completed such projects January 1, 1970.

The jury consists of three distinguished architects — John Hackler, FAIA, Peoria, Illinois (chairman); Victor Christ-Janer, AIA, New Canaan, Connecticut; and Gordon Bradley, AIA, Honolulu, Hawaii.

Entry forms, rules and information may be requested by writing Red Cedar Shingle & Handsplit Shake Bureau, Architectural Awards Program Department, 1143 Washington Building, Seattle, Washington 98101.



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Featured Speaker

O'Neil Ford, FAIA, senior principal in the San Antonio firm of Ford, Powell & Carson, Architects and Planners, Inc., will be the featured speaker at the closing session of the 1975 National Interfaith Conference on Religion and Architecture in San Antonio April 14-16.

Ford, who was recently awarded an honorary Fellowship in the Mexican Society of Architects, has lectured widely, served on many national and regional architectural juries, and contributed to many publications, including *Architectural Forum*, *Progressive Architecture*, and *Architectural Record*. His work in the field of religious design includes the Mission San Juan Capistrano, the Lutheran Student Center at Anstin, the Cokesbury Methodist Church and the Church of the Reconciliation in San Antonio.

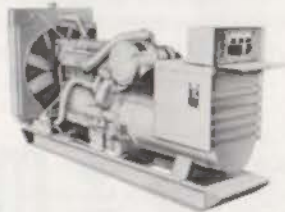
The conference, which will explore the subject of historic architectural tradition and current architectural expression in San Antonio, will convene at the Hilton Palacio Del Rio and is open to religious leaders and anyone interested or involved in the design, construction or equipment of religious structures.

For registration information and program outline, write: 1975 National Conference, c/o GRA, 1777 Church St., NW., Washington, D.C., 20036.

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News of Firms

Jack Corgan and Associates has relocated its offices to 906 Two Turtle Creek Village, Dallas, 75219.

Thomas E. Woodward, architect and developer, has been named president of the Dallas firm of **RYA Architects Incorporated**.

Hans Clinton Jensen has been appointed an associate in the Houston-based firm of **Pierce, Goodwin & Flanagan**, Architects-Engineers-Planners.

The Dallas firm of **Olds/Udstuen/Thompson, Inc.**, Architects/Planners has announced the resignation of William R. Olds and Thomas L. Udstuen. The firm will retain its existing practice under the guidance of Barry A. Thompson and James M. Parkey at 3103 Carlisle Street.

The Houston firm of **Golemon & Rolfe** has made the following announcements: Allen Rice has left private practice in Houston to join the firm as an associate. He will be a design specialist. Robert A. Brooks has been elected a partner and will be responsible for development of medical projects. Barry L. Whitehead, a design specialist, has been elected an associate.

The San Antonio firm of **Bartlett Cocke & Associates, Architects, Inc.** has announced the advancement of Kenneth H. Zuschlag to associate.

The Dallas firm of **Andres Caffall Architects** has announced the relocation of its offices to 2829 W. Northwest Hwy. (European Crossroads), Rhine River Bldg., Suite 169, Dallas 75220, (214) 350-4295.

Fred Buford & Associates, Inc., Architects-Engineers, of Dallas, has announced the relocation of its offices to Suite 206, One Lee Park West, 3303 Lee Parkway, Dallas 75219, (214) 522-7450.

The Dallas firm of **Harwood K. Smith & Partners, Inc.**, has announced the advancement of Ronald L. Skaggs to a principal and vice president of the firm as health care specialist responsible for medical facilities development.

The Austin-based firm of **Page Southerland Page** has opened its Dallas office at Two Turtle Creek Village with James Wright as resident partner and head of Dallas operations. Wright was previously a partner in the office of Roscoe DeWitt Architects.

Industry News

Dallas contractor Dee Brown has been presented the SIR Award by the Dallas construction industry. Brown was cited for his activity in assisting apprentices, his administration help in several health welfare and pension plans, and for increasing the capabilities of the masonry industry. (SIR stands for "Skill, In-

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tegrity and Responsibility.") He is president of Dee Brown Masonry, Inc., and, among many other capacities, has been president of the Dallas Executive Association, and is now a trustee and Chairman of the Board of the Texas Masonry Institute and an associate director of the Dallas Associated General Contractors. Previous winners of the SIR Award have been Dallas contractor Sandy Hallman, former Dallas Mayor Eric Jonsson and Developer Trammell Crow.

Mulhauser/McCleary Associates Houston-based food facility consultants, has announced that Donald J. Spilger has joined the firm as

partner in charge of restaurant and hotel design and planning operations. His responsibilities will include feasibility studies, concept planning, marketing programs, problem solving and operational/management consulting. Prior to joining Mulhauser/McCleary, Mr. Spilger was a Vice President with Fred Schmid Associates in Los Angeles.





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Utility**

Letters

Editor: In 1974, Congress passed the legislation to create a Big Thicket National Preserve. It was the culmination of years of work by many people in all walks of life, in all sections of the country. While I was privileged to have played a part in the passage of this bill, I know that it would not have been possible without the continued support of people such as yourself.

Now that the Big Thicket National Preserve Bill has been passed, I will be devoting more attention to another pet conservation project of mine — the National Open Beaches Act. Basically, the bill is to insure continued access to the few remaining beaches available to the public. The legislation is similar to that which I passed while a Member of the Texas State Legislature.

Because of your interest in conservation, I wanted to bring this bill to your attention.

Bob Eckhardt
House of Representatives
U.S. Congress

Following are portions of letters from various legislators who responded to an advance notice regarding the contents of this issue:

Editor: I am vitally interested in providing a mass transit system for our cities. Last Session, I sponsored legislation authorizing the creation of a Houston Mass Transit Authority. This is the first mass transit legislation ever passed in the Texas legislature.

The people of the State of Texas must plan for the future *now*. We cannot handle our transportation problems overnight. It takes eight years to build a highway — twenty years to complete a mass transit system. No one needs to be reminded of the rapidly growing cost of construction.

In the past, cities have gotten along with highways. Texas can be proud of its fine highway system, but Dallas and Houston are strangling without some form of mass transit.

Our beautiful, clean cities have continued to prosper in spite of the economic downtrend, but the key to continued prosperity is providing an affordable means of transportation for urbanites who live in the suburbs and commute to work every day. The need has long since passed the "study" phase and cries for action.

I sincerely hope that all Texans will become informed of our needs for the future and will

write to their representatives in government at all levels, urging them to plan ahead *now*.

Planners for the future should seek to preserve the beauty of the past. I want Texas to expand its historical preservation activities before we lose the older buildings and homes that enrich our culture.

I have confidence in the future, and I hope that you, as architects, will continue to design structures that satisfy the aesthetic needs of our growing population in an age of technology.

Kay Bailey
Houston

Editor: I feel most strongly that we cannot place too many restrictions on businesses because of the environment question. If we do this, plenty of industries will not be able to comply with regulations. I have read recently of some of the restrictions the federal government wants to impose, and I strongly disagree. Naturally, we need to protect the people of our state, but I feel we can do this without making requirements too rigid in the field of protecting our environment.

Representative Bill Hilliard
Fort Worth

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Editor: Undoubtedly, the problems facing the architectural community of Texas cannot be separated from the problems of the state as a whole.

The 64th Legislative Session of the Texas House of Representatives has been given an enormous responsibility. It will indeed be one of the most significant sessions in Texas history.

In the areas of environmental improvements and the conservation of fuel resources, I am very much concerned with the action which this legislative body will take to remedy the problems we now face in these areas.

News media representatives have predicted

that the 64th Legislative Session will be "one of the toughest legislative sessions in Texas history." However, through hard work and dedicated efforts, I feel confident that this Session will produce some landmark decisions in the areas of urban planning, environmental controls, school financing, the conservation of fuel and other resources, and many other vital issues.

During the course of the Session, much emphasis will be given to the urgent issues which affect the people of the state of Texas. I feel confident that the architect's registration law will be given proper consideration and will be acted upon accordingly.

The willingness of the Texas Society of Architects to devote the next issue of *Texas Architect* to an objective examination of the 64th Legislative Session is truly a sign of concern for our people and our great state of Texas.

Representative A. C. (Tony) Garcia
Pharr

Editor: I will be introducing several bills during the 64th Legislature in which your magazine might be interested:

PARKLAND IN NEW SUBDIVISIONS: requires developers to either set aside a portion of land in the area for schools and parkland or to set up a park for the private use of their residents.

ENVIRONMENTAL PROTECTION FUND: permits the Parks & Wildlife Department to issue 30 million in bonds to buy lands that are in danger of natural or man-made destruction.

HOUSING FINANCE AND NEIGHBORHOOD PRESERVATION FUND: sets up housing programs to finance home improvements, and provide low-cost housing to low-income families.

Representative Joe Allen
Baytown

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