CHAPTER NEWS

A Sneak Preview of Fall Programs

Chicago by Design 1991 Tour Focuses on Northwest Loop

On Saturday, September 21 the fifth annual Chicago by Design Tour will take you through some of the most recent additions to the city’s illustrious skyline. Perkins & Will’s Morton International Building, Murphy/Jahn’s Savings of America Tower at 120 N. LaSalle, and Holabird & Root’s renovation of the old State of Illinois Building (State Judicial and Office Complex) will be featured on the tour as well as an in-progress construction site to be determined. Also included is a visit to the offices of Perkins & Will located at 123 N. Wacker.

Each year the Chapter, in collaboration with the Chicago Architecture Foundation, organizes this day-long walking tour of recent architectural projects as a way of informing the general public about the building process. Architects, developers, contractors, and interior designers present these projects giving their first hand knowledge about their roles. This intermingling of professionals is also reflected in the committee planning the tour, which includes architects, public relations and marketing specialists, CAF docents and volunteers.

Registration and keynote address for this year’s tour will take place at 8:30 a.m. in the State of Illinois Center (Clark and Randolph), one of the sites of the first Chicago by Design tours. Lunch will be provided at Water Market Place, located in the Morton International Building. The tour will conclude at 4 p.m. with a catered reception in the lobby of 120 N. LaSalle, partly underwritten by Ahmanson Commercial Development Company.

How Would You Rate Your New Health Insurance?

The Health Insurance Committee is interested in knowing if members of the Chapter’s health insurance group are satisfied with the service they have been receiving from the new carrier. We invite comments, questions, or stories surrounding your claims processing experience, the coverage, the HMO option, and any other issues concerning coverage and the carrier.

Please send your comments to the Health Insurance Committee Chair, Gigi McCabe, c/o AIA Chicago, 53 W. Jackson Blvd., Suite 350, Chicago, IL 60604.

Gigi McCabe, AIA

IDP Seminar Planned

The Illinois Council and the Chicago Chapter will sponsor a seminar concerning the Intern Development Program (IDP) in September. A date and time for the seminar have not yet been set, but it is anticipated that it will take place mid-month.

The IDP seminar will be open to all architects and students to inform employers and employees alike about the program.

Archipages Announcement

Be on the lookout for your 1992 Archipages questionnaire.

If you do not receive one in the mail by July 15, 1991, kindly call the Chapter office to request one. Deadline to return the form so that your firm will be included in the 1992 publication is July 31, 1991.

Chris Chwedyk, AIA
Chicago by Design Chair
Chapter Receives AIA Foundation Grant

The Chapter’s Education Committee has been awarded a $1,500 startup grant by the American Architectural Foundation to assist in developing the Chapter’s Adopt-a-School program. The Chicago program was selected for funding from among a wide range of proposals submitted from around the country. The money will be used to purchase classroom materials for use in area schools.

The Adopt-a-School program is intended to provide area school children with a broad look at architecture. The goal of the program is to give the general public some understanding of how buildings are designed, constructed, and assembled into cities. The model curriculum for the program, developed by Chapter members Ellen Dickson, Vic Krasnopolysky, AIA, Nancy Retson, AIA, Peggy Adducci, and Lee Weintraub, AIA, includes the construction of a “Box City” by adopted classes. As the last of four classroom sessions, children select a building type - house, grocery, gas station, or city hall - and construct a scaled box representation of that building; then with a city map outlining streets and zoning, negotiate with their neighbors to assemble a city.

Program trial runs are expected to kick off in the fall in a limited number of local schools. Once the initial program reviews have been finalized, the Education Committee will begin recruiting members to volunteer to Adopt-a-School in their neighborhoods.

Neil Sheehan, AIA
Education Committee Chair

CCAIA Wins Gas Meter Battle

By Holly Gerberding, AIA

After a two-year struggle with Peoples Gas, Light and Coke Company over their policy of placing gas meters in the front of residential and commercial property throughout the city, success appears at hand for the Chapter and for Chicagoans.

The Chapter and its organization of approximately a dozen neighborhood groups, known as the Save Our Front Yards (SOFY) coalition, succeeded in persuading Peoples Gas to review and substantially change its gas meter policy. This is a significant victory for everyone, particularly the Chapter and Chicagoans interested in maintaining and improving the beauty of their neighborhoods.

The stated goals of SOFY are:

- Immediately halt the placement of gas equipment on the front of residences and commercial property;
- Mitigate the damage already done to customers who were not allowed to exercise their right to choose gas equipment placement on their property;
- Revise Peoples Gas customer letter to make it more informative;
- Translate the customer letter into Spanish and other languages of Chicago’s major ethnic communities.

The major points of the agreement reached in writing with Peoples Gas and the Save Our Front Yards Coalition are:

- Peoples Gas is changing its unilateral preferred gas equipment location policy. No longer will the front of houses, apartments, or commercial buildings be their “preferred” location. The new preferred placement site will be on the side.
- A signed customer consent form will now be required by Peoples Gas before gas equipment is placed in the front.
- Peoples Gas is retraining their field personnel regarding its new policies.

No longer will the front of houses, apartments, or commercial buildings be the “preferred” location for gas equipment.

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ministration of a lot of hard work by the Chapter and community groups. In 1990, a major effort was undertaken by the Chapter to get our stalled effort back on track. We asked Paul Wertheimer of Paul Wertheimer & Associates to develop our strategy, and for the past three months he has provided invaluable pro bono public relations work.

We got underway by organizing a diverse group of community organizations under the banner of Save Our Front Yards. We made presentations at their meetings and supplied them with petitions, resource materials, and leaflets to distribute in their neighborhoods. Then later on, we called upon them to organize a rally in front of Peoples Gas Michigan Avenue headquarters.

Among the neighborhood groups that joined forces with us were: The Greater Rockwell Organization, The Organization of Palmer Square, Hyde Park Cooperative Homes, Inc., Homeowners Association of Palmer Square, The Ravenswood Manor Improvement Association, Lakewood-Balmoral Residents Council, Jackson Park Highlands Association, Logan Square Preservation, Ravenswood Gardens Homeowners Association, and Eugene Field Civic Association.

At the same time, we approached the media with our issue. Following the April FOCUS story, “Stop the Deconstruction of Chicago’s Front Yards,” the Sun-Times wrote a front page article about our efforts. Adrienne Drel, the writer assigned to the story, continued to follow it until the end. Considerable local community press also developed. Then in April, WBBM-AM aired a widely-heard editorial in support of our effort.

Meetings were held with key aldermen, including Edwin Eisendrath (43rd Ward), head of city council’s Committee on Energy, Natural Resources and Public Utilities, and Luis Gutierrez (26th Ward). Both Eisendrath and Gutierrez were extremely concerned about the actions of Peoples Gas and gave invaluable support to our effort.

In May we held the first of a series of planned rallies in front of Peoples Gas headquarters. Representatives from the coalition and the Chapter carried picket signs and distributed hundreds of informational leaflets. Local media covered the rally.

The culminating event occurred at the end of May when the coalition met with Peoples Gas representatives Michael S. Reeves, executive vice president of Peoples Energy Corporation, and Patrick Doyle, vice president of Peoples Gas. Representing the coalition was Paul Wertheimer, James Zahn, Werner Sabo, and I. Alderman Gutierrez and Rob Buono, representing Alderman Eisendrath, also attended as friends of the coalition. At the meeting, we presented our list of demands. The conversation was frank and constructive. Both Reeves and Doyle seemed genuinely interested in resolving the issue, and their actions appear to confirm this belief.

What now? We plan to monitor Peoples Gas’ new policy and work closely with community organizations throughout the city and with city council.

While not a direct objective of our efforts, there have been additional benefits accrued by the Chapter from this undertaking. The image and role of the architect among community leaders has been positively reinforced. Our relationship with city council has been strengthened. And the media coverage of the last several months has portrayed our chapter as concerned and active in city affairs. This is a victory we should all savor.

If you’d like more information about the coalition’s work, or a copy of the letter from Mr. Reeves, let me know by contacting the Chapter office.

Holly Gerberding, AIA, is Save Our Front Yards Coalition Chair and a member of the Chapter’s Public Relations Committee.

NEW MEMBERS

AIA


Associates

James R. Arends, Lester B. Knight; Carl Yukawa; Eugenia Savvakis; William A. Szematowicz, Urban Resources, Inc.

Upgraded to AIA

David W. Kite.

Reinstated

Robert A. Jones, AIA, Chicago Park District; Jagdip A. Raval, AIA, Sims Varner Amistad.

Emeritus

Milton M. Schwartz, Albert L. Wengerhoff, Robert F. Kill

Transfers

From Fortsmith Arkansas Chapter, Dana Phillip Auman (Associate), Green Hiltchen Shapiro, Ltd.
The Busy Month of May

Design/Build for Public Buildings Among Items on AIA Board Meeting Agenda

The second week in my month of May was devoted entirely to AIA issues and events, beginning with a three-day Board meeting in Charlottesville, Virginia followed by four days at the national AIA convention in Washington, D.C. The second of the four yearly board meetings is usually held at the convention site. This year, however, we traveled to Jefferson's "country." A particular highlight of the three-day session was a meeting held in The Rotunda at the University of Virginia. Board meetings are many times held in hotel meeting rooms and are not Great Architectural Experiences; the morning in the Rotunda was an unforgettable exception! It was a glorious day: sun streamed in through the oculus and played upon the moldings and columns of Jefferson's masterpiece.

Issues discussed and acted upon included several which I've written about in earlier FOCUS articles. As a result of Chicago Chapter input, the Design/Build Policy for Public Buildings was strengthened and modified - and passed unanimously in the board meeting. The policy contains detailed guidelines for use of design/build in the public sector. The General Services Administration is right now implementing a design/build program. The new policy will be immediately presented to the GSA; AIA government affairs staff will be working with them this summer as they refine their criteria.

A policy entitled "Public Procurement: Stock/Prototype Designs" was presented to the board for a first reading. However, there were a number of concerns about it expressed by members. One such was the issue that in Illinois, for example, it is illegal for an architectural firm to adapt plans done by another firm to a new site. Only the firm that prepared the plans can re-use them. The policy was not voted upon; it was pulled and will be revised and presented again for a first reading at the September meeting. Illinois Council AIA has formed a task force to examine the policy and present recommendations.

AIA President Jim Lawler has asked each Board member to analyze the form and content of board meetings, in an effort to make the meetings important forums rather than sessions in "wordsmithing" policies. Suggestions vary from having fewer meetings and spending more time visiting chapters to having a board meeting every month. There will be serious discussion of the comments at the September board meeting.

National Convention Takes Care of Business

The Washington convention was one of the most successful in recent memory. Programs were excellent, varied, and well attended. Chapter member John Syvertsen, AIA, chairman of the Design Committee, hosted the 1991 Honor Awards presentation to a standing room only audience of 1,500. John's only complaint was that he wasn't allowed to depart from the script to tell a few jokes or to sing. At the same program, Jack Hartray received his Kemper Award medal modestly declaring, "This is like accepting a design award for a building when you know the roof leaks."

In convention business sessions, several by-laws changes were approved. Some were the result of recommendations made by the Membership Futures Task Force. They dealt specifically with redefinition of membership categories. A new category, that of Intern, was created for those on a license or the equivalent from a non-U.S. licensing authority. After much discussion, a category for allied membership at the national level was approved. This includes both related professionals, i.e., journalists, photographers, and organizational representatives ("those who are employed by firms in the construction industry engaged in research design, development testing, manufacturing, distribution, or training for building and construction products...").

One of the highlights of each convention is the election of officers for the next calendar year. Each year delegates vote for a president-elect and three vice presidents; in successive years the two-year terms for secretary and treasurer are open. This year a new treasurer was elected; next year the secretary's position will be open. Candidate biographies and position statements are published in Memo. This year a total of eight candidates made speeches to the convention delegates at Friday morning's business session. Immediately afterward there were four regional caucuses, at which time each candidate answered questions from the floor - a good test of one's ability to think on one's feet! Candidates were available throughout the next days to answer questions and discuss issues. Voting took place on Sunday; the newly elected officers were presented Monday morning at the final business session.

The new president-elect is Susan Maxman, FAIA, who heads a 12-person firm in Philadelphia, which she started 10 years ago. She will be president in 1993, the year the convention is here in Chicago. Susan chaired the Public...
Certificates of Merit

LEO BURNETT COMPANY
Chicago, Illinois
Design Firm: ISD Incorporated
Project Team: Principal in Charge - Mel Hamilton, AIA; Officer in Charge - Gary Lee; Coordinators - Janice Wood, Maribeth Schwind, Tim Salisbury, Andrea Brandt, John Mytyk, Lynn Koliopoulos, Heidi Fruland, Dana Piper, Mecgan Maile, Alan Bornmueller, Grazyna Maryznski, Randy Houts, Joe Verbrugge
Owner: Leo Burnett Company
Contractor: Mellon Stuart
Photographer: Nick Merrick, Hedrich-Blessing

Linda Abrams, Karen Lilly
Owner: A. C. Nielsen
Contractor: Schal Associates
Photographer: Marco Lorenzetti, Hedrich-Blessing

BARNETT RESIDENCE
Chicago, Illinois
Design Firm: Hartshorne & Plunkard, LTD.
Owner: Ralph and Dolores Barnett
Contractor: Wangler Construction
Photographer: Ron Gordon

A. C. NIelsen - ADVANCED INFORMATION TECHNOLOGY CENTER
Bannockburn, Illinois
Chicago, Illinois
Project Team: Chris Pekarek, Mike Lesch, Diane Schroeder, Mike Given,
AMERICAN STANDARD SHOWROOM
Piscataway, New York
Design Firm: Tigerman McCurry
Project Team: Design Partners - Stanley Tigerman, FAIA, Margaret McCurry, FAIA; Project Architects - Karen Lillard, David Knudson, George Krassas, Mark Lehmann
Owner: American Standard
Contractor: Visual Communications
Photographer: Timothy Hursley

TOKAI BANK
Chicago, Illinois
Design Firm: Perkins & Will
Project Team: Design Principal - Neil P. Frankel, AIA, IBD; Project Manager - Jeffrey Liggett; Senior Designer - Dennis St. John; Senior Technical Coordinator - Ken Susinka; Technical Coordinator - Carol Simpson; Design Team - Carol Stolt, Frank Scala, Peggy Hoffman, Vicki DeVuono
Owner: Obayashi Corporation
Contractor: Continental Interiors
Photographer: Nick Merrick, Hedrich-Blessing

E. I. DUPONT DE NEMOURS RESOURCES CENTER
Chicago, Illinois
Project Team: Eva Maddox, Mary Beth Rampolla, Eileen E. Jones, Patrick H. Gryzbeck, Tom Marquardt; Graphic Design - Sam Silvio
Owner: E. I. DuPont de Nemours
Contractor: Dynamic Construction Incorporated
Photographer: Jon Miller, Hedrich-Blessing

GILSON & LIONE
Chicago
Design Firm: ISD Incorporated
Project Team: Principal in Charge - Mel Hamilton, AIA; Officer in Charge - Gary L. Lee; Project Coordinators - Clay Pendergrast, Laurie Aznavoorian, Bart Canaday, Jennifer Gordon
Owner: William Brinks Olds Hofer

Gilson & Lione
Contractor: Morse Diesel
Photographer: Nick Merrick, Hedrich-Blessing
Citations of Honor

CRATE AND BARREL FLAGSHIP STORE
Chicago, Illinois

Project Team: Principal in Charge of Design - John Buenz, FAIA; Partner in Charge of Management - Steven F. Weiss, AIA; Job Captain - S. David Rubin; Project Designer - Jacques Verlinden; Owner's Design Team - Raymond Arenson, Vice President of Crate and Barrel
Owner: Crate and Barrel
Contractor: Capitol Construction
Photographer: Steven Holl, Hedrich-Blessing

UMANS RESIDENCE
Chicago, Illinois
Design Firm: Erie Krieger Architects

Project Team: Florence Erie, Paul J. Krieger
Owner: Madeline and Al Umans
Contractor: H. B. Bernard
Photographer: Alan Shortall

EXPRESS-WAYS CHILDREN'S MUSEUM
Chicago, Illinois
Design Firm: Banks/Eakin Architects

Project Team: Design Partner - Garret Eakin; Project Architect - Patrick Thompson
Owner: Express-Ways Children's Museum
Contractor: McCluer
Photographer: William Kildow

BRIGHT CHAIR SHOWROOM
Long Island City, New York
Design Firm: ISD Incorporated

Project Team: Officer in Charge - Gary L. Lee; Mignon Elayda, William Puetz
Contractor: Bright Chair Company; Millwork - Parenti & Rafelli, LTD.
Photographer: Nick Merrick, Hedrich-Blessing
MORTON INTERNATIONAL
BUILDING LOBBY
Chicago, Illinois
Design Firm: Perkins & Will

Project Team: Design Principal - Ralph E. Johnson, AIA; Project Manager - Charles Anderson, AIA, SE; Senior Designer - August Battaglia, AIA; Project Designer - Mark Romack; Technical Coordinator - Joseph Pullara

Owner: ORIX Real Estate Equities, Inc.
Photographer: Nick Merrick, Hedrich-Blessing

INLAND STEEL, INC. DINING and CONFERENCE FACILITIES
Chicago, Illinois
Design Firm: Skidmore Owings & Merrill

Project Team: Project Partner - Richard F. Tomlinson, AIA; Designer - Patrick McConnell; Project Manager - John W. Kelsey, AIA; Color and Materials - Michelle Mirrieles; Technical Coordinator - Hal Scheffers and Don D. Curtis

Owner: Inland Steel Industries, Inc.
Contractor: Turner Construction/SPD
Photographer: Nick Merrick, Hedrich-Blessing

AN ARCHITECT’S SANCTUARY
Chicago, Illinois
Design Firm: Powell/Kleinschmidt

Project Team: Robert D. Kleinschmidt, Thomas L. Boeman, Robert Piotrowski, Donna J. Rasinski

Owner: Robert D. Kleinschmidt
Contractor: H. B. Bernard
Photographer: Jon Miller, Hedrich-Blessing

Contributors
Alps Construction, Inc.
Barsanti Woodwork Corporation
Continental Woodworking, Inc.
Detail Construction Company
Huber Cabinet Works, Inc.
Imperial Woodworking Co.
Interior Woodwork Corporation
Mielach Woodwork Midwest
Ross-Ehlert Photolabs, Inc.
Wigand Woodworking Inc.
Woodrite
Woodwork Corporation of America

Interior Architecture Committee
Cynthia Winter, AIA, Chair
Christopher Mekus, AIA, Vice-chair

Kenneth P. Baker; Ron Davidson, AIA; Jodi Franklin; Patrick Grzybek, AIA; Janet Hahn Lougee, AIA; Jan Kolar; Carol G. LaMar, AIA; Gregory Landa\h, AIA; J. D. McKibben, AIA; William Puetz; Cheryle Rome; Kevin Sherman, AIA; Ann E. Weigand; Michael Youngman, AIA.
EXPERIMENTAL COMMUNITY: A GARDEN WITHIN THE RUIN
Rudolf Dainis Smits
The University of Illinois at Chicago

THE CHESS GAME
Joseph El Murr
The University of Illinois at Chicago

JEWELERS BUILDING SPACE PLANS
Kurt Andernach
School of the Art Institute
Breaking the Mindset

By Yue-Kuang Ku, AIA

Every summer I wonder: Should we spend hours each week pulling out weeds in our lawns, or should we just apply weed killer in five minutes and be done with the tedious, never-ending battle with those deep-rooted enemies. It seems ridiculous to use something that presents risks to our health, not to mention the health of our children and pets, to kill something harmless. Yet most of us are determined to get rid of them in order to do it in a way that will take the least amount of our time and effort. Weed killer is the natural choice. Environmental toxicity? No! That's something created by big corporations building incinerators or dumping waste somewhere, not innocent citizens trying to mind their front lawns.

Yet, CNT is successful in keeping the expense on HVAC to the amazing level of less than 10 cents per square foot per year by switching to natural gas.

Mr. Bernstein also showed us how CNT was able to find non-toxic materials to furnish the 6,000-square-foot space CNT now owns. The results? Sick leave has been cut down drastically, and complaints about headaches and allergies are now rare.

We had a tour of CNT's office. There are three things any visitor would notice right away: there is no "office smell" of wall paint, carpeting, or synthetic furniture, with which we are too familiar; the general office area is divided only by half height partition panels; and there are lots of healthy looking plants everywhere in the Center.

The philosophy, explained Mr. Bernstein, is to avoid using furnishing materials that will release toxic chemicals or particles in the air, to encourage air circulation in the work area, and to keep the indoor air clean the old-fashioned way - with the help of our green friends. Skylights, double-pane windows with low-emissivity glass and effective insulation system were also brought into this former weaving factory building. The architectural language spoken here is not power or superiority but comfort and unity. And, as the utility bills show, it is extremely energy efficient.

The important thing is not only dollars and cents, but a commitment to a better future. Mr. Bernstein told us "no high-tech was necessary in the remodeling work at the CNT office." All we architects need is some concern and some common sense in our daily practice. We can, for example present the fact to our clients that, although they may cut the construction costs by $1 to $1.50 a square foot by going all-electric, they would be paying two-thirds more for their heating bills than if they chose natural gas. This means architects along with engineers have to break our mindset and devote more time and thought in finding alternates in the selection of construction methods and building materials.

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Are we willing to take the time to hand weed our lawns.

Yue Kuang Ku is Committee on the Environment Chair.

Postscript: The Center for Neighborhood Technology was founded in 1977. It's a non-profit organization providing assistance to disadvantaged neighborhoods. They offer architectural, engineering, construction management, and other services to Chicago neighborhoods. They also provide services to architects and engineers in the planning and design phase of projects in order to achieve energy efficiency and healthy workspace. Please call 312/278-4800 for more information.
Income Statements for Management Decision Making

By Kurt G. Kramer

P

eriodically your accountant comes in, collects your checks and bank statements, asks a few questions, and in a week or so delivers financial statements. You say, "Hey, nice covers on the reports this year." You look at the bottom line, maybe a grimace grips your face, and you put the reports in a drawer, never to be used, never to be seen again. Sound familiar?

Financial record-keeping is viewed as a meaningless nuisance, something that has to be done in order to have financial statements seem to be needed only in order to give the banker something when you want to borrow money. A common lament is, "I'm not an accountant. I can't read these things. What good are they to me?"

It's not your fault that you can't discern anything meaningful from your statements; most of them are presented in a manner that obscures the important relationships or ratios between income and the expenses incurred to generate that income. A well-designed income statement can be understandable and should be a meaningful diagnostic tool in the management of your firm. It's a matter of collecting and organizing your financial data to serve a purpose. The purpose is to better understand the economic operations of your firm and to use your statements to indicate where you need to improve your performance. Are we charging enough? Are we working too many unbilled hours? Have we lost control of our reimbursables and consultants costs? Is our overhead too high? Income statements can help provide answers to these and other questions and indicate where the problem areas are.

Accompanying this article are two income statements that present the financial data for a hypothetical firm. They differ because the same data has been collected and organized differently. The statements could represent the financial results for a firm with three to four professionals and a secretary/bookkeeper. The statement labeled "Common Accounting" (Fig. 1) while simplified and condensed here, is fairly typical of the income statements that firms receive. Most accountants working with small to medium sized firms use a standard format that is perhaps suitable for many other businesses but does not clearly present the information required by architects to evaluate their operations. It basically lumps all income together, whether it's derived from your fees or is merely to compensate your firm for monies spent on consultants and other reimbursables. These types of income are fundamentally different and should be recorded separately. Further, different types of expenses are lumped together too. Often labor, regardless of its type, is grouped with consultants and reimbursables, and then "overhead" expenses are listed. Does this statement tell you much more than the fact that income minus expenses equalled $18,800? Probably not. Even if a principal is monitoring his firm's performance with quarterly statements, does this Common Accounting format highlight the reasons for declining income or indicate to the principal the areas to which he should devote his attention and make changes? I don't think so.

The basic financial concept of the business of architecture is: 1) to survive, a firm must be successful at collecting fees that are enough in excess of its direct labor costs to also cover overhead expenses and then, perhaps, with little mark-up on reimbursables, will provide some reasonable measure of profit; 2) how much in excess of direct labor costs should a firm's fees be? Typically that is expressed as a multiple of your direct labor. As will become clearer as you review the "Usable Accounting" income statement format below, that multiplier depends on the ratio of your overhead expenses to your direct labor expense.

There are several requirements that are essential to producing meaningful income statements. First, you must divide your payroll expense into two categories. Keep separate records of what amount of your payroll is direct labor expense. That is the cost of time that is directly attributable to individual, billable projects. Indirect labor is not attributable to specific, billable projects. It is the cost of time spent on marketing, administration, vacation, or working on speculative projects, for example. This component of labor expense is overhead, just as are rent, professional liability insurance, and your accountant's bills. Your billing rates must be a high enough multiple of your direct labor to cover or absorb all of this overhead.

Second, you must differentiate between income for your time, creativity, and expertise; i.e., your professional fees, and income that merely compensates your firm for its out-of-pocket expenses, reimbursables, and consultants. Your firm is essentially a conduit for these latter type of activities. This is not to diminish the importance of collecting reimbursement for these types of expenses, but this is not the real income-generating activity of the firm.

To properly evaluate the firm's performance you must compare the fees generated to the expenses, direct and indirect, incurred in the production of those fees. You can do this most easily if the financial reporting of these income and expense categories are grouped and presented in a meaningful manner.

By comparing quarterly statements to past results, or better yet to budgets, you can monitor changes in ratios that raise warning flags. For example, past history and current planning may indicate that you'd like to achieve a 3.10 multiplier (professional fees divided by direct labor) in order to cover indirect expenses at 1.85 times direct labor. This would leave a profit of .25 times
direct labor, assuming you break even on consultants and reimbursables.

The information as organized in the Common Accounting format will only indicate your profit levels, but tells little about why they are what they are. With Usable Accounting (Fig. 2), you can examine different aspects of your financial operations to diagnose the causes of good or poor results. For example, assume that the next few quarterly income statements show that the actual multiplier has dwindled down to 2.70 instead of achieving the budgeted 3.10 figure mentioned above. That would not be apparent under Common Accounting. With Usable Accounting that low multiplier appearing on your statement should compel you to ask, "What's going on?" You should explore whether you are working more hours on your fixed fee or percentage of construction cost jobs than you had contemplated in calculating the quoted fees? Does your staff know how much time you have planned on in order to complete projects profitably? Have you been quoting fees that are high enough to allow your firm sufficient time to professionally and profitably complete projects? Are the most expensive staff members doing a higher percentage of the work? On time and expense jobs, is work being done on changes or as additional services without being billed? If so, why and how can that be prevented?

Let's say your statement shows that you are achieving the desired 3.1 multiplier, but still not generating adequate profit. Look at the ratio of your indirect expense to direct labor. Maybe that ratio has crept up to 2.05, instead of the budgeted 1.85. This red flag indicates that although you are billing enough, it's time for some cost control. What's the ratio of your indirect labor to direct labor? Are you working and paying for an unjustifyably high level of non-billable time? Can you take steps to increase the firm's percentage of billable time? Has your professional liability insurance taken a leap? Can you shop for a better premium? Do you lease too much space or at too high a cost? Can you save on your general office expenses, supplies, phone, or cut operating costs in any other way? If your fees are as high as the market will bear, or at the budgeted multiple and your profit still is inadequate, cost management must be your response.

How are you doing on reimbursables? Note in the Usable Accounting example that the income and expenses of these types are grouped together and the net is a minus. Again, a quick look at that sub-total tells you that you have lost control of this aspect of the business. This would indicate that by virtue of inadequate billing procedures or negligence, you are not recapturing those costs. Or maybe some clients are refusing to pay because they thought reimbursables were included in your quote of a fixed fee. Better make that clearer in future contracts.

With the Usable Accounting format that I have suggested, meaningful ratios and relationships are highlighted more readily apparent. I hope that these few example have shown that by simply collecting and organizing your income and expenditures into a more usable format, you can improve your ability to evaluate causes and formulate responses to financial problems. You are an architect, not an accountant or trained businessman, but the process of designing structures to enhance our environment is necessarily performed in the context of a business. By making a few changes, as suggested above, the business management aspect of your practice will become more efficient and effective.

Kurt Kramer provides management consulting services to architects and engineers. Kramer, whose firm is in Chicago, has an MBA from Cornell University and more than 13 years of business ownership and management experience.
Regional Director

Continued from page 5

Affairs Task Force (ultimately the Public Affairs Commission), which created Accent on Architecture. She also served on the Membership Futures Task Force and this year chairs the Membership Commission. She is very concerned that the AIA be a member-driven organization. Susan is the first woman to run for president-elect, and we will welcome her to Chicago when she is the first woman president of the AIA.

The new vice presidents, each of whom serves for one year, are Phil Markwood, FAIA, of Columbus, Ohio, Tom McKintrich, FAIA, from Houston, Texas, and Bob Woodhurst, AIA, of Augusta, Georgia. Michael Bolinger, AIA, from Baltimore, Maryland, will serve as treasurer.

These are the new AIA leaders - all are dedicated, hard-working, and extremely approachable. They want to do a good job for members, and in order to do that they need help from those members - from you. If you have concerns or suggestions write to them or to me; fill out the surveys in Memo; let us know what you need. It does make a difference!

Cynthia Weese, FAIA

Editor’s Note: Several Chicago Chapter members were speakers for this year’s convention programs: Anders Nereim, AIA, served on a panel for “Doing Small Projects Successfully”; Don Hackl, FAIA, moderated the panel for “International Design and Practice: What You Need to Know”;

Howard Birnberg led “Measuring and Managing Productivity” and “Project Administration: The Architect’s Path to Profitability”; Linda Scarl, AIA, was a panel member for “Starting Your Own Firm”; Rael Slutsky, AIA, was a panel member of “Matters of Perspective: Improving Architectural Renderings”; Carol Ross Barney, AIA, was a member of the panel "Women in Architecture Forum: Rising to the Top" as well as "New Voices: Case Studies of First-time Winners of 1991 AIA Honor Awards, on which John Syvertsen, AIA, also served; Cynthia Weese, FAIA, was a panel member of "Women in Architecture Forum"; Jack Hartray, FAIA served on the "Walter Wagner Education Forum: Should Continuing Education be Mandatory for All Practitioners?"; Susan Greenwald, led "Managing Contract Documents."


Reviewed by Catherine L. Kasper

Fast food neon signs, homogeneous conglomerations of families, parking lots paved over "paradise," and lawns greener than dollar bills: If this is what your mind conjures when it hears the word suburbs (along with a shudder), Peter Rowe’s Making a Middle Landscape could tempt you to re-assess your revulsion of Schaumburg. This comprehensive text studies the patterns and pastimes of American suburbia, from noble ideals to infamous elevations.

Rowe analyzes the planning/lack of planning involved in suburban residential, commercial, corporate, and roadway designs and traces their historical, sociological and urban-reactionary patterns. In addition, he proposes new alternatives for a distinct middle landscape, composed of the pastoral and the industrial, the historic and the futuristic based on an analysis of the poetics and mythmaking that originally produced this machine in the garden.

Highlights include suburban site planning as it resembles Pynchon’s printed circuit; the unique imprint of Greene and Greene on the single-family house plan; Frank Lloyd Wright’s Broadacre City as Usonian suburban model; Seaside as a glimpse of a “historic” future; and the development of a kitsch aesthetic via the promiscuity of the automobile.

Commencing with America’s disillusionment with that ode to technology, the city, the suburbs began as an inevitable result of the failure of urban government. Middle landscapes were developed to satisfy the desire for a utopian country life. An expanding population sought a similar definition of the American dream: open space, greenery, good schools, and a democracy truly by and for the people. Like all dreams, however, suburbia had its perversions: the glorification of the automobile, the baby-boomer accumulation of status symbols, and the lack of commercial strip planning that left high-traffic areas looking like slides of Las Vegas.

In his examination of the suburban corporate park, Rowe begins to uncover the powers that have developed and misdeveloped the American dream. A more thorough study of those powers and politics would reveal one significant reason why Wright’s Broadacre City and Rowe’s suggested planning improvements will most likely never be realized: corruption is not limited to urban areas - the suggestion being that suburbanites need to take initiative in the architectural shaping of their dream in order to prevent it from evolving into a grotesque roadside attraction or another stunning example of urban decay.

Catherine Kasper is the marketing director for Schroeder Murdie Laya Associates, Ltd. and a free-lance writer.

Letters to the Editor

Thank you for the enthusiastic review of The History of History in American Schools of Architecture (June 1991).

However, I take strong exception with Mr. Tippens’s comment concerning the “cheap paper” on which the catalog is printed. In fact, The History of History is printed on Mohawk Superfine, widely regarded to be the finest printing paper manufactured today, and certainly one of the most expensive. This beautiful sheet is used in a variety of high-end illustrated books. Mohawk Superfine more closely duplicates the color and feel of the original paper of most, if not all, of the drawings reproduced in the book. It is also easier on the eyes (it doesn’t reflect light) and, as an acid-free, alum-free, and resin-free sheet, will not yellow or disintegrate.

At Princeton Architectural Press we take great pride in the quality of our books.

Kevin Lippert
Publisher
DID YOU MISS IT?

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1990 Chicago Chapter Annual
Architecture Chicago
1990: Roads Not Taken

Find out what your fellow architects are building - and not building: □ Housing □ Skyscrapers □ Interior Architecture □ Commercial spaces □ Urban Planning □ Architectural Details □ Unbuilt Projects □ Institutional Buildings □ Historic Preservation

Includes a catalog of the "Roads not Taken" exhibit of unbuilt projects, with an essay "Detours on the Roads not Taken," by Linda Krause, University of Wisconsin-Milwaukee. 208 pages, approximately 450 duotone photos. $14 ($6 off the $20 bookstore price).

The Chicago Chapter, AIA was the first chapter to publish a compilation of submissions for its awards programs. The eight-year series provides an invaluable resource of information about work by Chicago architects since 1955. Since the volumes are collectors items, you can catch up with back issues available from 1984 on. $5.00 per copy.

► Volume 7 (1989), Alternative Visions, presents Young Architects committee's exhibits of visionary projects for the city.
► Volume 6 (1988), The Divine Detail Exhibit, with illustrated essays on Cityfront Center, the meanings of modernism and more!
► Volume 5 (1987), Not to be missed! Thirty two years of CCAIA awards, plus 275 1987 projects. Plus historical, cultural and design events of the years 1955-87.
► Volume 4 (1986), Chicago as it Was and Is. A special issue on preservation, featuring "before and after" photos of demolished Chicago landmarks and their replacements.

Also, explore the field of interior architecture in the award winning hardcover book The Art of Interior Architecture 1979-1989 (CCAIA) with foreword by Kenneth E. Johnson. Featuring essays by Stanley Abergrombie, Jack Hartray, Ralph Caplan, and Ed Zotti discussing the specialized field, with emphasis on Chicago work. More than 50 award-winning interior projects by Chicago firms are presented in this magnificent book. CCAIA published, 1989. 150 pages, 209 photos in b/w and color. Hardcover. $20.00 (Special price for Chicago AIA members).

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People

Richard J. Solomon, AIA, has been named editor of *Inland Architect*. Solomon, who served as acting editor of the magazine for six months, is an adjunct assistant professor of architectural design at UIC and has practiced architecture in Chicago since 1975.

Ronald Krueck, AIA, and Mark Sexton, AIA, formerly of Krueck & Olsen, have established the new firm of Krueck & Sexton Architects. Krueck and Sexton, who have worked together for over 10 years, continue architectural, planning, and design services at 213 W. Institute Pl., Suite 504, Chicago, IL 60610; telephone 312/787-0056.

Pappageorge Haymes Ltd. was among winners of Silver Medals in the 1990 Excellence in Masonry competition. The firm was cited for the Embassy Club Buildings 1-8 in Chicago (mason contractor, A.L.L. Masonry Construction). The FOCUS apologizes to Pappageorge Haymes for failing to list their project among the winners announced in the June newsletter.

Angie Lee-Fasiang, AIA, formerly with PHH Environments, is principal design manager at VOA.

Associate member Eric J. Rowland was recently awarded the 1991 Henry Adams Medal from the American Institute of Architects. The medal is awarded to an outstanding candidate for the Master of Architecture Degree for scholastic achievement, character, and professional promise. Rowland, a graduate of the University of Illinois at Urbana-Champaign, is in the Schaumburg office of Ware Associates.

Restrepo Group, Inc. announces that Steven J. Meyers, AIA, has been named an associate of the firm and Richard J. Florkey, AIA, has been appointed director of administration.

Nick Weingarten, AIA, and Mark...
Evans announce the merger of Evans Software Consulting and Weingarten Associates into the Premisys Corporation. The firm’s address is P.O. Box 10042, Chicago, IL; telephone 312/828-0034.

Ken Schroeder, FAIA, is chairing the Northeast Illinois Chapter (NEI/AIA) 1991 Honor Awards Program.

Three Chicago Chapter members will teach courses this summer at Harvard University Graduate School of Design: Chris Liakakos, AIA, senior principal and regional director of health care architecture in the Chicago office of Hansen Lind Meyer, will be a guest lecturer for the Summer Professional Development Course on Health Care facilities Planning and Design (Aug. 12-14); Daniel P. Coffey, AIA, principal of Daniel P. Coffey & Associates, Ltd. will teach Theater and Performing Arts Design (Aug. 5-6); Larry Kirkegaard, AIA, is the instructor for Theater and Concert Hall Acoustics (Aug. 7-8). For more information on courses and how to register (it’s first to register first to be enrolled) contact William Saunders, 617/495-4315, FAX 617/495-5967.

Michael Damore, AIA, has been named senior vice president and director of architecture for A. Epstein and Sons International Inc. Prior to joining A. Epstein, he was a design partner with SOM; as partner-in-charge, he was responsible for such projects as Global Comunicaton Plaza, Osaka, Japan, and King’s Cross Master Plan, London.

John Lesniak, AIA, director of construction administration at Hansen Lind Meyer, has been named an associate principal of the firm.

Boelter Environmental Consultants has opened a regional office in Dallas. The firm, which provides environmental consulting on indoor air quality, industrial hygiene, asbestos hazard management, environmental audits, hazardous waste management, and underground storage tank assessment and remediation, is at 4100 McEwen Drive, Suite 196, Dallas, TX 75244.

Project Spotlight

Construction has begun on a new corporate office headquarters building for the Laborers’ Pension Fund of the Construction and General Laborers’ District Council of Chicago and vicinity. Designed by Wilson/Jenkins & Associates (Podcor Construction Co. general contractors) the new facility, located at Enterprise Dr. and Cermak Rd. in Westchester, replaces current offices in Forest Park. According to Scott Hindsley, AIA, director of design, “The design includes two floors of offices above two levels of parking; the exterior composed of gray-tinted glass set between panels of limestone-colored precast; a 122-car parking deck will be surrounded by gray rock-faced brick.”

Loeb Schlossman and Hackl’s 350 N. LaSalle was one of eight projects.
honored at the AIA National Convention Brick in Architecture Awards Program. They were the only Chicago-based firm to be honored in this category. The jury applauded the "brilliant contrast between the project's different colors of sienna brick (Glen-Gery Brick Company) and the shininess of its painted steel."

This spring Anthony Belluschi Architects unveiled its newly completed Sportsgirl Centre, a 120,000-square-foot, mixed-use project on Melbourne's Collins St., the "Michigan Ave." of Melbourne. Developed by Sportsgirl Australia Pty., Ltd., the Australian specialty store chain, Sportsgirl Centre incorporates 35,000 square feet of retail space on four levels, one below ground and three above ground, and 85,000 square feet of office space on the top seven floors. The Centre includes a major new flagship Sportsgirl store as its anchor, 24 new boutique specialty stores, and a food service center.

Yas/Fischel Partnership is in the design stage of a commission for the City of Aurora's Foxwalk Riveredge and Plaza for the south end of Stolp Island in downtown Aurora along the Fox River. The design includes expansion of the Scitech Museum, the Aurora Public Library, and a new Learning Center/arts Exhibition Building, for a total of approximately 70,000 square feet.

Competition

Inland Architect invites practicing architects who have completed single-family houses between September 1989 and September 1, 1991 to submit their projects for consideration for the January 1992 Midwest Houses issue. The projects can be new or renovated homes, and must be located in Illinois, Wisconsin, Indiana, Ohio, Michigan, Minnesota, Iowa, or Missouri. Submissions must be received on or before October 1, 1991 and should include: color slides, 4x5 transparencies, or black and white photos; plans (site plans also helpful); project description, including completion date. Include a postage-paid, self-addressed envelope and send all to: Midwest Houses 4, Inland Architect, 10 W. Hubbard, Chicago, IL 60610.

The American Wood Council invites entries in the 1991 Wood Design Award Program. Awards will be given for residential and nonresidential projects, both new and remodeled. To be eligible, entries must have been completed since January 1988 and must have a dominant wood character (they need not be built entirely of wood); remodelings or additions must involve a significant alteration to the structure. Members of the 1991 jury are Rodney Friedman, FAIA; Steven Izenour, AIA; Andrea Leers, FAIA. There is no entry fee to the awards program. Deadline for receipt of submissions is October 21, 1991.

The Chicago Committee on High-Rise Buildings has announced an award

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recognizing an individual, project team, or company that has developed an innovative improvement for the technology of high-rise buildings. This innovation can be in the form of a unique building, a revolutionary building system or component, an improved material or product, or a new process or construction procedure. Gerald Johnson, AIA, Fujikawa Johnson and Associates, was named awards program chair. Deadline for entries to the Fax-lur R. Khan Award is September 9, 1991 and should be sent to Johnson at CCHRB Awards Program, 111 E. Wacker Dr., Suite 3015, Chicago, IL 60601. For more information, call Gerald Johnson at 312/565-2727.

Symposium

The Association for Preservation Technology (APT) will conduct its second APT/AIC Symposium, "Museums in Historic Buildings" at its annual conference September 22-25 in New Orleans. The objective of this symposium is to develop a Philosophy of Intervention to provide a practical decision-making tool in balancing the preservation needs of both structure and collection. A series of presentations, case studies, workshops, and site visits will focus on implementation of the "Statement of Principles" formulated at the first Museum Symposium held at the 1990 Montreal Conference. Contact Dr. Thomas Taylor, Jr., Colonial Williamsburg Foundation, Box 148, Williamsburg, VA 23187, 804/220-7432.

Various Matters

Effective March 1, 1991, new furniture used in public areas in the state of Illinois is required to pass new fire safety testing regulations. According to Christopher Mekus, AIA, Mekus Johnson, Inc., vice-chair of the Chapter’s Interior Architecture Committee, Illinois Statute 127 1/2 Paragraph 951-1 "specifically relates to the safety of furniture manufactured after March 1, 1991, that is used in hospitals, nursing homes, child day-care centers, public auditoriums, and stadiums. Yet, there are a number of open issues about which all owners and design professionals must keep abreast."

The Act provides that a manufacturer’s certification of fire safety be based upon fire testing of the entire piece of assembled furniture. California is the only other state with a similar law. In the past in Illinois, components could be test-burned separately and then approved. Regulations to be promulgated by the State Fire Marshall and a committee of seven have not yet been issued.

Mekus raises a number of concerns with respect to the affect of the act on liability, product cost, and product choice. From a regulatory viewpoint, he notes that: 1) the Act is silent on the issue of reupholstered or refinshed furniture; 2) the Act enables the fire marshall to inspect premises to ascertain whether furniture is properly labeled, but does not yet provide for penalties.

"Considering products are customarily offered in a number of alternate materials, we anticipate that the additional cost to the manufacturer of testing each combination of structural materials, fabrics and finishes will raise the end cost and limit the range of options available to the end user. Customization may become prohibitively expensive to all but the most affluent users."

A copy of the Act is available at the Chapter office for review.

The photographic archives of Hedrich-Blessing spanning the years 1930 through 1969 have been acquired by the Chicago Historical Society. Comprised of the work of some 33,000 assignments with approximately 75,000 black and white negatives and/or transparencies, this is one of the largest collections ever acquired by the Society. Appraised for far more, the Collection was purchased by the Society for over a quarter of a million dollars following two years of concentrated fund raising. Hedrich-Blessing contributed the remaining work of the collection in order to insure that the collection remained intact, in Chicago. The Collection is in the process of being rehoused and catalogued to professional archival standards. It will be cared for and served by the Prints and Photographs Collection. A 1992 calendar featuring "Chicago in the 30’s: Images from the Hedrich-Blessing Archives" will be offered next fall at the CHS Museum Store.

John Zukowsky, curator of Architecture at the Art Institute will lead a study tour October 4-12, 1991, Germany: Past and Present, focusing on the revolutionary reunification of a new Germany within the context of the old. Highlights include a visit to the Einstein Tower, a meeting with the new director of the Bauhaus School in Dessau; a behind-the-scenes tour of the Dresden Opera House with the architect in charge of the restoration, and more. Information: Tour Designs, 800/345-9614 or the Art Institute.

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The Calendar

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Shedd Oceanarium Private Tour
New rates (cocktail party cancelled): members, $10; non-members, $15; students, $5. Parking along Solidarity or McFetridge Dr. Use south entrance of Aquarium (Oceanarium ramp).

Wednesday, July 3

Commission on Chicago Landmarks Meeting. 12:45 p.m. Commission Conference Room, 320 N. Clark St., Rm. 516. 312/744-3200.

Thursday, July 4

Celebrate Independence and Freedom. Chapter ofc. closed today.

Wednesday, July 10

1993 AIA/UIA Convention Public Relations Committee Meeting. 5:15 p.m. Chapter Board Room. Call Mary Jo Graf, 704-0777, X348.

IFRAA Design Awards Entry Forms Due. Contact: Richard Bergmann, FAIA; 204/966-9505.

Monday, July 15

1993 AIA/UIA Convention Committee Meeting. 5:30 p.m. Chapter Board Room.

Tuesday, July 16

Committee on the Environment Committee Meeting. 5:30 p.m. Location/more information: Yue Kuang Ku, 708/803-4510 or Steven Blonz, 708/692-4700.

Wednesday, July 17

Graham Foundation Lecture. Rebuilding Shakespeare’s Globe Theatre by Theo Crosby, architect of the rebuilding. 8 p.m. 4 W. Burton Pl.

Sunday, July 28


August

Monday, August 5

1993 AIA/UIA Convention Committee Meeting. 5:30 p.m. Board Room.

Harvard Graduate School of Design Course. (Through Aug. 6) Theater and Performing Arts Design. Call William Saunders, 617/495-4315.

Wednesday, August 7

Harvard Graduate School of Design Course. (Through Aug. 8) Theater and Concert Hall Acoustics. Call William Saunders, 617/495-4315.

Monday, August 12


Wednesday, August 14

IFRAA Design Awards Submissions Due. IFRAA, 1777 Church St. N.W., Washington, D.C. 20036; telephone 202/387-8333.

Thursday, August 22


It’s history

July 12, 1895 - Buckminster Fuller Born

July 19, 1933 - Nazi pressure closes Bauhaus

July 20, 1895 - Lazlo Moholy-Nagy Born

Aug. 1, 1971 - The Chicago Chapter & Illinois Council move to Glessner House

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