Keys to Success in Web-based Project Management
January 2003

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FOCUS (ISSN 1071-3700) Vol. 23, No. 1, is published monthly with a combined issue July/August, by AIA Chicago, 222 Merchandise Mart Plaza, Suite 1049, Chicago, Illinois 60654-1001. $20 of each member’s dues are allotted as a subscription. Periodicals postage paid at Chicago, Illinois. POSTMASTER: Send address changes to Focus, AIA Chicago, 222 Merchandise Mart Plaza, Suite 1049, Chicago, Illinois 60654-1001.

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This is Only a Test: Materials and Restoration
Thurs., January 9, 12:00 noon
AIA Chicago
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Since 1987, Construction Technology Laboratories has operated as an independent subsidiary of the Portland Cement Association. CTL provides structural and architectural engineering, testing, and materials technology services around the world. Its expertise extends beyond cement and concrete, encompassing virtually all structural systems and construction materials. Project Engineer C.P. Bok and Vice President Kevin Michols discuss testing methods and development of restoration strategies. 1 LU

More than Pennies: Architectural Copper
Thurs., January 16, 12:00 p.m.
Chicago Bar Assn.
321 S. Plymouth Court
Sponsor: Technical Issues PIA

Craig Thompson of the Copper Development Association gives the architect a basic introduction to the architectural uses and application of copper products, including manufacturing techniques, physical properties, design basics, finishes, life cost cycles, and environmental issues. Bring your lunch or buy at the cafeteria (purchase ticket in first-floor shop). 1 LU

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Hyatt Center: Under Construction
Wed., January 15, 5:30 p.m.
Higgins Development Partners
101 E. Erie St.
Sponsor: Corporate Architects PIA

Michael Damore, AIA, executive vice president of A. Epstein & Sons International, discusses the design of the new Hyatt Center project in Chicago. Epstein is the associate architect with Pei Cobb Freed for this exciting 1.7 million-square-foot project under construction at Wacker and Monroe streets. 1 LU

State of the Practice 2003
Thurs., January 23, 5:15 p.m.
Knoll, 1111 Merchandise Mart
Sponsor: Interior Architecture PIA

How are firms and those working in related industries acclimating to current economic conditions? The panelists are continued on page 4
Greg Van Schaack, Hines; Dan Stanciu, The Staubach Co.; Steve Zuwala, Interior Construction Group; Jim Ford, Desks Inc.; and Peter Block, Cushman & Wakefield. Anne Cleary of Knoll moderates. The discussion starts at 5:30 p.m.; a question and answer session follows at 6:30 p.m. 1 LU

**How Do Our Gardens Grow: Urban Agriculture Charrette**

Sat., January 25
9:30 a.m. to 3:00 p.m.
Chicago Center for Green Technology
445 N. Sacramento Ave.
Sponsor: Environment PIA

As part of Chicago’s efforts to become a greener city, the Chicago Department of Environment invites AIA Chicago members to join others in developing an urban agriculture plan for the city. Learn about community gardening efforts, the positive social and economic outcomes of reconnecting urban dwellers with the earth primarily through the utilization of vacant city lots, and have an impact on a plan to be implemented by the CDOE. Lunch provided. Limit 25 members; reservations required by January 20. 2 LU/HSW

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AIA National Convention
San Diego, CA, May 8 – 10

Designight
Navy Pier, September 19

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2002 Marked by Impressive Roster of Education and Outreach Programs

Continuing Education

The Professional Interest Areas organized more than 60 continuing education programs and tours. Highlights included programs on housing diversity, the rise in mold litigation, business refresher courses for firm principals, innovations in design practice, and diversity within the profession. Tours were lead at Eport, the Crate and Barrel headquarters, LaRabida Children’s Hospital, the Sofitel hotel, and the Milwaukee Museum of Art, among others. Special events included Designight on October 11, during which former Gov. James R. Thompson addressed more than 800 guests and congratulated winners of AIA Chicago’s annual Design Excellence Awards, and the Annual Meeting on December 11 when the Firm Award, Young Architect Award and Distinguished Service Award were presented. And keynote speaker Lee Bey, deputy chief of staff to Mayor Daley, discussed the City’s planning and design agenda.

Again this spring, the Professional Development Conference drew several hundred members to workshops in design, management and technical/life safety issues. Participants earned a majority of their required continuing education credits in just two days.

As in recent years, AIA Chicago helped architecture students and interns navigate the waters of the internship process and the Architect Registration Exam (ARE) with programs about the Intern Development Program, Pathways to Licensure, and intensive ARE study courses.
Members of Teng & Associates at the Annual Meeting to accept the 2002 Firm Award.

Vincent Hamp Architects received a 2002 Distinguished Building Honor Award for the South Kenwood Residence.

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Public Outreach

Members of AIA Chicago have been active in recent years in critical design, planning, zoning and building code revision efforts in the City, taking leadership roles on the Central Area Planning Committee, Zoning Reform Commission, and Historic Bungalow Initiative. At the request of City leaders, the Chapter formed an Historic Michigan Boulevard District Task Force to offer design guidelines to the Department of Planning, renewed a Memorandum of Understanding with the Department of Environment, and reviewed proposed revisions to the Building Code.

AIA Chicago also continued to organize member-lead programs and tours for the public through the “Working With an Architect” seminar series and the City’s Great Chicago Places and Spaces. Our members served as jurors and sponsored summer interns as part of the Newhouse Competition in the Chicago Public Schools and designed novelty miniature golf holes for the Epilepsy Foundation’s annual Golf Around Chicago.

The highlight of the year without a doubt was a lecture by Santiago Calatrava. Organized by AIA Chicago and the Architecture and Design Society of the Art Institute, the presentation was open to the public and drew a sold-out audience of 1000.
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Background

In 2000, federal and state funds for capital projects became available. CTA President Frank Kruesi and Jack Hartman, executive vice president of construction, engineering and facilities, faced a gargantuan task. With an initial capital budget of $2.1 billion for five years, the CTA would have to manage a staggering amount of design and construction. It was clear traditional project planning and management approaches weren’t up to the volume, and in-house professional construction and management teams were already overloaded.

The CTA selected URS Corp., represented by Vice President Sharif Abou-Sabh, P.E., to oversee program management with Kristine Fallon Associates (KFA) serving as the sub-consultant for the Web-based project management system.

However, CTA executive management understood that the role of
The rehabilitation of the Douglas Branch of the Blue Line requires rebuilding transit stations without disrupting service.

Technology is subordinate to the larger issues of workflow. Hartman made a commitment to do "whatever it would take" to institute the management controls needed to ensure success.

The CTA Board established four goals for the Capital Improvement Program (CIP) management team:

- 80 percent of the funds committed within five years
- Majority of benefits realized within five years
- Progress toward bringing the system to a state of good repair
- Equitable distribution of benefits throughout the service area

As program manager, Abou-Sabh translated the program goals into a series of rigorous methods and metrics in keeping with ISO 9001, a certification the CTA is currently pursuing.

- Developing a "20-year needs assessment" that standardizes condition ratings of all assets' conditions and proposes investment paces for all asset categories.
- Project "master planning" early in design to heighten the reliability of early cost estimates and increase credibility with funding agencies.
- Shifting the agency's philosophy of project "users" to include the rail and bus operating departments as intermediate "clients" of the engineering and construction departments, thereby aligning the mission of the engineering and construction department with the ultimate end user — the CTA customer.
- Adopting the "design-to-budget" concept — the cornerstone of cost control.
- Establishing a dedicated estimating and schedule-analysis department.
- Setting up a performance-driven quality assurance program.
- Establishing an Exception Reporting system for early warning of potential major management issues.

This program has entailed numerous innovations and changes for the CTA and its contractors. It is setting new standards for the successful management of multiple projects in public/private-sector cooperative environments.

This article focuses on one technology that has played a small but important role in the program: Web-based project management. As an integral component of a comprehensive package of program management services, Web-based project management has been applied here at unprecedented scale — with impressive results.

Why Web-based Project Management?

Here are just a few of the benefits of Web-based project management:

- Simplification of communications. Having a centralized "store-and-forward" messaging system — the most basic feature of any Web-based
project management system — greatly reduces the number of possible communication paths among the participants on a project, and thus reduces the likelihood of miscommunication. All communications are archived and searchable.

• Comprehensive tracking of time-sensitive items, such as Requests for Information (RFIs) and Submittals. This makes team members accountable for content and timely response. Automated tracking and reporting of this type, available in the higher-end solutions, are indispensable tools for managing large capital programs with dozens of projects and thousands of participants.

• Common document storage and reference. Everyone knows they are working from the appropriate version of any given document.

• Document management. All documents are in a single logical repository (which may be physically centralized or distributed), and are thus accessible in an orderly fashion.

• Audit trail. It is possible to verify that a communication was sent or received, by whom and when.

• Document delivery. Much faster than overnight courier and more secure.

• Knowledge management. Controlled documents can be stored, distributed, and updated quickly, with no reprinting. Work flow and procedures can be enforced by the software.

• Access. Being Web-based, such systems can be accessed from any Web browser, anywhere.

• Faster cycle time. Eliminating lag time as information moves from one organization to another can dramatically shorten project schedules.

• Standardization. Standard appearance of documents, forms, logs, and reports makes for easy comprehension and comparison.

Selecting a Vendor

"Once we were selected as consultants, we quickly set about defining the requirements for a vendor," said Kristine Fallon, FAIA. "One of our first decisions was to pursue an application service provider (ASP) implementation, in the interest of both time and cost." (ASPs specialize in providing access to software that runs on their own computers. Users thus have no installation or update burdens; they pay only for the use of the software.)

Part of the challenge was that the system had to meet the needs of design, as well as those of construction. Some Web-
based project management tools are capable in one area but not both. The field was thus rapidly narrowed to San Francisco-based Citadon. “They were the only ones who could demonstrate strong support for both design and construction activities, plus experience with large projects,” said Fallon.

Web-based project management is an application that is well suited to delivery through an ASP. Its data management, security, reliability, and performance demands are such that the IT management aspect of the service is specialized and complex, and thus best handled by a company that concentrates on this area. With an ASP such as Citadon, all software updating is done on the server; there is no need to deal with the users at all.

Moreover, Web-based applications provide a measure of platform independence that is a welcome change to IT managers. In the past, each application required users to use a certain computer type, with a certain operating system. Web-based systems work with any computer that has a standard Web browser.

Putting It All Together

As part of a commitment to achieve ISO 9001 quality certification for the CTA's engineering processes, the project management team had developed diagrams of the major project management processes. The KFA Web support group adapted these diagrams to indicate how ProjectNet — the name of Citadon’s software — should be used to support these processes. They solicited comments from the CTA and construction managers already under contract. The Web support group then wrote detailed work instructions on exactly how to use ProjectNet to perform work tasks. These materials became part of a training manual.

“We require each new user to take two training classes. Nobody can access the system unless they have undergone training,” said Fallon.

“In terms of propagation of system use, having the owner in control is very helpful. We can and do require everyone — construction managers, general contractors and designers — to use the system. Without access, you are off the project,” said Fallon. “At the same time, we implemented it in such a way that each of the participants gained immediate benefits from using the system.”

“We believe strongly that Web-based communications are indispensable to speeding the design and construction processes while at the same time improving quality,” said Hartman.

The CTA program management staff consists of more than 50 people. They and hundreds of consultants, construction managers, general contractors, and subcontractors are trained and supported by a Web support staff of four headed by Mike Poynton, AIA. Poynton, with KFA consultants Peter Urban and Greg Bush, developed a curriculum to provide a half-
The overall goal of the CTA is to extend the life of the transit system by 40 years.

The CTA’s Five-Year Program

Among the many projects planned as part of the Capital Improvement Program (CIP), the rehabilitation of the Douglas Branch of the Blue Line stands out because of its size and complexity. It requires the rebuilding of elevated track structures and transit stations without disrupting service.

While it is the largest construction project started to date, there are more than 50 other projects in the CIP. Their overall goal is to provide CTA customers with new facilities and extend the life of the transit system by four decades. Bus stations, passenger facilities, bus garages, train stations, communications systems, train tracks and supporting structures are part of the far-reaching rehabilitation and extension projects.

Another large rail project involves increasing the Brown Line’s capacity by 33 percent, through the reconstruction of platforms and infrastructure. Order of magnitude: about $476 million.

day general training course to all users, and additional training classes focused on each user’s role in the project. In the first year of implementation, KFA trained 560 team members from 57 organizations to use ProjectNet.

Results

“We are meeting or exceeding our own expectations,” said Hartman. “For example, we are processing more than 2.5 times as many RFIs on the Blue Line project as we did on the Green Line project. I’m expecting to do much better — perhaps six times as many. And since RFIs are the key to getting the job done quicker, that means we can expect to save a great deal of money.”

The RFIs are also being closed 18 percent faster than on a baseline manual project recommended by CTA for comparison.

Lessons Learned

“The system shines a light on what everyone is doing,” said Hartman. “That’s one reason some people resist it initially — especially older people in the field. But they learn to like it, once they realize it’s a requirement.”

When asked what he might have done differently, Hartman replied, “Nothing, although I didn’t realize how much training would be involved. And the truth is that I didn’t realize we were as pioneering. I thought others were doing more.”
Recommendations

1. The choice of a Web-based project management tool vendor is "crucial in the short term, but not in the long term," said Sharif Abou-Sabh of URS. "Any system will require customization and ongoing support — from the vendor or a consultant."

2. When possible, introduce the system to the participants before construction planning begins. It is much harder to switch to a new system than to begin with one.

3. Do everything possible to focus training on how to perform the attendees' jobs using the tool. Nobody wants to take time away from work to learn something that is not relevant to his or her job.

4. An ASP is the preferred form of product/service delivery in the construction industry. But they must be very thoroughly qualified.

Why has the CTA Succeeded?

In its white paper, Cyon Research speculated the CTA has been successful in implementing Web-based project management due to the following factors:

- The CTA and the program management team have an accurate grasp of the complexities of their projects.
- The technology is being implemented by the owner, who can make its use a requirement for project participation.
- Training is compulsory and of high quality.
- The principles of "accountability, accessibility, and audit-ability" have been applied throughout.
- A supportive vendor with good technology was chosen.

In sum, success in the application of Web-based project management is achievable, as the CTA has demonstrated.

But it requires excellent management and good technology — and project discipline that is most easily driven by an owner.

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Winners of AIA Chicago’s 2002 Distinguished Service Award Announced

Since 1955, AIA Chicago has recognized individuals and organizations that have given outstanding service to the Chicago architectural community, including service to the profession, public service, and education. This award is not necessarily presented every year.

Individuals, associations, AIA Chicago members, and members of the Chicago community at large are eligible. Past honorees have included architects, craftspersons, educators, authors, journalists, and organizations of various types. AIA Chicago members are responsible for nominating candidates; award recipients are chosen by the Chapter’s board of directors.

The Board of Directors voted in November to bestow the Chapter’s Distinguished Service Award on John (Jack) Bowman, AIA and Andrew Mendelson, AIA.

Bowman was praised for his dedication to detail and his kindness to young architects. “His understanding and appreciation for the art of building have made him one of the last architects for whom design and construction have equally important significance,” wrote Dirk Lohan, FAIA.

“I met Jack on [the] third day of my career,” wrote Roger MCFarland, AIA. “I expected to work with the best talent at Fujikawa, Conterato and Lohan. I did not expect to meet the kindest gentleman I have ever met.”

Bowman worked for more than 40 years for Chicago firms, including Skidmore, Owings and Merrill, the offices of Mies van der Rohe, and Lohan Caprile Goettsch. After retiring in 1995 from the latter, he began teaching at the Illinois Institute of Technology (IIT).

“His patient ability to educate and nurture young architects at IIT is a commitment Jack has demonstrated in recent years even as he continues to learn and develop his intellect,” wrote James Torvik, AIA.

Bowman has been a long-time volunteer with the Lincoln Central Association, planning and designing two key neighborhood parks — Oz and Lincoln Central.

Mendelson, a principal at OWP/P, was honored most notably for his extraordinary, intensive effort as part of the A/E/C Study Group, a collection of architects and engineers from AIA Chicago and the Consulting Engineers Council of Illinois (CECI). The group is dedicated to pursuing revisions to contractual language in City of Chicago and Public Building Commission contracts. As the steward of this group, Mendelson has been instrumental in organizing activities and establishing a relationship with legal consultants. The group has been in discussion with the City regarding Indemnification, Standard of Care, Warrantee issues, Dispute Resolution, Right of offset, Copyright and Prompt Payment — contractual areas of universal importance to the well-being of large and small firms.

“As his responsibilities within his firm have increased, his contributions to our profession and community have grown commensurately,” wrote Charles Smith, AIA.
PEOPLE/FIRMS

Environ Inc. has merged with Detroit-based HarleyEllis, effective January 1. The combined firms will staff more than 350 architects, designers, planners, engineers and facilities managers. The new firm will operate under the name HarleyEllis in Detroit and Cincinnati and as Environ HarleyEllis in Chicago. Revenue is expected to exceed $75 million. HarleyEllis’ Dennis King, FAIA will remain as corporate chairman; Environ’s John Nelson, FAIA will serve as corporate executive of the Chicago office.

Robert Grela, principal of R.A. Grela & Assoc., has been named chair of the Village of Burr Ridge Plan Commission and Zoning Board of Appeals.

Loebl Schlossman & Hackl Inc. has moved to 233 N. Michigan Ave., Suite 3000.

Lohan Caprice Goettsch Architects has moved to the historic Santa Fe Building at 224 S. Michigan Ave., Suite 1700. The firm’s phone number has changed to 312/356-0600.

PROJECTS

VOA Associates Inc. has been selected to provide preliminary planning, architectural design, and construction phase services for Fairmont State College’s new student union and recreational center in Fairmont, WV. The facility will include a wellness center, multipurpose classrooms, cafeteria, gymnasiums, a lap pool, and aerobics rooms among other amenities. The firm also has been retained by Western Illinois University to provide programming, site selection, conceptual design and a construction budget for a proposed performing arts center in Macomb, IL.

CALL FOR ENTRIES

Under the National Endowment for the Arts’ New Public Works Grant program, the City of Chicago invites licensed architects to compete in a design competition for an intergenerational learning center.

The Center is a prototypical social service center that includes a senior satellite center, Head Start classrooms, and Grand Family Homes, a City program that provides residences for adults over 60 years old who have custody of a grandchild. Submission criteria includes a $50 fee made payable to Archeworks, five images of relevant work, and an essay of 200 words describing the firm’s design approach to barrier-free living and learning opportunities. The jury will select five architects to receive $15,000 plus a travel stipend to compete in phase II of the competition. A symposium will be held at

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jlorenz@euclidinsurance.com

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Archeworks February 28 through March 1; there will be an exhibit of the finalists' work at the Chicago Architecture Foundation July 15 through September 7. Submissions are due January 22 by 4:00 p.m. at the Mayor's Office for People with Disabilities. Go to www.cityofchicago.org/disabilities/intergenerational for more information or call 312/744-4441 to receive a poster.

**AWARDS**

Hartshorne + Plunkard Architecture has won seven 2002 Key Awards for excellence in Chicago-area housing design. Sponsored by the Home Builders Association of Greater Chicago, the Key Awards include 13 divisions; each division has three levels of awards — Gold, Silver, and Bronze. Hartshorne + Plunkard received four Gold awards, two Silver and one Bronze for projects including The Dakota, a 56-unit mid-rise in the Lakeview neighborhood, and Royaltown Towers, a mid-rise in Old Town.

The Heritage at Millennium Park, a 57-story condominium building designed by Solomon Cordwell Buenz & Associates, won a Gold Key award from the Home Builders Association of Greater Chicago.

STR Partners has won the Merit Award for Additions/Renovations from the Illinois Association of School Boards for the Minooka High School Cafeteria addition. The facility includes a stage, indoor and outdoor dining spaces, four serving lines, and a separate faculty dining room. As part of the project, STR also converted an existing kitchen into a culinary teaching kitchen and café; the old dining room was redesigned as a student union.

**CLIPPINGS**

Joseph Antunovich, AIA was quoted in the December 4 issue of The New York Times about his firm's design, with VOA Associates, for a new dorm in the Loop. The dorm is being developed by the Educational Advancement Fund, a nonprofit corporation formed by DePaul and Roosevelt Universities and Columbia College. Antunovich and Bill McMillan, Assoc. AIA were also interviewed for an article in the November 27 issue of the Chicago Tribune for the restoration of the CTA's Dempster Station in Skokie.

On December 5, Eckenhoff Saunders Architects was featured on WMAQ TV Channel 5's six o'clock news as part of the "Wednesday's Child" segment. The firm graciously opened their offices to a 16-year-old foster child who hopes to be adopted and to become an architect.

A letter by Doug Garofalo, AIA was published as the Chicago Tribune's "Voice of the People" feature on November 30. Garofalo wrote in support of the controversial Soldier Field remodeling.

**PROFESSIONAL DEVELOPMENT**

The Chicago Architecture Foundation, 224 S. Michigan Ave., is holding a film/video series this winter. The first two installments are "Concert of Wills: The Making of the Getty Center" on Tuesday, January 14 and "My Father: The Genius Sneak Preview!" — a film by Lucia Smalls — on Tuesday, January 28. Each begins at 6:00 p.m. in the Lecture Hall Gallery. Admission is $5.

The Landmarks Preservation Council of Illinois is presenting Main Street Commercial: What Style Is It? at 12:15 p.m. on Thursday, January 16 at the Chicago Cultural Center, 77 E. Randolph St., 2nd Floor.

Anthony Rubano of the Illinois Historic Preservation Agency will discuss Main Street aesthetics from the mid-19th century through the late-20th century.

From January 22 through March 13, the Graham Foundation, 4 W. Burton Place, presents General Motors Technical Center: Eero Saarinen's View of Industrial America," an exhibit that combines specially commissioned photographs with actual construction drawings. It documents both the buildings and constructed landscape of the Center. The opening
includes a lecture by curator Brian Carter. Doors open at 5:00 p.m.; the lecture begins at 6:00 p.m. The show is on view Monday through Thursday from 10:00 a.m. to 4:00 p.m. and is free to the public. For more information, visit www.grahamfoundation.org.

On Monday, January 27 the School of Architecture at the University of Illinois at Chicago is sponsoring a lecture by Adrian Luchini, the Raymond E. Maritz chair of the School of Architecture at Washington University in St. Louis. The presentation, entitled "Midwest," will begin at 6:00 p.m. in Gallery 1100 of the Art and Architecture Laboratories, 845 W. Harrison St. Seating is limited to 125. Call 312/996-3335 for more information.

Architech gallery at 730 N. Franklin St. is presenting Daniel Burnham’s Chicago, an exhibit and sale of drawings, blueprints and photographs of some of the architect’s most famous projects, through March 22. For more information, visit www.architechgallery.com.

NEW MEMBERS

AIA
Jane Besley, Daniel P. Coffey & Associates; Michael Ceferin, McDonald’s Corp.; Steven Feldman, University of Chicago Hospitals; Gerald Granato, The Bachman Partnership; Douglas Heinen, Walgreens; Duane Hill, DePalma Group; Luis Martinez, City Colleges of Chicago; Mark Michonski, Jonathan Spitt Architects; Anthony Saifuku, Teng & Associates; Gisele Schmidt, Holabird & Root; Christopher Talsma, Latitude

Associates
Natalie Camara, Cashman Stahler Group; Thomas Hagensick, Marjorie Johns, Alberts Associates; James Lusk, Castlerock; Charles Ryan, Shinya Uehara, Ross Barney + Jankowski; Ruchita Varma, Ross Barney + Jankowski; Jessica Wojtas, DWP/P Architects; Christopher Wollmuth, Prisco Serena Sturm Architects

Emeritus
Arthur Salk, SAS Architects + Planners

Professional Affiliates
David Norton, Piper Rudnick; James Pfeiffer, Interiors for Business; Kathleen Pope, Cable Design; Michael Schmechtig, Klaus Schmechtig Company

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<td>8</td>
<td><strong>Chicago's Maxwell Street.</strong> Lunchtime lecture by authors Lori Grove and Laura Kamenski. 12:15 p.m.; Chicago Architecture Foundation, 224 S. Michigan Ave.</td>
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<td>9</td>
<td><strong>This is Only a Test: Materials and Restoration.</strong> Historic Resources PIA. 12:00 noon; AIA Chicago. 1 LU/HSW</td>
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<td>14</td>
<td><strong>Concert of Wills: The Making of the Getty Center.</strong> Chicago Architecture Foundation film/video series. 6:00 p.m.; 224 S. Michigan Ave. Admission: $5.</td>
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<td>16</td>
<td><strong>More than Pennies: Architectural Copper.</strong> Technical Issues PIA. 12:00 noon; Chicago Bar Assn., 321 S. Plymouth Court. Bring your lunch or buy at the cafeteria (purchase ticket in first-floor shop). 1 LU/HSW</td>
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<td>23</td>
<td><strong>State of the Practice 2003.</strong> Interior Architecture PIA; 5:15 p.m.; Knoll, 1111 Merchandise Mart. The discussion starts at 5:30 p.m.; a question and answer session follows at 6:30 p.m. 1 LU</td>
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<td>25</td>
<td><strong>How Do Our Gardens Grow: Urban Agriculture Charrette.</strong> Environment PIA. 9:30 a.m. to 3:00 p.m.; Chicago Center for Green Technology, 445 N. Sacramento Ave. Lunch provided. Limit 25 members. Reservations required by January 20. 2 LU/HSW</td>
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<td>29</td>
<td><strong>Bridges: The Spans of North America.</strong> Lunchtime lecture by photographer and author David Plowden. 12:15 p.m.; Chicago Architecture Foundation, 224 S. Michigan Ave.</td>
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