february 1972 the journal of the hawaii chapter, american institute of architects
MAKE OUR ISLANDS MORE HAWAIIAN...
USE CONCRETE

To create the designs of ancient Hawaii, the architects for the Kona Hilton used a sure-to-work formula... the one calling for you to mix imagination with Hawaii's own products.
Use concrete.

CEMENT AND CONCRETE PRODUCTS INDUSTRY OF HAWAII
Suite 400, Hawaiian Life Building, 1311 Kapiolani Boulevard, Honolulu 96814
PRESIDENT'S MESSAGE

By Don Dumlao, AIA

1972 is a year of decision and opportunity for Hawaii's Architects. As a member of the Executive Committee for the past few years, it has become increasingly more apparent that the Hawaii Chapter AIA has the opportunity and I feel the responsibility of assuming a greater professional role locally, regionally, nationally and indeed internationally within the Pacific Basin. It is a challenging, but also an exciting time to be a Hawaii Chapter AIA member.

The following are five of the questions the members of the Hawaii Chapter AIA must address this year:

1. The perennial question, 'What is the function of Hawaii Chapter to its members and to the community?' Jack Rummel's action plan for Public Relations presented at the January general meeting, stated well what must be done but is the Chapter ready to make that kind of commitment?

2. Has the Hawaii Chapter's philosophy and attitude kept pace with the role imposed upon it by a rapid changing world and problems? If we have not, how can we be convincing to others that change is necessary? How should the Chapter restructure for his change?

3. Should Hawaii Chapter become the Pacific Region of the AIA? There is strong sentiment expressed for this locally, regionally and nationally. Are we ready for it? Will we be the last to understand our potential role?

4. Assuming the Institute’s restructure proposal passes convention (and Grassroots reaction indicates it will), is the Hawaii Chapter ready to vie for the second Directorship in the Northwest Region? It could give our Chapter representation on the Institute Board for the next three years. I feel it is important for Hawaii now, but it is not a decision to be taken lightly.

5. Does the Hawaii Chapter really support the aims and objectives of the national policy task force report? (See special January issue AIA Memo). We should, it is perhaps the most significant statement the AIA has made in many decades. Individual members of the Hawaii Chapter AIA are now assisting the State of Hawaii evolve and implement such a growth policy. With full Chapter support, a growth policy statement could be made here in Hawaii which would contribute to solving the growth problem not only for ourselves but other areas. The time is right and it can best happen now, here in Hawaii!

I pose these questions at this time because it is important to know how you, the membership, really feel about each of these questions; for each will be answered either by action or inaction of our Chapter this year.
Within the past several years, the University of Hawaii's Department of Architecture has expanded from a few to over 300 students. With this added enrollment came an increase in student concern for their present and future in architecture, and last year, a chapter of the Associated Student Chapters/American Institute of Architects (ASC/AIA) was chartered. Failing to win widespread support, it soon became a fruitless effort and collapsed.

In October of this past year, a meeting was called to reorganize the Hawaii ASC/AIA. Approximately 40 students attended and listened to Don Dumlao give the AIA's support to an effort to form an active local ASC/AIA. In the first week of November, we received an invitation and registration package to the 1971 ASC/AIA Forum:

"Environmental Design Professionals of the Future." Although we had but three weeks notice, we were fortunate in securing funds from ASUH, Campus Center Board, and personal contributions from local architects which permitted us to send four representatives to Washington, D.C.

The Forum is traditionally held over Thanksgiving weekend and provides an annual opportunity for student representatives of the nation's architectural schools to share their mutual concerns. As the University of Hawaii easily wins honors for being the most isolated from other schools, for us the event was particularly relevant. Thus, it is hoped that recent participation has established a precedent.

Upon the return from Washington, a core of ten students established a bi-monthly newsletter in addition to a programs committee which enrolled 100 students during registration into the Hawaii ASC/AIA. Vince Hosaka has been appointed assistant regional director of the ASC/AIA, and Hawaii's acting president, Kim Thompson, now holds a position on the executive committee of the Hawaii Chapter AIA.

Some of the ASC/AIA's goals this semester are to secure positions on AIA standing committees, investigate and propose a work-study program, work to insure the accreditation of the Department of Architecture, construct and distribute a political candidate questionnaire on our environment, and establish a branch of the national HRC, (Human Resources Council).

If the ASC/AIA is to be an active organization, it must be supported by the students, the U.H. Department of Architecture, the AIA, and individual architects. Anyone interested in the SC/AIA, its goals and objectives, or the SC newsletter can contact us at the Department of Architecture. Please leave a note of where you may be reached and we will reply immediately.

It is hoped that the Hawaii ASC/AIA can become a frontrunner in the profession of architecture through its concerned and hard-working individuals.
Wimberly, Whisenand, Allison, Tong & Goo

By J. M. Neil

Wimberly, Whisenand, Allison, Tong & Goo probably has on its staff more trained architects than practiced in the whole Territory of Hawaii at any one time prior to World War II. Even after the firm's staff reduction from a high of 40 when the massive Sheraton Waikiki Hotel was in the works to the current total of 28, with five principals and three associates WWATG remains one of the largest firms in Hawaii architectural history. Few other firms in the world have done in the past fifteen years as many hotels and planning studies throughout the Pacific Basin and Asia. Yet it remains very much at home in Hawaii, and no plans exist for permanent branch offices elsewhere.

All of this was far in the future when George J. Wimberly and Howard L. Cook founded the firm in 1945. Both Wimberly and Cook had come from the Pacific Northwest to Hawaii in 1940 to work during the war years with Contractors Pacific Naval Air Bases at Pearl Harbor. Pete Wimberly, born in Ellensburg, Washington, in 1915, received his degree for the University of Washington in 1937 and did postgraduate work at the University of Mexico. Prior to his arrival in Honolulu he had worked as a draftsman and experimental engineer in Washington, California and Arizona. Howard Cook hailed from Great Falls, Montana, where he was born in 1914. Graduating from the University of Idaho in 1936, he worked as a draftsman with Sundberg & Sundberg until he came to the Islands.

1945 was a propitious time to start an architectural practice in Hawaii. A critical housing shortage that had developed in the previous 15 years and reconversion to a peacetime tourist industry provided plenty of work. Wimberly & Cook began as the local architects for Matson's hotel division, remodeling the Moana and Royal Hawaiian Hotels for postwar tourists who were eager to enjoy the money they had earned but could not spend during wartime restrictions. Soon thereafter the firm did its share of the residential architecture that rapidly developed from Kahala to Niu and in Windward Oahu. Thus, the two primary kinds of work typical of the firm's history - hotels and resorts and planning (at first this meant suburban Honolulu tracts and shopping centers) - had soon emerged.

In the 1950s the firm added two associates. Paul Jones came from the Mainland in 1950 and remained with the firm for seven years before he joined Lenmon, Freeth, Haines & Jones as a principal. (For more of Jones, see the next issue). George V. Whisenand had already gained a broad background in engineering and planning when he joined Wimberly & Cook as an associate in 1955. Born in Bloomington, Indiana, in 1913 and graduated from the University of Illinois in 1933, Whisenand

Continued on Page 17

TAKE A LOOK . . .

By J. M. Neil

THE WAIKIKIAN HOTEL
1811 Ala Moana Blvd.
Built in 1956 at a cost of $1,650,000.
(Tower added in 1963)
Designers: Wimberly, & Cook;
Paul D. Jones, Associate
Structural Engineer: Richard R. Bradshaw
Contractor: Pacific Construction Co.

FEBRUARY 1972
Fair Shake?

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traditional

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fireproof

termiteproof

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windproof

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We’ve left you space to compare — item by item. We think you’ll discover Monier Roof Tiles offer more than just a fair shake. Monier Tiles are the most remarkable roofing material ever made. Specify them on the next home you design, build or finance.

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Dues Due!
The Treasurer would like to encourage each member to pay his annual and supplemental dues as soon as possible. These dues may be paid separately. The Chapter financial situation requires immediate income at the beginning of the year to fund fixed operating and committee expenses. Your full cooperation is necessary.

Financial Status

The recently passed Hawaii Chapter by-laws include a provision for supplemental dues which will greatly strengthen the Chapter’s ability to fund new projects, as well as to keep pace with rising operating costs. These operating costs of 1971 required an expenditure above the income received of approximately $2,500,000. The 1972 budget includes the payment of these outstanding bills as well as the funding of new projects by your active committee chairmen — all made possible by the supplemental dues. Some of the budget items under consideration by the Executive Committee are: (1) funds for increased legislative lobbying, (2) significant guest speakers from the mainland on timely and pertinent subjects, (3) increased support of community charities which promote the preservation and improvement of our environment, and (4) continued support of the community design center.

It is anticipated that the 1972 operating budget will allocate 53% of the anticipated income to office expense, 23% to general expense, 20% to committee expenses, and a 4% amount to contingency. The Executive Committee will be adopting the 1972 operating budget by February 15th. Please contact the treasurer, Donald Goo, if you have any questions regarding the budget.

It is extremely important that each Chapter member pays his annual dues and supplemental dues as soon as possible in order for the approved Chapter programs to be assured of funds at the time they are implemented.

Your cooperation will enable the Chapter to proceed on a sound, fiscal foundation.
Dues and Chapter Finances

Continued from Page 6

Chapter Supplemental Dues are figures similar to National Supplemental Dues. For example:

(1) Architects X and Y are equal owners of an architectural firm, with a staff and are considered employees of the firm. Each architect is obligated to pay supplemental dues.

Owners:
X's salary is more than $7,800
Y's salary is more than $7,800

Staff:
Secretary 5,000
Designer (Assoc. AIA*) More than 6,000
Draftsman
Draftsman (Contract basis - No FICA paid)
Total $34,400

*Not obligated to pay supplemental dues

FICA = (5.2 + 5.2)% x $34,400 $ 3,577.60
Supplemental Dues - 3% of $3,577.60 $ 107.33
Architect X would pay 50% of $107.33 $ 53.66½
Architect Y would pay 50% of $107.33 $ 53.66½

(2) Architect Z is self-employed, without a staff, earning more than $7,800 and pays self-employment tax. He is obligated to pay supplemental dues.

Self-employment Tax - 7.5% of $7,800 $ 585.00
Supplemental Dues - 3% of self-employment Tax $ 17.55

(3) Architect Z is self-employed, with a staff, earning more than $7,800. He is obligated to pay supplemental dues.

Employer
Self-employment Tax = 7.5% of $7,800 $ 585.00
Supplemental Dues - 3% of self-employment Tax $ 17.55

Staff
Secretary $5,000
Designer (Assoc. AIA*) More than 7,800
Draftsman 6,000
Draftsman (Contract Basis - No FICA paid)
Total $18,800.00

FICA = (5.2 + 5.2)% x $18,800 $ 1,955.20
Supplemental Dues = 3% of $1,955.20 $ 58.66
Architect Z would pay $17.55 + $58.66 = $ 76.21

* Not obligated to pay supplemental dues

FEBRUARY 1972
The term "Public Relations" needs definition. Many think of PR as news releases. Others say, "Public Relations for AIA creates the image of the architect as seen by the public." Still others define PR as things we do to enhance or increase public knowledge of our organization and what it stands for.

PR is all of these; and much more. PR encompasses not only AIA image with the public, but also includes information about educational programs, relations with associated professions and aims with the legislature and other government bodies. It includes exposure of awards programs, competitions, public service, social functions and home tours. It arranges public speaking engagements. Public Relations selects specialized targets for information about architecture such as real estate and banking communities, military, schools, materials suppliers, manufacturers and government. It exposes noteworthy accomplishments to public view. It discloses exciting design and planning ideas of fellow members. It also includes healthy and definitive stands on issues of total environment, planning and ecology. Public Relations emphasizes what AIA feels is wrong with our life patterns and what corrective measures we propose. In short, PR is what AIA is all about.

PR is more than an occasional news release about meetings, visiting dignitaries, obituaries and awards. It is not merely announcements of social functions or emphasis on Chapter activities for charity. It is, instead, a professional's job calling for varied talents. It should be accomplished by professionals in the trade of Public Relations. With good PR we can make an enormous contribution to our society. Without it we fail our primary mission and remain merely a gentlemen's social club.

Past PR activity of AIA has been an amateur effort. It has largely been ineffectual. Lacking continuity and professionalism it has often failed its prime mission. Small importance has been placed on value of good PR. Little effort has been expended, or has been spent in wrong directions. Public Relations has been spasmodic and inverted. We have spent too much time and effort patting ourselves on the back while hiding our proverbial light under the bushel. What other organization, for instance, publishes important, newsworthy bulletins and then circulates them only among their own membership? What other professional group makes awards for achievement to its members, then invites only its own exclusive group to honor the individuals?

Young members tell us we are on an "ego kick." We honor one another for fine design. We raise individual self-esteem and ignore value to the profession of public information on such awards. Our annual awards banquet, for instance, artistically displays honor recipients efforts. A poorly written, and less artistically designed announcement is made by the news media. Dinner is served, cocktails downed, certificates awarded and the whole thing forgotten until next year.

We haven't been getting enough mileage out of our only serious annual attempt to honor our professional members.

Past failures at PR can be statistically shown. In the first six months of last year 213 building permits were issued to AIA member-designed projects. More than 400 were issued to non-professionals or to non-members of Hawaii Chapter!

On dollar-value of construction put in place the facts are no better. During the first half of the year a little more than $15 million was designed by registered member-architects. On the other hand, almost $32 million was put in place by non-members! In one month alone (June) non-professional, non-members applied for and received 400 building permits in an amount that exceeded the entire six months output by professional members!

While the above may seem to be little more than sour grapes, it points up one important factor: The public is not sufficiently informed of the value of professional architectural services to use our members for the majority of their design commissions!

On the sector where building permits are not required (such as government contracts) the picture is no better. Research reveals a majority of State, Federal and military design commissions and studies go to non-member architects! Worse, they are often not State residents familiar with our insular

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Public Relations ...
... Do We Need It?

problems. This often leads to inconclusive or impractical studies; unworkable designs.

We have had such ineffectual PR that we have not even been able to convince our own government to utilize our services! Results represent not only a dollar loss in design fees, but drastically affects quality of environment! How can we say that we are controlling, or even contributing to betterment of environment when more than 75% of our environmental design is being placed with non-professionals? Yet all these dismaying statistics can be turned around by an effective, dramatic, professionally-controlled public relations program.

We cannot continue to try to perform professional PR with amateur help. This is particularly true when one realizes that PR directly affects quality of life style. It is just as wrong for architects to be designing PR as it would be for public relations people to assume responsibility for planning and design of major architectural projects.

There are those who say we cannot afford professional help. This is a little like the drowning man saying he cannot afford artificial respiration. Without professional PR we will see our AIA image sink into obscurity. (It is already almost there when statistics reveal architecture is already 75% dead). Effective PR handled by professionals, could turn the situation 180 degrees. Our professional members should be designing 75% of the work instead of the mere 25% we can claim today. If we are truly to assist in controlling our environment; if our aims are really objective for betterment of society then we must create a better image-professionally. To do less would prove that we are comfortable with our profitable status-quo. It will show that we are only dollar-oriented and on the ego-kick as accused.

We owe our community good planning and design. We can perform our duties to our society only if we make them aware of our concern and of our capabilities. This is the job that should be entrusted to a professional PR agency.

However, we should not be so naive as to give our PR representative carte blanche on the program lest it turn into a fender-banging publicity campaign. What must be done must be accomplished with dignity, good taste and decorum. It must be professionally controlled and fully supported by Hawaii Chapter.

It must also be a vital campaign, effective on many fronts. It cannot be aimed at only one segment of our community, nor one class of our society. It must be comprehensive, aggressive on some fronts, supportive on others. It must include service as well as education. It must accomplish our social aims while increasing our professional involvement.

Professional PR is not inexpensive. The first reaction might be that Hawaii Chapter just can't afford it. On the other hand when one considers that a total PR plan will cost the average Corporate Member only $10.00-$12.00 per month (about the cost of one good client lunch) cost becomes insignificant.

Effective PR should eventually result in 200-300 per cent increase in dollar volume of work for the average Hawaii Chapter member. Viewed in this light the Action Plan for PR is a self-liquidating investment that we cannot afford to be without.

The alternative to action is no action. No action means little PR; certainly no effective PR. The result will be a general decline in professionally designed work, with more and more going to the illegal practitioner, to the plan stamper and to outside sources that are not reluctant to publicize their qualifications. No PR (or poor PR) will seriously affect our environment. It may mean the end of architectural practice as we know it. An increasing bulk of design work will go to the package dealer, to the turnkey operator, to the plan stamper, the supply house and the illegal practitioner. The result will be environmental chaos. When faced with this alternative the only question we should be asking is, “How can we raise the funds to do a proper public relations job?” Happily, this should not be too difficult with an enlightened membership.
THE CHINATOWN PLAN

DMJM will present their Chinatown Plan at the AIA meeting February 17 at Wo Fat's.

The Chinatown General Neighborhood Renewal Area consists of fifteen blocks of the Central Business District adjacent to the financial and governmental center of Oahu. The area is bounded by Nimitz Highway, River Street, Beretania Street and Nuuanu Avenue with gross area of about 36.0 acres.

The Chinatown GNR Area contains sufficient physical deterioration, building obsolescence and environmental deficiencies to warrant an urban renewal program. Being adjacent to the Kukui Project, this urban renewal area will complement the Kukui Project and substantially assist in the rejuvenation of downtown Honolulu.

Due to its close proximity to the waterfront, the Chinatown GNR Area was part of the early physical development of Honolulu and is completely built up. The predominant character of the Chinatown GNR Area is non-residential and the commercial uses are primarily retail and service oriented with apartment and living quarters on the second and third floors.

A major problem is small lots and poor parcelization where 63.5 percent of the lots are below 5,000 square feet and the median lot size is 3,174 square feet.

There are over 160 parcels containing over 170 structures.

It is estimated that 200 families, 800 individuals and 500 business concerns will be affected by this project.

Based on a 100 percent field survey,
the findings indicated that the Chinatown GNR Area warrants clearance-redevelopment treatment with retention of sound structures and structures with historical and architectural values.

1. Over 85 percent of the total number of structures contain one or more deficiencies. Many of the structures constructed prior to the adoption of building and fire codes are non-conforming construction.

2. Of the total dwelling units, approximately 75 percent have one or more building or structural deficiencies.

3. Median age of buildings in the area is over 45 years. One third of the structures are of wooden frame or wooden-masonry construction which do not meet the fire rating standards for a high density, commercial area like Chinatown.

4. Due to the former cumulative type of zoning regulation, many blocks have an unplanned mixture of industrial, warehousing, wholesaling, retailing and general commercial activity, multi-family, single family uses and rooming houses.

**Project Objectives**

The objective of the Chinatown GNR Area is to develop a General Plan involving future land uses, street pattern, public facilities and utilities of the entire neighborhood area, regulations and building requirements relating to bulk, density, open space, etc., and a concept to develop the non-residential and residential uses in a structure as separate entity. It will also recommend a proposal to phase the projects so as to stage the execution of each project with the least amount of relocation of people and business concern and disruption to the activities of the area.

The primary focus of the Chinatown GNR Area is implementing the national goals by expanding the housing supply for low- and moderate-income families. There is a definite housing need for moderate-income families. These are families who constitute the “gap” group, where the incomes are too high for public housing but insufficient to afford prevailing rent levels or purchase of homes in the open market.

The Hawaii Housing Authority is interested in developing housing for elderly in the area.

In addition to housing, the area offers a potential for an imaginative Oriental center. The present character of the area will be preserved. The open markets, Oriental goods stores and restaurants will be retained. The basic premise to be used in the design of this project is to separate the incompatible uses both horizontally and vertically, and yet establish each use in a location that would bring the optimum benefits.

Commercial uses may be on the ground floor for maximum exposure and ease of entry for shoppers (pedestrian traffic). Above this commercial use will be located multi-family uses with separate entrances and courtyards. The multi-family uses will have the privacy that is required, yet convenient access to commercial and service facilities and also to transportation facilities.

It is possible to develop a center that reflects the Oriental cultures and simultaneously present tourists an opportunity to visit and acquire various ethnic services and products from the Far East. As such, a secondary but complementary focus, the project will offer employment opportunities for the unemployed, underemployed and low-income persons through a concentration of a specialized commercial center. The commercial uses will be primarily oriented to specialized retail and service activities such as restaurants, general merchandise stores, Oriental shops, curio and art shops, Oriental food stores and open market, entertainment and other related business uses which emphasize Far East culture.

The location of the area in relation to employment centers is ideal. The Chinatown GNR Area is within easy walking distances to the State’s primary employment center (government and financial core) of the City and of State of Hawaii, the waterfront and the industrial area along the waterfront. It is well serviced by public transit facilities and is within commuting distance to the high defense employment centers (Pearl Harbor-Hickam complex) and Waikiki.

The combination of housing and commercial uses will generate additional retail and service needs to support the population within and outside the project area and thereby provide an organic balance through which the Chinatown GNR Area will be restored to a usable and dynamic neighborhood.

We believe that the renewal of the Chinatown GNR Area will contribute to the balance of the Agency’s overall urban renewal program.

**Relocation**

The 15 blocks of the Chinatown GNR Area have been divided into four projects, with Project I (Pauahi) to have two blocks, Project II (Nuuanu) four blocks, Project III (Kekaulike) four blocks and Project IV (Maunakea) five blocks. In carrying out the relocation program for this project, Project I will be done first and the other areas will be taken in sequence. It is planned to have Project I construction completed before Project II tenants are relocated.

In the relocation of Project I tenants, the Agency has programmed relocation housing for families in low- and moderate-income housing to be built under Section 53-21, Hawaii Revised Statutes. The location and number of units are presently under study by the Agency.

Rehousing resources for Project I families and single individuals will also include housing units to be built in the present Kukui Project in Block G, Block F and possibly in Parcel D-J-10. The vacant turnover units of Kukui Gardens, Inc. 822 221(d)(3) units in the Kukui Project, Hawaii Council for Housing Action’s high rise for the elderly, 1- and 2-bedroom 236 and 3- and 4-bedroom 236 units will also be utilized for rehousing of Project I tenants. The Hawaii Housing Authority’s turnover units of low rent for families and elderly single individuals will also be utilized for project tenants.

Adjacent to the Chinatown GNR Area, the City and County Traffic Department will build a multi-deck parking facility with spaces for business on the street level. Displacees from the Chinatown GNR Area will be given consideration for business relocation in this parking facility. Also slated for development in the Kukui Project are the Cultural Plaza and Bishop Corporation Business Plaza. Both of these developments are across Beretania Street immediately adjacent to the Chinatown GNR Area and will have spaces available for businesses.

On the average, by areas, there are 28 families, 134 single men and 132 businesses for each area and we do not anticipate difficulty in our relocation of tenants from the Chinatown GNR Area.

The proposed execution schedule for the various projects is as follows: Project I – Pauahi, 7/72-6/77; Project II – Nuuanu, 1/75-12/79; Project III – Kekaulike, 7/77-6/82; Project IV – Maunakea, 7/80-6/85.
NATIONAL STRATEGY

This year, architects have a chance to play a vital role in determining the shape of the future. Members who come to Houston will have a chance to make their voices heard as they examine, debate, and vote on one of the most far-reaching proposals ever advanced by the architectural profession: the Report of the AIA’s Task Force on National Policy.

A year in the making, the report recommends a number of strategies aimed at insuring intelligent use of our dwindling land reserves and providing for creative, humane rebuilding of our crumbling and chaotic urban areas.

The task force which drew up the report — Archibald C. Rogers, FAIA; William L. Slayton, Hon. AIA; Jaquelin Robertson, AIA; Ieoh Ming Pei, FAIA, and Paul Ylvisaker, professor of public affairs and urban planning at Princeton University — has produced a document which proposes a strategy for building, over the next three decades, a better environment. The strategy would provide consumers with expanded options as to how and where they live; would develop a mechanism for preserving our open spaces and our historical heritage; would establish an armature of public utilities and services as the primary means of determining settlement patterns.

It defines and recommends the “growth unit” as the essential physical building block of a national growth policy. The growth unit, a neighborhood of approximately 3,000 dwellings and 8,000-10,000 people, represents the concept that our nation’s growth and renewal cannot be thought of as merely construction or replacement of individual buildings, but must be conceived at community scale, with the full range of physical and human services which can ensure an urban life of quality.

Concepts like these, and the political and social action needed to translate them into fact, will require a high degree of commitment on the part of our leaders and citizens. To inspire that degree of commitment, it is essential that we — as architects of the strategy as well as of the buildings it will ultimately produce — fully understand and support the proposals which we are submitting to political leaders and thus to the electorate.

A complete copy of the Report, which was approved by the Board of Directors in December and released to the press January 24, is available in the AIA office. All members should read it.

THE BELIEFS AND PREMISES WE START WITH

A. A national growth policy is first of all an expression of national values.

B. The values we most cherish are the worth of the individual and his freedom of choice.

C. We believe, therefore, that national growth policy should actually commit the nation to these values, not merely restate them.

D. The goals of national growth policy and the problems it should be concerned with have more to do with quality of life than with numbers. We do not share two of the usual fears: (1) that the American population is too large; and (2) that not enough houses will be built to meet our growing demand. It is not the numbers we should be concerned about but the quality of the living and the choice of life style that are opened to Americans whoever they are and however many there may be.

E. The neighborhood should be America’s Growth Unit. We have made it the theme of this report.

F. By concentrating on the neighborhood as a Growth Unit, national policy can relate to growth and regrowth wherever it may occur — in rural areas, in smaller towns and outlying growth centers, in metropolitan areas and their central cities, in free-standing new communities.

G. We therefore conclude that American growth policy should concentrate on improving the present and future conditions of our existing metropolitan areas.

H. Within these areas, we believe the first priority should go toward improving the condition of the older core cities, more especially the condition of those trapped in poverty and the squalor of declining neighborhoods.

I. Growth and regrowth — building new communities and restoring old ones — must go together.

J. We believe that no national growth policy will work unless there is a broader base for financing the facilities and environmental quality is experienced publicly and politically.

The following are excerpts from the Report:

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and services that are necessary for more livable communities.

K. Similarly, we are convinced that an effective national growth policy will require broader perspectives and in many cases, larger governmental jurisdictions.

L. And while these broader capacities are developing, we also see the need for more citizen control and participation at the neighborhood level.

M. It also follows from our concern with the neighborhood Growth Unit that the architects who design it, the developers who package and build it, the doctors and teachers and lawyers and merchants who serve it, should be given every honorable encouragement to work at this scale.

N. We wonder whether the time has come to consider less affluent standards of housing in favor of higher standards of neighborhood environment, facilities, and services — if indeed the choice must be made.

O. Finally, we are convinced that an effective national growth policy requires that land increasingly be treated as a public rather than a private commodity; this is true particularly of land which lies in the path of growth or that otherwise is crucial to the community's well-being — open space, flood plains, forests, and beaches, etc. We favor public acquisition and preparation of land in advance of development. We believe that the appreciating value of urbanizing land should be recycled into the costs of developing, serving, and maintaining it. We believe that, in many cases, leasing rather than outright sale would be desirable for land acquired and assembled by public action.

Paradise Improved

After many delays and some difficulties, Paradise Improved by Prof. J. M. Neil is back in production and should reach Hawaii about the first of April. Many thanks are due to the State Foundation on Culture and the Arts, for its supplemental grant of $625, and without the very generous loan from Joe Farrell, the Chapter could not have supplied its share of the costs of publication. Joe and the Foundation deserve a big MAHALO from all Chapter members.
Washington Report

Gerald L. Allison, FAIA

Last month, President Nixon addressed Congress with his "State of the Union" message. This on-the-spot report indicates the "State of the Nation's Capital" as seen through the eyes of one of its residents.

Washington, D.C. - February 3. Having arrived in our Nation's Capital at 7:00 p.m., your reporter was fortunate to obtain an informative taxi driver to provide transportation from National Airport to the hotel. The conversation, during that ride, went something like this:

"It's not too far to your hotel, so for the flat rate I will take you by some of the sights and monuments."
"Thank you very much!"
"That tall thing over there is the Washington Monument."
"Yes, I recognized it. It looks quite impressive, lighted like that."
"Yeh, but don't try to visit it at night. It's too dangerous. Stay off the streets at night!"
"Isn't that the Lincoln Memorial? It also looks quite impressive, by night."
"Yeh, but don't go walkin' around there at night. Or you might get robbed. Keep off the streets at night!"
"What's that building over there?"
"That's the back of the White House. There's a lot of police and secret service around there, so you'd probably be safe at night, but don't go walkin' in the streets!"
"I can see the dome of the Capital building rising up above the buildings over there. It seems much higher than I had imagined it."
"Yeh, but don't go walkin' in the streets at night!"
"How much farther is it to my hotel?"
"We're almost there. It's not in too good a neighborhood, so don't go outside the hotel at night!"
"You know, here I am, in our Nation's Capital and you keep giving me advice not to walk in the streets at night. Last year, while in Boston, the historic center of our Nation, the hotel bellboy kept giving me the same advice. Why is that?"
"I don't know, buddy, but I'll bet that Paul Revere fella sure wouldn't go riding through the streets of this town on the back of a horse at night hollering, 'The British are coming! The British are coming!' He would probably get mugged. Don't go out in the streets at night!"

P.S. - I am writing this report in my hotel room at 8 o'clock in the evening because, on good advice, I'm not supposed to go walking in the streets at night. Lucky you live Hawaii!!

—Your Washington Reporter
The Philosophy of a Team Approach

Luciano Minerbi, Dr. Arch., AAIP

Team approach is group work in which an individual is actively involved in the formulation of the total solution of the problem assigned to the group. Team approach is group work in which the task performed by an individual is related in an explicit way to the task performed by other individuals in the group. The success of a team approach depends on the degree of awareness that each member has of each task and role in the group. Awareness of tasks and roles in the total frame of group activity facilitates shifting roles and tasks at different stages of the problem-solving process among the members of the group according to their personal preference and skill. Awareness of tasks, roles, and team work requires a high degree of maturity, a deep understanding of reality, a knowledge of one's capability and limitation and of one's attitude as a leader or as a follower.

Personal satisfaction is based on the feeling that individual performance substantially contributes to keeping the group moving toward its objectives and final product.

The reward system is geared to the quality and validity of the total final result and group product. The reward system is not based on the effectiveness and diligence in performing an individual task in isolation. A typical example of reward system in team work for design students is the grade given to the collective group product and not to the individual student, or a basic grade given to the collective group product which establishes the average level plus a grade for the evaluation of the student's intrinsic quality and performance in the group.

Essentially a team member is never alienated from the total picture and actively participates in the basic decision-making and solution formulation while accomplishing his own specific task.

Effective team work is difficult to implement and cannot be improvised. Team members require specific training such as exposure to group work and group dynamics early in school. The team member should learn how to push through ideas he believes are important and should restrain himself from creating impediments and delays to the group.

If educational training encourages group work and assists in developing group design solutions, we may have a generation of architects who can implement a collaborative approach to design.

So far we have been discussing team work within the same professional setting such as a group of architects or individuals with the same education and training; but team work applies also in an interprofessional setting such as a group of architects, lawyers, engineers, sociologists dealing with a common problem. There are at least two instances in which interprofessional activity and team approach comes about:

— in the solution of problems so complex that they cannot be in the domain of any single traditional discipline alone,
— in the approach to new problems for which no established profession has a ready answer.

There are two lines of thoughts with regard to this interprofessional or interdisciplinary team:

— One suggests that the professionals get together because of their "diversity" or because each individual is called upon for his professional expertise and unique contribution. This philosophy is in favour of strong disciplinary traditional education.

— The other suggests that the professionals get together because of their "communality." This philosophy is for the identification of the new area of competence shared by the professionals, as an autonomous field of study, and deemphasizes disciplinary education. William Alonso suggests the example of regional science as a new area of study which is not the dominion of a single profession. Both lines of thought are true: team members get together because they share a common body of knowledge and because of their individual and unique expertise. This applies to the professional and interprofessional setting, in that no profession is based on a static field of knowledge, and indeed established professions charge and new professions come into play.

Team members should not only have a common knowledge of the problem at hand, a competence and expertise in a specific field, but also means to interact with each other effectively. Interpersonal communication is an innate human ability, but training can improve performances. We are concerned with the communication media which facilitate interaction among team members from different disciplines, team members from the same discipline but specialized in different tasks, and group members who are together only because they have conflict of interest on a specific matter.

We believe the communication media are both system science and system approach. The attempt to understand complex dynamic systems and situations, leads to the development of a thinking attitude that facilitate interdisciplinary communication. Aside from individual capability and inclination toward interpersonal relations, team approach will improve among system oriented individuals and professionals.

This thinking attitude leads to the identification of system components and characteristics, dynamic processes, probability and uncertainty of events, feedback and adaptive mechanisms, and generates a system oriented language that everybody can understand.

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worked in Southern California for various architectural and engineering firms, and served as chief engineer for Kaiser Community Homes. After World War II duty with the Army Engineers, he set up his own practice in Los Angeles. He moved to Hawaii as Chief Architect to the Federal Housing Administration. Soon after joining the firm Whisenand designed the first high-rise building in Hawaii which utilized prestressed beam and plank construction (the Diamond Head Wing of Princess Kaululani Hotel). This engineering technique was featured in Engineering News Record and has since been widely copied.

Wimberly & Cook significantly expanded its geographical range as well as its personnel in the 1950s. Since Pete Wimberly had been active in the Pacific Area Travel Association since its inception, it was not too surprising when his firm became one of the first in Honolulu to undertake designing and planning work elsewhere in the Pacific Basin. The first major assignment came in 1957 when Tahiti asked for a new visitor plant installation in anticipation of jet service to the area.

The 1950s was also the decade when the firm began dramatically to demonstrate its concern for a distinctly Hawaiian style of design. The Enlow residence (illustrated in Ke Kaha Ki'i, October, 1971), the Waikikian Hotel (see "Take A Look" elsewhere in this issue), the Coco Palms Hotel on Kauai, and Canlis' Restaurant (Hawaii Chapter, AIA Honor Award, 1955) are only a few samples of this effort. Although it has remained a characteristic of the firm, as may be seen, for example, in the Kaanapali Golf Clubhouse (Honor Award, 1968), and the Maui Land and Pineapple Building (Honor Award, 1971), the increasing volume of international work has led to a redefinition of the goal. Rather than dogmatically export a Hawaiian style to Fiji or Australia or Ceylon, Wimberly, Whisenand and Tong & Goo searches for persuasively indigenous forms and details wherever the site may be. Thus, while hotel projects now in progress in Naha, Okinawa, Djakarta and on Kauai may have few design elements in common, they all embody the continuing emphasis on adapting designs to their local terrains and cultures.

The ever increasing volume and pressure of commissions brought a major reorganization in 1962 when Howard Cook's poor health led to his retirement from the firm. Whisenand, Tong & Goo became a principal and two others were added, Gerald L. Allison and Gregory M. B. Tong. Jerry Allison is also from the Pacific Northwest, born in Seattle in 1932 and graduated from the University of Washington in 1955. After two years as an architectural designer in Seattle, he came to Hawaii as a designer for Wimberly & Cook, becoming an associate in 1960. Greg Tong is a kamaaina, born in Honolulu in 1929, educated at the University of Hawaii, and graduated from Kansas State University in 1953. Returning home, he joined Wimberly & Cook in 1953 as a draftsman, becoming an associate also in 1960.

Two more men became associates in 1965. Glenn Sweesy, born in Missouri in 1924, joined Wimberly & Cook in 1953 after attending several Mainland colleges as well as the University of Hawaii. Donald W. Y. Goo (see Ke Kaha Ki'i, November, 1971) became a principal in 1960.

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Hawaii Firms
WIMBERLY, WHISENAND, ALLISON, TONG & GOO
Continued from Page 17

1968 after three years as an associate.
The latest complement of associates
was in 1971, with the promotion of Ian
I. Harris and Donald F. Fairweather.
Born in San Francisco in 1935, Ian
Harris graduated from the University of
California in 1963. After some work in
the Bay area and travel in Europe, he
arrived in Honolulu in 1964 and joined
the firm. Donald Fairweather, born in
Alameda, California in 1928, had the
somewhat unusual experience of study­
ing with the Frank Lloyd Wright Founda­
tion (1948-1952) after having attended
the University of Oregon. Then came a
three-year stint with his father, a con­
tractor in Medford, Oregon. From
1955-1962 Fairweather worked with
various firms in the San Francisco area,
with John Carl Warnecke & Associates
from 1960. Coming to Hawaii in 1962
as project manager on the State Capitol,
and staying to teach at the University of
Hawaii for two years, he started with
WWATG in 1969.

Interested in how such a large firm
apportions duties, I talked recently with
Jerry Allison about day to day oper­
ations. No simple schematic description
can be given. Generally, it operated
something like a large and very busy
family - each member frequently is
doing "his thing" that has pragmatically
developed; few formal family councils
are scheduled, yet each member stays
reasonably well-informed of what the
others are doing and how that relates to
his activities. Pete Wimberly and Jerry
Allison are most concerned with design.
George Whisenand focuses on manage­
ment, engineering problems and specifi­
cations. Greg Tong keeps track of design
and production progress, finances and
personnel assignments. And Don Goo
serves in various capacities as all-around
utility man. Most of the principals travel
quite a bit, but Pete Wimberly probably
does the most, out on a six-week tour of
Asian and Pacific projects at the time of
this writing. Obviously, when the need
arises, ad hoc rearrangements of these
specialties occur with a minimum of
worry about tidy organization charts.
The end result has certainly been
successful. Wimberly, Cook and Allison
have all served as presidents of the
Hawaii Chapter of AIA. Wimberly and
Allison are now Fellows of AIA. Allison
currently has the demanding honor of
being one of the six jurors on the
national honor awards committee.
The firm has received 11 honor awards from
the Hawaii Chapter and frequent favor­
able discussion in magazines ranging
from Time, Esquire, and Architectural
Forum to Domus (Italy), Bauwelt
(Germany) and Nuestra Architec­
tura (Argentina).

The observer can scarcely look
around in Hawaii without seeing a
design by WWATG, ranging in size and
form from the First Insurance Building
(Honor Award, 1960) to the Intern­
tional Marketplace with its tree
house, or from the Windward City
Shopping Center in Kaneohe (Honor
Award, 1960) to the Sheralon-Maui
Hotel. Internationally, the firm con­
tinues to range far and wide, frequently
as planning consultants. The effect of
that work may be seen from Tahiti to
Ceylon and from New Zealand to Japan.

Wimberly, Whisenand, Allison, Tong
& Goo have set an exciting pace of
high-quality designs. Their future looks
bright indeed.

THE SECRETARY'S DAY

A.M.  "He hasn't come in yet."
"I expect him any minute."
"He just sent word he'd be a little late."
"He's been in, but he went out again."
"He's gone to lunch."

P.M.  "I expect him any minute."
"He hasn't come back yet. May I take a message?"
"He's somewhere in the building. His hat is here."
"Yes, he was in, but he went out again."
"I don't know whether he'll be back or not."
"No, he's gone for the day."
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