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HAWAII ARCHITECT

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July, 1982

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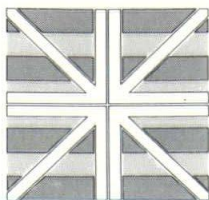
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Headlines

HS/AIA Journalism Award

Francis S. Oda
President, Hawaii Society/AIA

Over nine months ago I read a very complimentary article about the Arizona Memorial Shoreside Facilities in "The Honolulu Star-Bulletin." While the reporter felt that the facility exhibited many of the characteristics of the best of Hawaii's buildings, he did not think to credit Chapman, Cobeen, Desai & Sakata for the design. "Historic Hawaii" recently carried a story on the company, Spencer, Limited, yet neglected to credit this talented young firm.

Probably all of us who are in practice have experienced similar frustrations. One wonders if this kind of omission is simply a sign of the deeper problem of inaccurate or careless journalism. I have heard darker mutterings having to do with architects not representing any kind of advertising clientele for the media. Still others shrug and say, "the public doesn't care anyway."

Whatever the reasons, architects have long been concerned about the lack of incisive local architectural reporting. While most in the design professions appreciate the exceptional journalists like Jerry Tune, they recognize the general absence of consistent and penetrating coverage of architecture and urban design in this community. This absence is peculiar given our limited land area and the significance of the urban environment to the health of our modern Hawaiian culture.

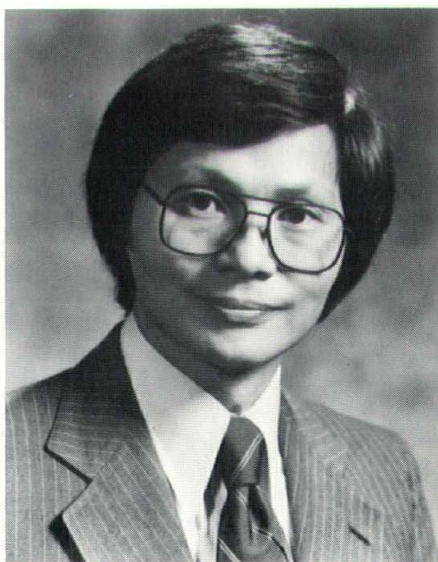
In an effort to stimulate and encourage the print and electronic media to fill this gap, the HS/AIA has established an annual Journalism Award to be conferred for the first time in 1982. This year, two \$1,000 awards will be made to journalists in the print and electronic media "for public service rendered in the advancement of architecture through journalism The entries honored should advance the public's understanding and appreciation of architecture and its significance to Hawaii's people. A primary criterion for award will be the entry's success in presenting to the public the issues, choices, and problems confronted in the creation of architecture." The newspapers, magazines, TV and radio stations that publish or air the stories will receive an award certificate.

Stories that would qualify for this award are not to be limited to classical architectural criticisms in the manner of the New York or L A Times. Quite the contrary (and while penetrating critiques will be most welcome), it is hoped that non-"architectural" journalists will

be stimulated to expand the public's awareness of the built environment. A profile of an architect describing his life and thoughts may well contribute to the public's understanding. In-depth coverage of events such as the National AIA Convention might stimulate thoughts of alternative physical futures for Hawaii.

Whatever the approach, the characteristics that all entries should have are: a focus on architecture and urban design; accurate and in-depth coverage which would include proper credits; publication or airing in 1982; and perceptions which transcend conventional wisdom. It is this last point which should, in the long run, yield the greatest benefit to Hawaii, for we are at a critical crossroads in respect to the development of urban Oahu.

With opportunities such as Kakaako, Chinatown, Waikiki, and Aloha Tower facing us, we cannot afford the luxury of conventional and popular positions regarding density and urban living. We need penetrating and illuminating journalistic coverage for us, as a society, to make intelligent choices. Journalists in all media have a great potential impact on public understanding and it is hoped that the HS/AIA award will encourage journalists to enter this vital area of public concern. **HA**





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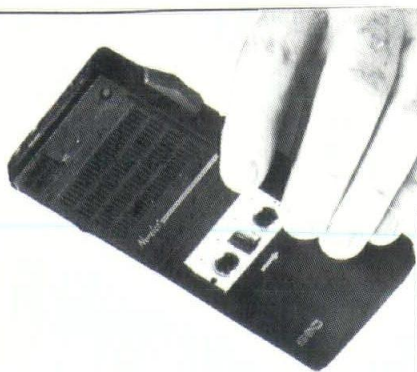
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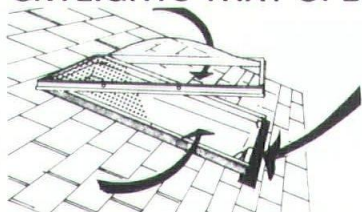
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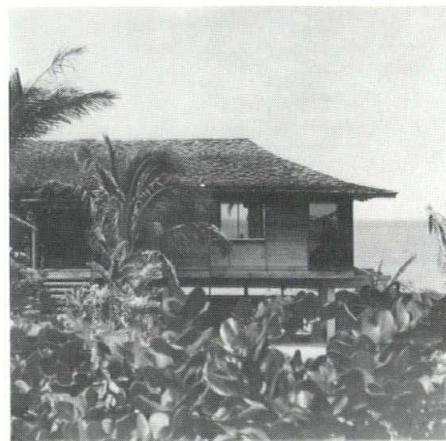
"Independent Architects," our theme for this July issue, explores the realm of the very small, one-person office. We've asked a few of these "independents" to explain the advantages of being small. Their responses, and photos of their work, appear on the following pages.

Not to seem one-sided, we've also asked Don Goo to tout the benefits of the large office, which he does in this month's Forum.

And in case you're wondering about the history of office sizes in Hawaii, staff reporter Cecily Hunt (of CJS Group-Architects) compiled the following figures:

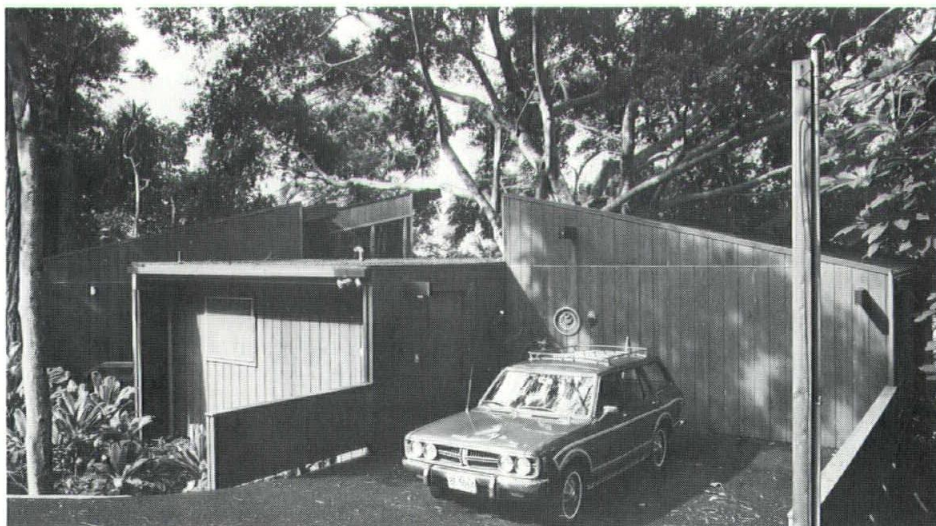
In 1930 there were 19 licensed architects in Hawaii. All but two, who formed a partnership, practiced independently.

By 1949, licensed architects numbered 64, with the majority of firms still being independent. This is also the first year architectural corporations were established. The firm types were: 20 independent, ten partnerships, and three corporations.



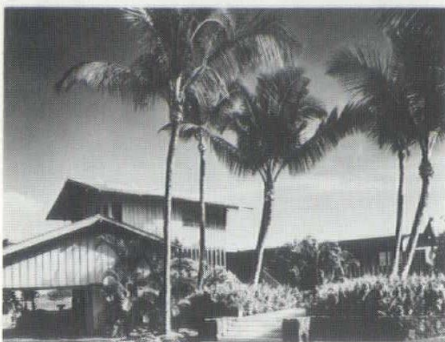
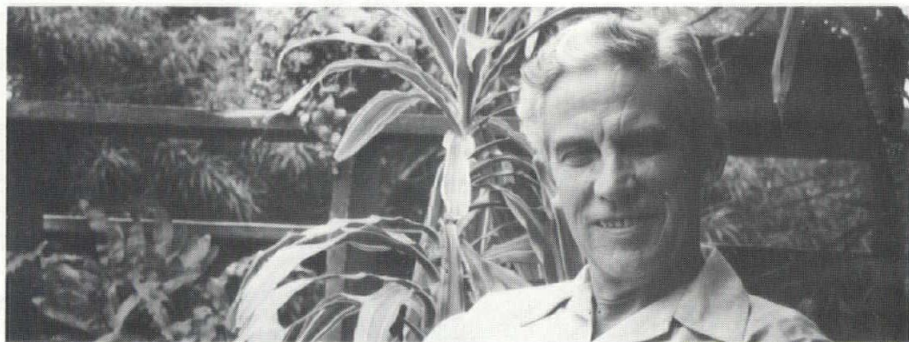
Today Hawaii boasts 888 licensed architects. Independent, one-person offices make up 25 percent of the total. Ten percent are sole proprietorships with small staffs. The remainder are partnerships (9 percent) and corporations (56 percent), both groups comprised of various-sized offices. **HA**

*Above: Doherty residence, Clarence A. Vernon Architect & Associates, Inc.
Below: Brandon residence, Wayson Chong, Architect AIA.*





Independent Architects Gordon Potter Architect AIA



*Top: Unity Chapel, Honolulu.
Left and below: Makaha residence.*

Self-employed architect in Honolulu since 1956 engaged in general practice with a residential emphasis.

Potter writes: "I hope that the article will be prefaced with a definition of a small office. In my article I am writing about the office that is a one- to three-person operation."

The benefits of a small office? Freedom. Being able to set your own priorities, policies, procedures; to come and go when you wish; to go out and sit under a tree and listen to the wind if the spirit requires it. Variety. Conferences, design, drafting, observing projects in construction, administration, measuring, processing permits, reviewing shop drawings, writing specs, can all be part of one's activities in a given week. A whole day is seldom spent doing just one thing. And there is the satisfaction that comes with close personal involvement with each client, and with each phase of each project from inception to completion.

But the coin does have its other side. At times there can be a feeling of isolation, of missing the stimulation that comes in working with fellow professionals on a project. There is a tendency to feel that, in covering so many bases, one gets to know a little in many areas, but lacks depth of knowledge in most. Also, the small office tends to be either overwhelmed or peeking at a bare cupboard. A single new project, or the canceling of a single project can drastically alter the small office's workload. And the small office will only rarely have the chance to do very large projects.

I feel that there is a solution to some of these problems. A group of compatible small firms could set up an arrangement similar to the kind of together-but-separate practice that many doctors have found successful. This would permit the sharing of certain services and items of equipment that would otherwise be too costly for a small office. It seems clear that the computer is going to bring large changes to the practice of architecture, particularly in the production of working documents. It may be that small firms will have to coalesce into clinic-like groups in order to survive as the computer age comes to our profession. **IA**

Chong received an HS/AIA Design Award for the Brandon Residence (1976). Formerly with the Department of Transportation Services, City & County of Honolulu, he is also a former co-editor of **Hawaii Architect** and part-time lecturer at the School of Architecture, University of Hawaii.

I have been a practicing architect now for about 12 years and I have found there are certain definite, distinct benefits of being a very small architectural firm. My specialty has been in single-family, residential construction. I purposefully picked this specialty when I first began my practice in order to gain a foothold in the community. Being very small enabled me to keep my overhead costs quite low and to hire outside, independent, technical help when the projects demanded additional assistance. I was quick to learn that single-family, residential design and remodeling can be time-consuming and have concluded that the cost-plus and multiple of direct expenses proved most effective in developing an equitable method of fee structuring for single-family residences.

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Independent Architects Wayson Chong, Architect AIA

One of the disadvantages of being small that has occurred from time to time in my practice is that too much work comes in at once with inadequate staff to handle the workload. The options that are open to me when a large workload appears imminent are of course quite limited, and my decisions are made quickly as to whether temporary or permanent expansion of staff is needed.

The reputation that a small practitioner develops over the years is, I feel, ultimately very important in

providing continued workload of substantial proportions. However, there is a certain maximum level at which a small firm can adequately provide services, and I have found it necessary at times to refer or turn down projects if I just could not serve my potential clients properly and professionally.

Another distinct advantage of being a small office during slow economic periods is that one can continue to be productive in design with very low overhead costs. I have not had to resort to any drastic



 **HAFELE**



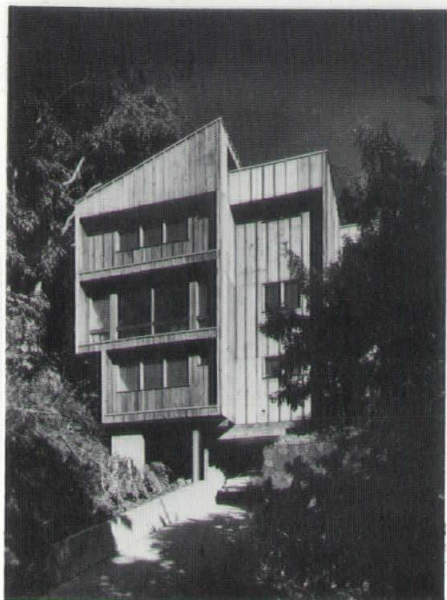
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measures during the first quarter of 1982. Some residual contracts have carried over of course, but this year has been quite good and the forecast through the year and into next year looks like a continued strong emphasis on remodeling of single-family, residential homes regardless of the high interest rates now on the market.

In conclusion, the main advantage of being a small practitioner specializing in single-family dwellings is the ability to survive in certain slow economic periods. The public demand for good design and revitalization within our existing single-family residential base continues to grow each year. There now seems to be a greater awareness of the value of architectural services that are involved in designing one's own home. The community's perception of better architecture and better building has gained strength, which bodes well for the small practitioner specializing in residential design. HA

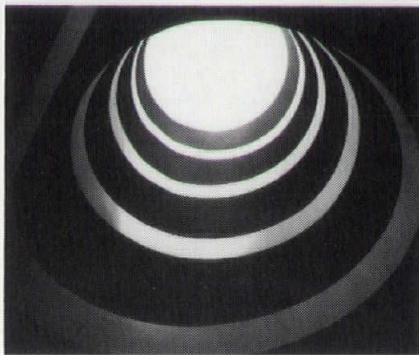
Above and left: Schwitters residence, Manoa.

Below: Voulgaropoulos residence.



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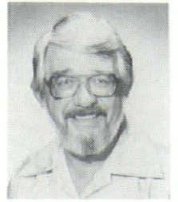


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Independent Architects

Robert H. Hartman Architect AIA



Bottom: Brown Schools of Hawaii Psychiatric Hospital.

Having spent most of my professional life in medium to large, to very very large offices, the experience of a one-man operation is both beguiling and bemusing.

From a DMJM 450-person maze in Los Angeles (1970-75), with lunches in the executive dining room, to 650 square feet in Kailua's Pali Palms Plaza, is a real switch. But the pleasures, at least for the past one-and-a-half years I've had my own shop, of literally doing everything, make it worthwhile. The hazards of cash flow on the other hand, and especially today, make one wonder.

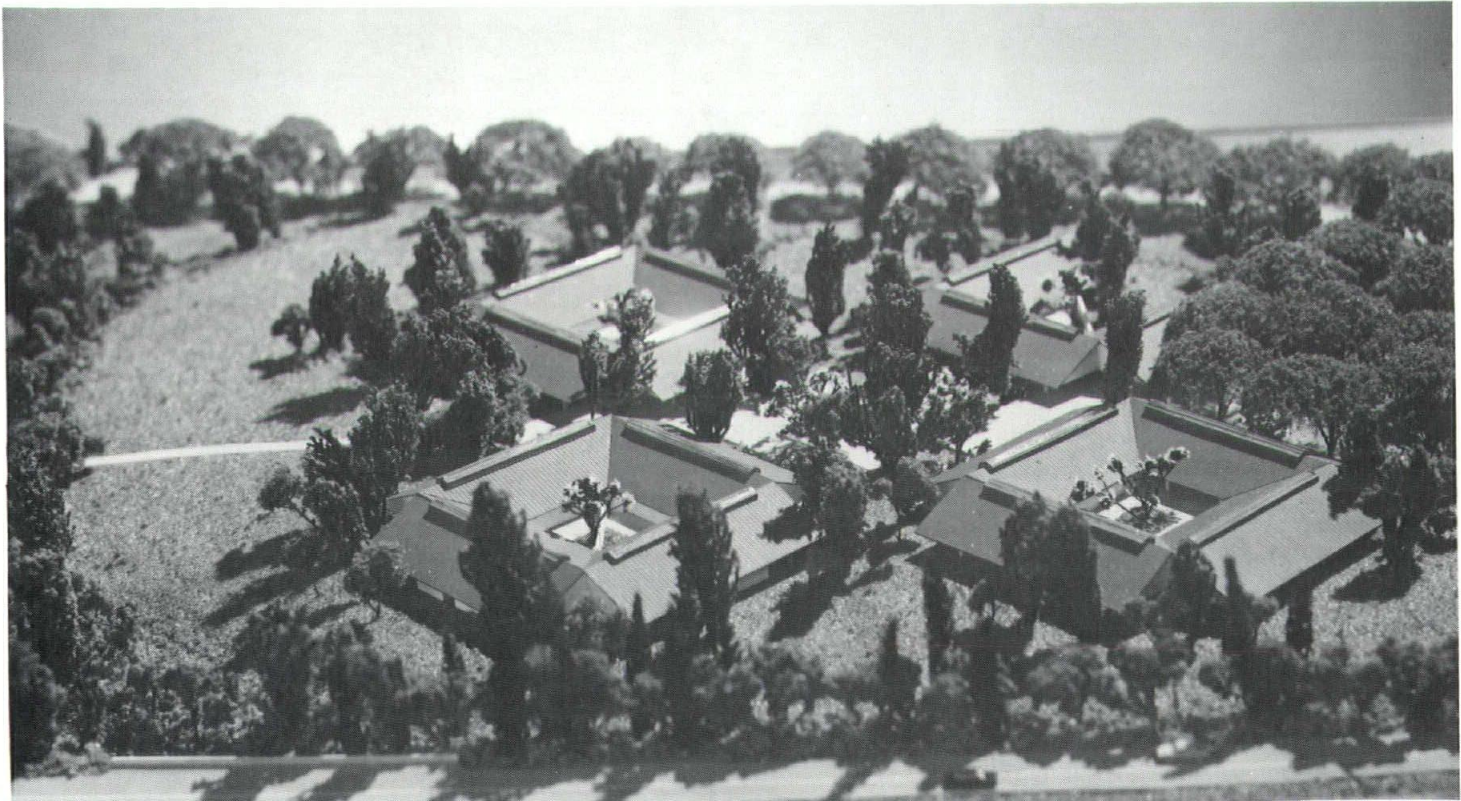
Running my own one-man office has resulted, at age 57, in a new awareness of what goes on in a professional architectural office down to the smallest detail, and has gradually made me increasingly intolerant of the inefficiencies of the large office. I will resist forevermore the front office overhead that I once took for granted. On the other hand, since I do all the work in the office, I am constantly searching for the most efficient method or

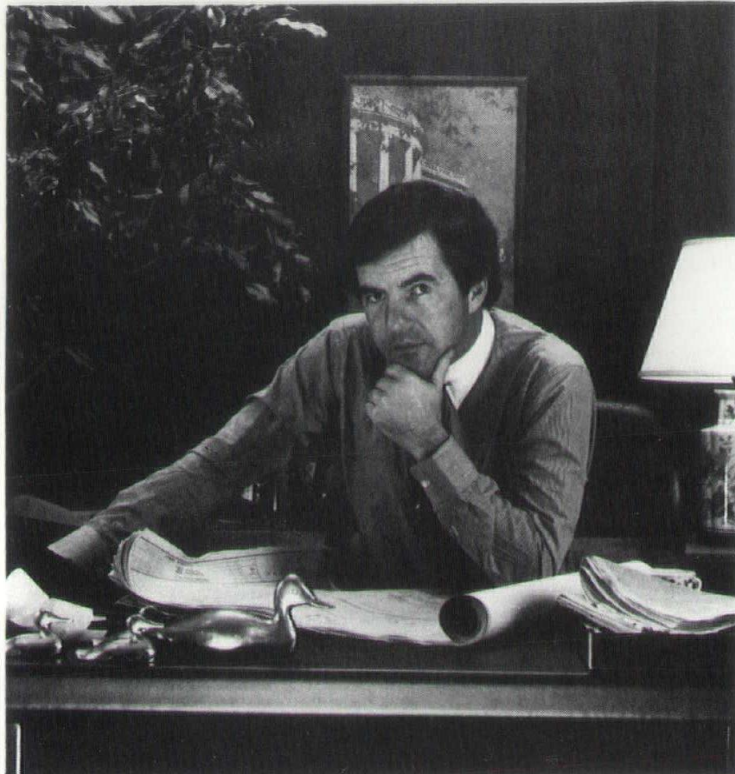
process of getting out the work. In order to make this one-man operation as effective as possible, my office equipment includes a Xerox 860 Word Processor (which I operate), plain paper copier (capacity to 11 by 17 inches), PRO 36 vac/lite table, BLUE RAY 121 diazo printer, KROY lettering machine, GBC binder, and a QWIP 1200 fax machine.

This office sophistication has enabled me to produce a variety of projects during the past 18 months, ranging from an addition to a Big Island residence, a small addition at Castle Hospital, renovation of a rural commercial building, some medical offices, and a couple of "expert witness" consultations. My largest project to date is an 88-bed psychiatric hospital to be built near Waipahu (see photo). With the exception of the latter, all these projects, from design through drawing through correspondence through billing, have been done by me without benefit of hired help. My wife Jamie does my books, on a part-time basis.

Working in this manner means Saturdays and sometimes Sundays in the office. It means I lose sight of the usual holidays. (It has also resulted in a drastic cutback in my volunteer work on behalf of HS/AIA.) Most importantly, it means that I look everywhere possible for the production short cuts: sticky backs, paste up drafting, photo drafting, and such. The advent of the Xerox 2080 has recently made a considerable alteration in my production drafting, as I now produce as many drawings as possible on 11- by 17-inch sheets, running them off on the copier for checking and distribution, later taping them to a full-size carrier sheet for 2080 conversion to a final document, mylar or vellum.

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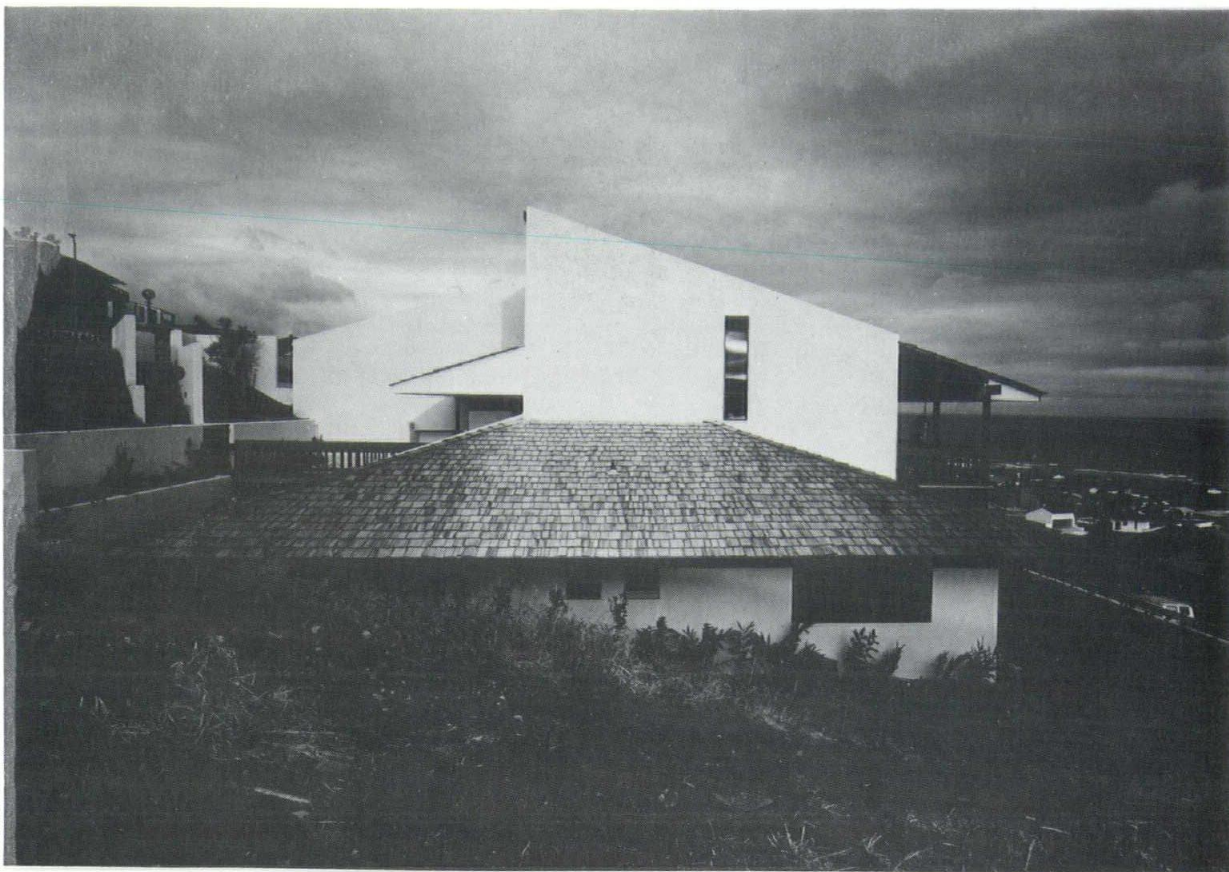
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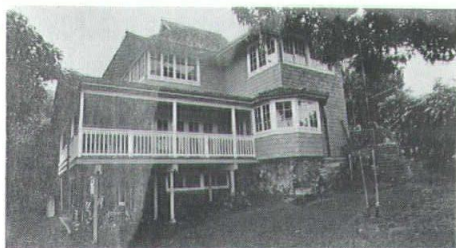
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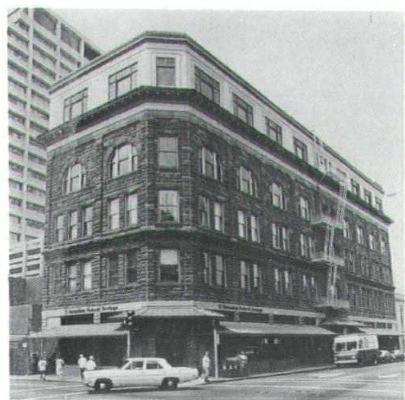


CHINN

Independent Architects Tom Fanning, AIA



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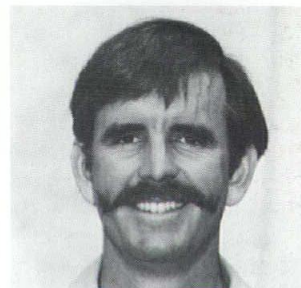
CHINN

Top: King residence, Waialae Iki.
Middle: Makiki Heights residence
(1980 HS/AIA design award).
Bottom: Hawaiian Federal McCandless
Building restoration.

Fanning graduated with honors from the University of California, Berkeley, School of Architecture in 1965. His work has been published in professional magazines and newspapers both in Hawaii and on the Mainland. He has won both national and local architectural awards and honors for his environmentally responsive design. The thrust of his work has been in quality residential and commercial design, and restoration of significant buildings.

The needs of my client are best served by my complete attention and focus. My background in large offices and a partnership influenced my decision to work as an individual. At times, I join with fellow architects on large-scale projects, but the bulk of my work is designed and drawn by myself. The "hands-on approach" to architecture suits my skills as a professional. In designing, I feel the quality of my work is enhanced by personally drafting my projects and supervising their construction.

I haven't found the informal nature of my office to be a handicap. I have managed large- and small-scale work at the same time and have not suffered from an identity problem. My clients realize that I



will be involved personally in their projects and this has built a relationship which has led to an abundance of repeat or return clients for other projects.

Recently I have built my own home on the Maunalani Heights cliff (above Jarrett School). With the help of numerous friends and my family, I have found this experience personally rewarding and professionally enlightening. Every architect would profit from a construction background: It puts you in three places at once, the position of owner, contractor, and architect. It is crucial in efforts to make the most of one's clients' resources.

My personal "pioneering" has been in areas of energy efficiency and thrift in construction. I find clients with limited budgets appreciate this approach as do more affluent clients and corporations. **HA**



Independent Architects Clarence A. Vernon Architect & Associates, Inc.

From a small office in the Pali Palms Plaza in Kailua, I operate a practice with variety. Small residential remodeling jobs provide satisfaction in problem-solving and fill the gaps between larger projects. Residential design can be very challenging in terms of owners' cost, needs, and acceptance, but even more of a challenge for the office economy. I have for 12 years attempted to grow with commercial and industrial work while maintaining some residential work for balance and survival.

My philosophy in establishing a small office was to be totally involved in all projects, having the freedom to turn down jobs, solving

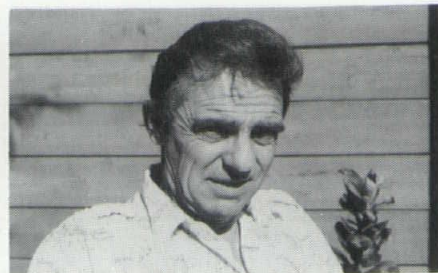
the problems while executing the work and accepting the satisfaction of the finished product. This philosophy has not changed.

Two of the most rewarding aspects of any firm, I feel, are those of repeat clients and referrals. I have been very fortunate in this regard and it has helped solve the continual problems of job procurement and cash flow. My work has included service facilities for major car rental companies, offices, banks, retail stores, medical offices, and many others.

Keys to my ability as a small office to handle almost any size project are: (1) direct contact and understanding of requirements by

the principal who is also the project architect, draftsman, and spec writer, and (2) a close relationship with good consultants. I am also looking forward to future joint-venture projects with other small architectural offices where together we can offer the expertise needed for the project, and as a combined firm be large and substantial enough to overcome the client concern of awarding a large project to a small firm.

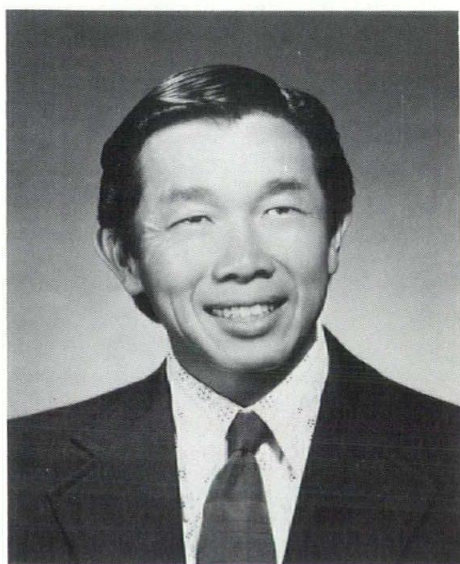
My staff currently consists of a principal and part-time secretary. As needed people will be added, but unless something drastic develops, we will stay small. **IA**



Top left: White residence, Honolulu.
Top right: Doherty residence, Honolulu.
Bottom left: Kyselka residence, Honolulu.

Forum

The Advantages of Size



by Donald Goo, AIA
Principal of Wimberly,
Whisenand, Allison, Tong
& Goo Architects, Inc.

Response

What's your opinion? Please address your comments to: Editor, Hawaii Architect, HS/AIA Office, 233 Merchant Street, Honolulu, Hawaii 96813.

A national architectural magazine recently classified as "small" those offices comprised of fewer than 50 people and "large" those of 50 or more. For purposes of this discussion, we will consider "large" those offices of three or more principals in organizations with personnel totals of approximately 25 and up. "Small" becomes offices with one or two principals.

From the viewpoint of both the architectural client and the architect, a large practice has certain distinct advantages.

- The first involves the number of different highly developed skills the architect can offer the client. Architecture is a personal service profession. A single person has finite physical and creative capacity and can effectively control and direct a maximum of eight people. A large firm with individual specialists possessing complementary skills can, therefore, offer the client a larger number of finely honed skills and specialties. A large office can offer, at a high level of excellence, additional skills required in major or complex projects (project management, engineering disciplines, interiors, landscape architecture, planning graphics, model making).
- The large firm can offer expertise and experience in a broader field of project types (houses, hospitals, offices and commercial buildings, shopping centers, hotels, condominiums, churches, schools, restaurants, theatres, communication facilities, new towns, recreation centers, museums, and others. This diversity attracts a broader group of clients. Because there is a growing market trend toward mixed use and more complex projects (i.e., commercial, residential, and resort in a single project), more and more clients have need of firms with a greater depth of knowledge and experience than a small firm can offer.
- A third advantage is: large offices have greater access to larger projects because small offices cannot, within the constraints of time and complexity, provide the experience and efficient staff organization required by larger projects.
- In contrast to what is perhaps generally assumed to be the case, a large firm can provide as much or more principal contact/personal service than a small firm. Again, it comes down to numbers and specialization making it possible for principals to be freed for consultation and creative time.
- One of the most satisfying advantages of a large practice to client and architect alike is the efficiency factor. Economy. This boils down to (1) amortization of overhead expenses by being assigned to a large number of projects, and (2) the effective use of a person's major skills, therefore, saving time—money. Principals in a large office can be involved in several projects concurrently, and this tends to keep them more effective and their skills finely tuned. A large office is better equipped to meet tight schedules because it has greater opportunity to reassign staff efforts to changing priorities for each client. In a large firm, adjustments in staffing assignments can make it possible for individuals to attend classes and special programs without significantly affecting schedule or work load. The added training contributes to the general level of excellence.
- A large firm can manage a project with continuity over a longer period of time because of the larger reserve of people with similar skills to fill in for vacations and unexpected absences. It also enables the office to develop continuity for firm ownership.
- Large offices have a greater potential for growth and therefore provide professionals of the firm more opportunities to advance into positions of responsibility on major projects. They have greater opportunity for upward mobility and for experience at the highest level because of the firm's ability to specialize in many of the multiple skills of the profession. Benefits to professionals of a large office include sharing the work and financial rewards, also the trials and tribulations of practicing architecture.

There will always be a place for the small architectural office, and quality should not be equated with size. But the multiple demands of development today can best be met by large offices. The trend is toward fewer small offices, more large offices. HA

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by George Whisenand, AIA
Chairman, Convention Sponsorship Committee

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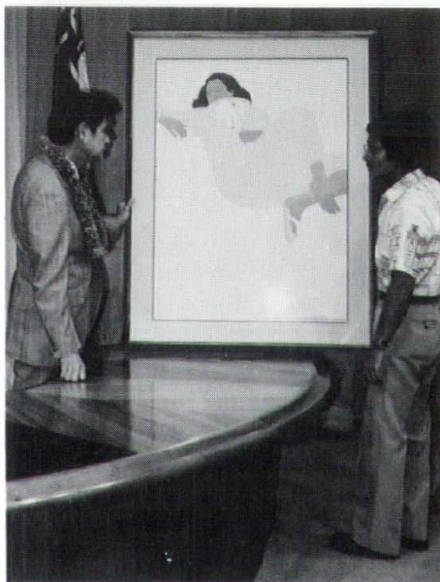
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The Executive Committee of the HS/AIA and the Convention Steering Committee express their gratitude to the above companies for having supported this important and significant happening. HA



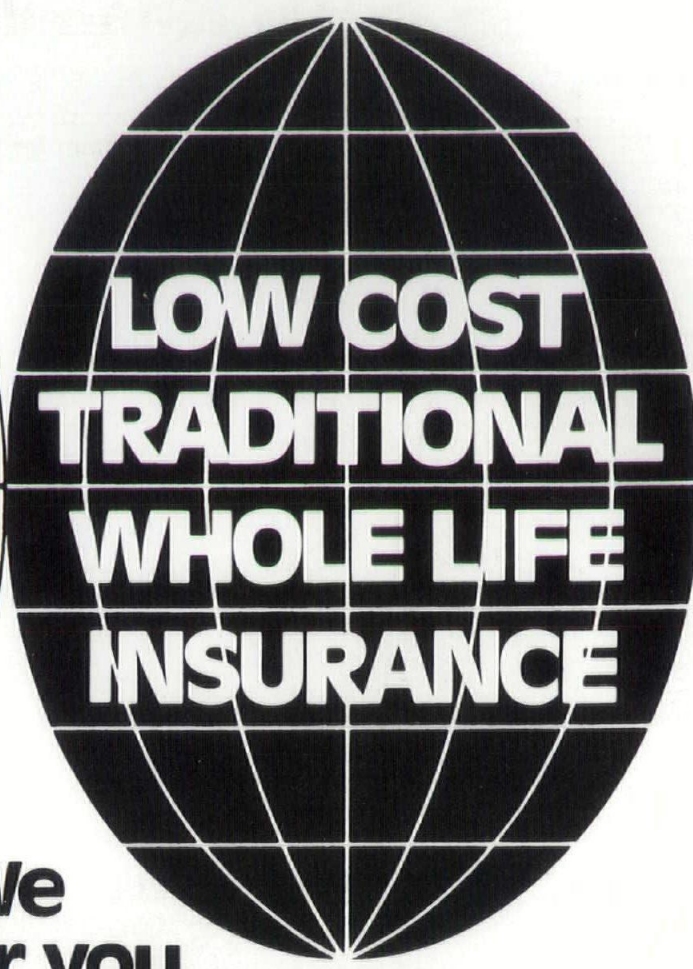
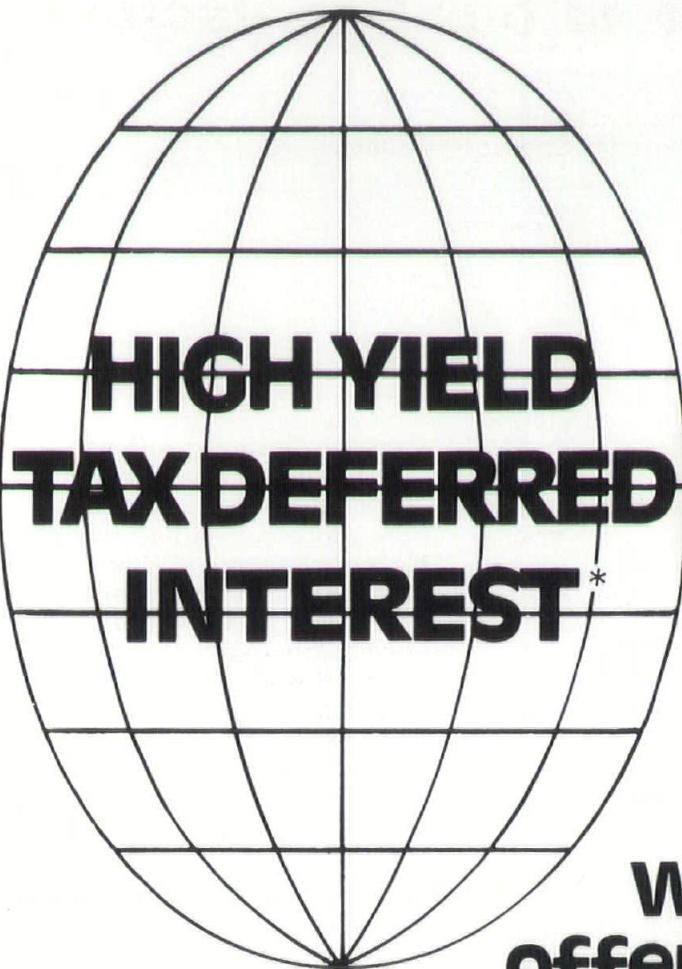
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Left: Francis Oda presents Governor Ariyoshi with serigraph (donated by Pegge Hopper, frame by Frame Shop).

Below: Governor Ariyoshi signs proclamation declaring June 6-12, 1982, Hawaii State Architects' Week.



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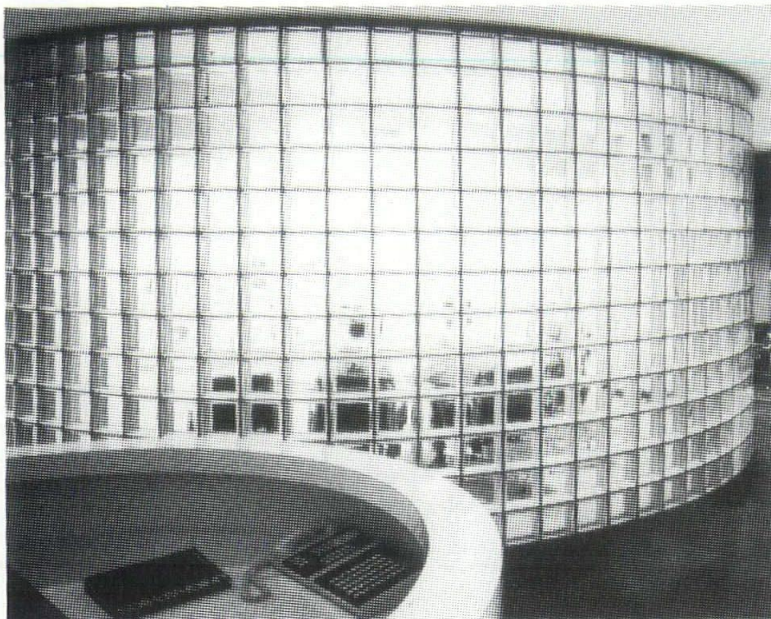
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Mahalo to HS/AIA

by Jack C. Lipman, AIA
Chairman, Host Society
1982 National AIA Convention

It's pau at last, the 1982 National AIA Convention. More than 3,500 Mainland conventioners sampled our aloha and shared their ideas and aspirations with us. All who participated came away enriched—the proof of a successful convention.

A big and heartfelt mahalo to everyone who contributed time and effort. Special thanks are due the following HS/AIA members, associates, spouses, and students:

Convention coordinator Susan Stier, assisted by Beverly McKeague and Vicky Wong, who through their hard work and persistent efforts managed to tie down all the details necessary to make the convention a reality.

The Convention Steering Committee, Carol Sakata (vice chairman), Elmer Botsai, Wayson Chong, Lee Coleman, Donald Goo, Ernest Hara, Bruce Hopper, Francis Oda, and Dennis Toyomura, who were the prime motivators and policy makers, and who spent many hours since May 1980 in planning and preparation.

The committee chairmen and their committee members, whose efforts made possible the smooth running of the convention. Thanks to them, all of the HS/AIA special events were sold out. They are:

- Academy of Arts Exhibit, Tom Culbertson.
- Aloha Run, Glenn Mason.
- Architectural Tour, Fred Furer.
- Arts & Crafts Shop, Shirley Lipman.
- Cities in Miniature Exhibit, Bob Hartman.
- Exhibits, John Hara.
- Garden Tour, Phyllis Hogan.
- Graphics, Chris Smith.
- Historical Gala Show, Diana Snyder.
- Honolulu Hale Exhibit, Charles Uhlmann.
- Hospitality Lanai, Gretchen Cobeen.

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B. Gentry Lee, theme speaker at the convention.

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- Walking Tour, June Bradley.

We'd also like to express gratitude to National for selecting HS/AIA as the host society for 1982, and to all our visitors from the Mainland. To all of you—mahalo nui loa! HA

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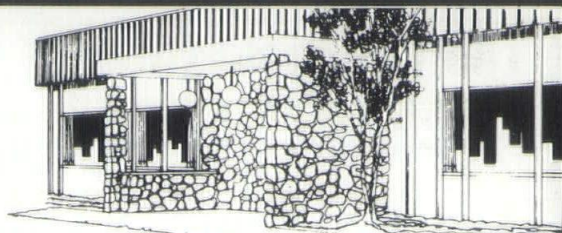


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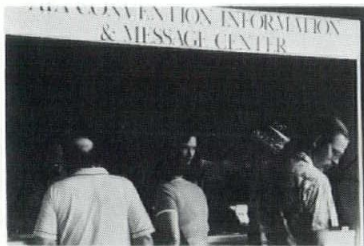


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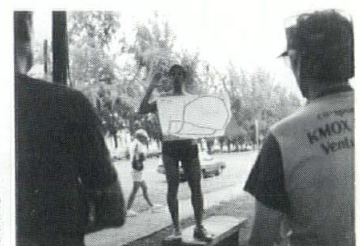
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PICTURES HONOLULU

1. The Aloha Run. 2 & 5. HS/AIA luau at Paradise Cove. 3. "At Home in the Islands," joint HS/AIA-Academy of Arts Exhibit. 4. Lisa Fox at the Convention Information Booth. 6. Gordon Bradley at the mike, bus to Paradise Cove. 7. Glenn Mason at the Aloha Run. 8. Lyna Burian, Joyce Noe, and Lt. Governor Jean King at the Women's caucus. 9. Senate President Richard Wong presents AIA President Robert Lawrence certificate commemorating AIA's 125th anniversary.

Continued from page 22

organizations involved in planning, financing, and construction of new projects, on the city's development policy direction, and (3) duplicating the review and approval procedures and the staff work on preparation of two sets of maps and documents.

By combining the development plan map and the corresponding zoning district maps, the land use policy and zoning districts are approved simultaneously, reducing the processing time and cost significantly and alleviating other problems referred to above.

The zoning code must be amended to clarify the procedural steps that must be followed by the applicants and reviewing agencies in obtaining the desired permits. Also, the development plan map should clearly refer to corresponding zoning classifications that implement the development plan land use policy. HA

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Combining Development Plan and Zoning Maps

by Councilman George Akahane
Chairman, Planning & Zoning Committee

Development plans for the primary urban center and Ewa were approved in 1981. With the adoption of the other six development plans later this year, Oahu will have a complete set of relatively detailed development policies for all of its lands. Contained in the text and maps of these development plans are guidelines for the type of land use, density, height and phasing of the future developments. The development plans must be reviewed and if necessary amended every year.

Adoption of development plans is then followed by enactment of a set of corresponding zoning ordinances that would control the construction of development projects.

An estimated 24 zoning maps will correspond to the same area of

land considered by eight development plans.

The zoning ordinances take from seven to nine months of processing that includes preparation of reports by the Department of Land Utilization, agency and neighborhood review, public hearings by the Planning Commission and the City Council, and approval by the mayor. As a result, the zoning ordinances will always lag seven to nine months behind the development plan ordinances.

This process repeated annually will lead to problems such as: (1) creating two land use documents that contradict each other, wholly or partially, seven to nine months out of every year, (2) confusing the public agencies and private

Continued on page 21

Land use key—development plan and zoning designations.

DEVELOPMENT PLAN/ZONING LAND USE GUIDE				
Development Plan Classification	Corresponding Zoning District			
	Permitted	By Special Permit*	By Conditional Use Permit*	
Residential				
Low density: 1-4 U/AC	R-1	R-2 & R-3	PD-H & Cluster	
Medium density: 6-7 U/AC	R-4	R-5	PD-H & Cluster	
Medium density: 11-12 U/AC	R-6	R-7	PD-H & Cluster	
Apartment				
Low density: 30 U/AC	A-1	Related Commercial	PD-H	
Medium density: 90 U/AC	A-2	Related Commercial	PD-H & Apartment Precinct	
High density: 140 U/AC	A-3	Related Commercial	PD-H	
Commercial				
Neighborhood FAR: 2.5	B-1			
Community FAR: 2.5-7.5	B-2	FAR of more than 2.5	B-3 Mixed Use	
Regional FAR: 4.0-7.5	B-4	FAR of more than 4		
Resort FAR: 1.4	H-1		Resort Commercial	
Industrial				
Light FAR: 2.5	I-1		Mixed Use	
Heavy FAR: 2.5	I-2			
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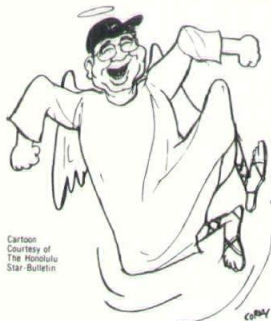
*Currently a variety of unrelated uses and types of structures, and higher densities and heights than those normally allowed in specific zoning districts, are permitted by the Department of Land Utilization through special use permits, conditional use permits, and planned development procedure without an ordinance.



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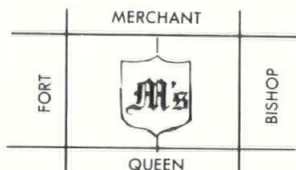
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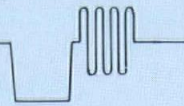
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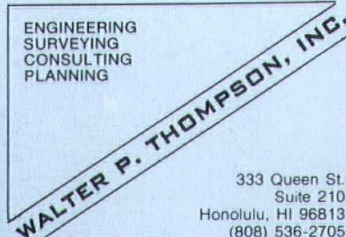
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