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# SKY LINES

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KANSAS CITY 8, MO.

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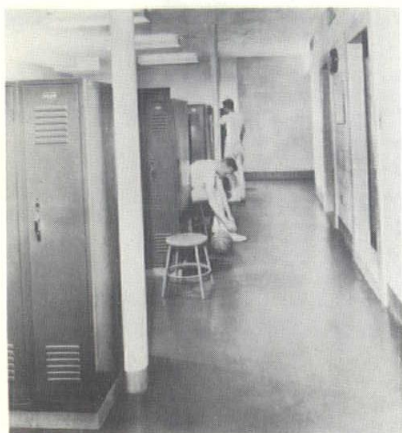
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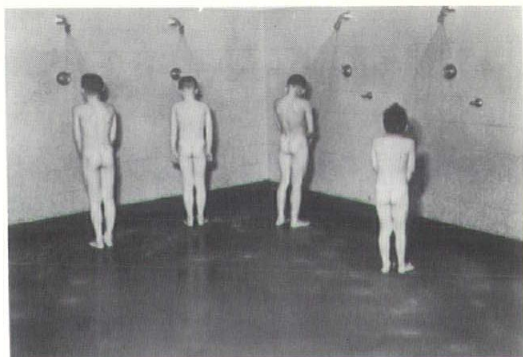
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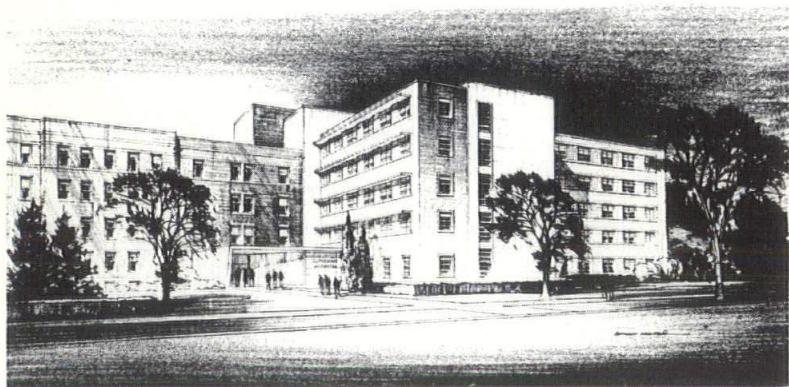
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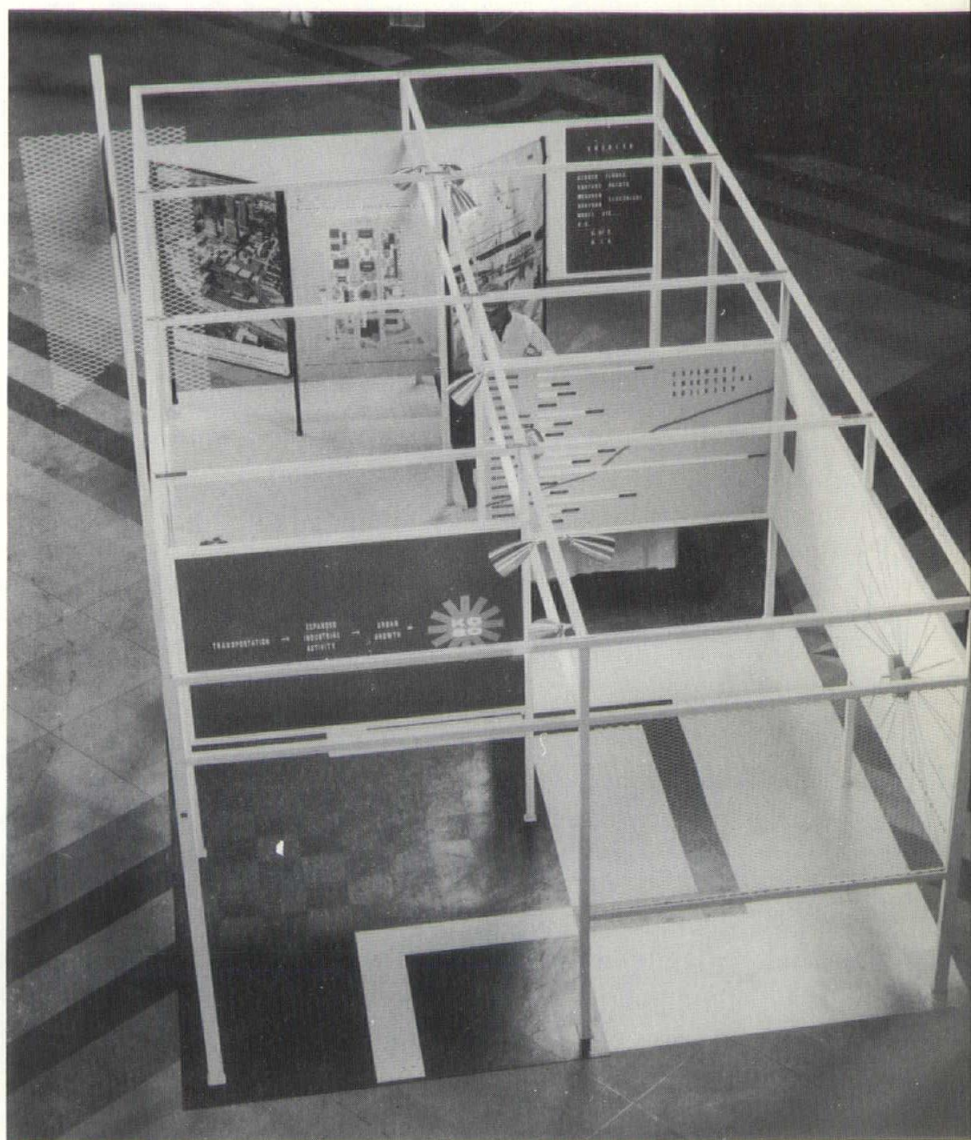
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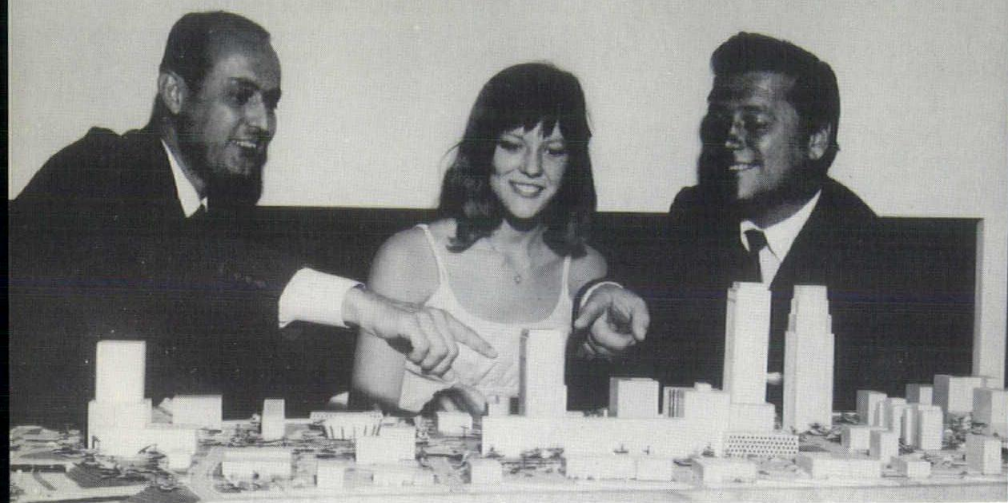
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# CHAPTER EXHIBIT IN UNION STATION SALUTES K. C. INDUSTRY



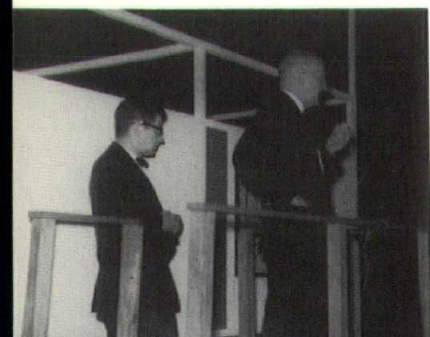


A lot of planning, talk and plain sweat went into designing and constructing the outstanding exhibit shown on the previous page.

The display was composed of eight six-foot units with overall dimensions of 12' by 24'. Located in the west lobby of the Union Station and featuring the KC/80 plan for downtown Kansas City, the booth attracted much public interest and favorable comment.

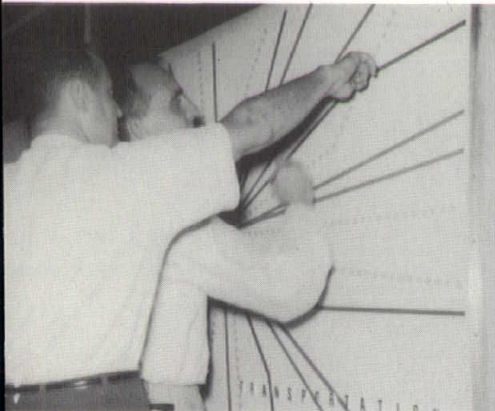
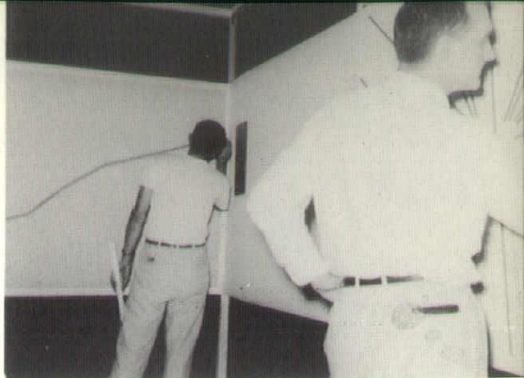
In the picture above, Chris P. Ramos, left, of Geis-Hunter-Ramos, points out the Jackson County Court House on the KC/80 Civic Center model to Meredith MacRae, center, and Gordon MacRae. Meredith is Gordon's 16-year-old daughter and was in Kansas City along with the rest of the MacRae family to appear in the Starlight Theater's presentation of "Annie Get Your Gun." Chris Ramos was chairman of a special Chapter committee to design and supervise the exhibit.

Below, Herbert Wiggs, president of the Chamber of Commerce, opens the Salute to Industry Week in front of the Chapter's exhibit. Angus McCallum, who also took part in the kick off ceremony, waits "offstage" to the left.



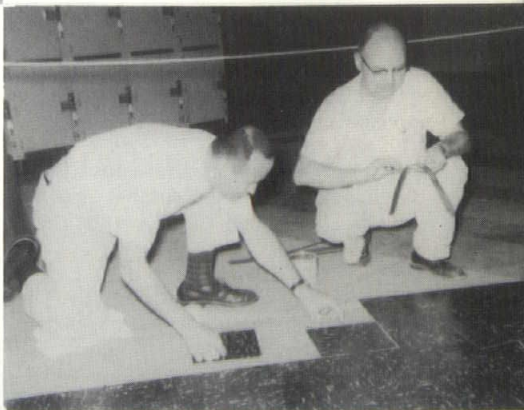
The project was a cooperative one, in every respect. Partitions and framing were from the Henges Co. The Vina-Lux 800 series floor tile came from Azrock Floor Products. Surface Paint furnished the paint, Graybar Electric the lighting fixtures and Monarch Electric did the wiring.

Jim, Taylor, left rear, and Porter Smith, right, paint in two of the attractive chart diagrams that were carried on the partition walls.



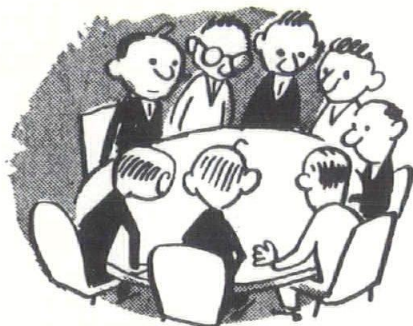
Close supervision of all stages was maintained by Chairman Ramos. As a matter of fact, he was supervising Porter Smith so closely here that part of the Kansas City - Chicago airline route ended up on the back of his hand.

Demonstrating true versatility, Chris Ramos assisted Chuck Nelson of Azrock in laying the floor tile.



In taking this front view of Mr. Wiggs making his opening remarks, free lance photographer Murray Burns of the Henges Co., also caught a TV newsreel photographer plying his trade. The gentlemen on the right is identified only as a publicity hound.

# THE ARCHITECT AND CIVIC RESPONSIBILITY



The preceding article was about a Chapter exhibit constructed for the Chamber of Commerce's "Salute to Industry Week," July 5-11. It so happened that July 5 fell in the 14th week of our late and unlamented building strike that shut down all construction activity in the Kansas City area for 3½ months.

During the course of the crippling strike, three statements were issued by the Kansas City Chapter, AIA. All three were well publicized in the press and on radio and television.

Since the public's memory is notoriously short, except for such important matters as American League batting averages and Jayne Mansfield's measurements, we believe it worthwhile to carry all three messages, in their entirety, in this issue of SKYLINES, with the addition of these introductory and, we hope, appropriate remarks.

We doubt that many Kansas Citians appreciated the unusualness of a situation wherein 200 traditionally conservative architects took a positive and united stand on demanding an end to the building tie up.

It is all the more to our credit that several other organizations with a stake in the area's economy equal to or greater than that of architects, saw fit to remain silent on the issues involved for the entire 3½ months of the shut down.

Many individuals and organizations, some of whom were not able to decide on their stand until a week before the strike ended, have rushed in to take credit for "bringing the parties together" and "getting the men back to work." At this point we see no need for post-mortems on what, who or whom was responsible for ending the mess.

We do feel that measures must be taken immediately to insure that in 1962, 1963 and 1964, we are not faced with a similar situation as contracts expire. Kansas City can ill afford to lose practically a whole construction season every three to five years—yet this has been the pattern since 1953.

There has been some talk of establishing a committee of union and builders representatives to mediate future disputes in the construction industry. Perhaps this is the answer. We'd like to recommend the addition of a citizen's panel to such a committee—since it has been graphically demonstrated in this strike that the public is the real loser. Your comments and suggestions are invited.

---

The attached statement regarding the current construction strike in Kansas City was adopted at a special meeting of the Executive Committee of the Kansas City Chapter of the American Institute of Architects and is released today, June 8, 1960, by Angus McCallum, president of the Kansas City Chapter, for the Chapter.

---

The owner of today's building—be he individual, school board, hospital committee or governmental agency—looks to the architect for communication with the building industry. In their traditional role as the "representative of the public," Kansas City's architects, fearing that none of the parties to the present strike are fully aware of the implications of the current impasse, employ this means of bringing to the attention of all groups involved in the current controversy an impartial analysis of the total effect of the strike in the construction industry.

In the seven-year period from 1953 to today, strikes in the Kansas City construction industry have caused the loss of a total of 30 weeks of prime summer working time. For many building craftsmen 30 weeks represents an average work year. We know of no working man who can really afford to be idle one year in seven. Aside from the economic considerations in individual cases, there is the further consideration of potential buildings never constructed, in terms of schoolrooms not built,

homes and low-income housing uncompleted and commercial properties that could have been developed with the more than 20 million lost man hours of labor.

The strike, now in its tenth week, has brought all progress in the construction industry in the greater Kansas City Area to a complete halt. Aside from the obvious economic hardships which the strike has imposed upon both sides in the form of wages lost forever and anticipated profits now impossible, the public will suffer as a result of these disputes, **and will continue to suffer for many months to come** from schools overcrowded because new classrooms won't be ready in September, a shortage of hospital beds, the inconvenience and disruption of normal family life because the new home or apartment or low-rent public housing unit won't be completed on schedule; to say nothing of the financial losses to merchants whose new commercial quarter are not available as planned.

Add to all this the uncompleted structures upon which needless interest payments must continue to be met—and who in Kansas City can say that he is not in one way or another affected by every day that this senseless controversy continues?

The majority of the building trades have come to an agreement with the Builders Association and stand ready to resume work. It is incredible to us that the remaining few cannot find in the pattern of these settlements equitable grounds for speedy satisfaction of their own demands.

We also believe that the combined efforts of our City Council, the city director of business and industrial development and the many organizations now engaged in correcting census figures might be equally productive at this time through their insistence that an end be brought to the crippling damage our city is sustaining as a result of this strike. We would suggest, incidentally, that perhaps many of the persons unaccounted for in the census count are construction craftsmen, driven to find employment out of the area during the strike.

We should point out, in closing, that this is not a case of ordinary labor-management dispute. All increases written into new agreements represent not a narrowing of the profit margin for the contractor, but a direct additional charge, augmented by increased taxes and insurance, passed on directly to the ultimate consumer, the public.

Furthermore, we are not suggesting that either party to the strike is "right" or "wrong"; we do believe the public

has been grossly mistreated in the affair and deserves more than passing consideration in getting the matter settled promptly. Kansas City's architects sincerely urge every party to this matter—be he contractor, business agent or individual craftsman—to realize that unless selfish and personal considerations are laid aside and negotiations concluded with a broader understanding of the public good, serious and even permanent damage to the future economic prospects of our entire area will result.

The following is a statement of the Kansas City Chapter of the American Institute of Architects, concerning the 75-day-old construction shut-down in the Kansas City Area. The statement was adopted unanimously by the Chapter membership at its regular meeting on Tuesday, June 14.

---

A full week has gone by since the Kansas City Chapter of the American Institute of Architects issued a statement on the current work stoppage in the construction industry, in an attempt to arouse the general public to the gravity of the situation.

While there has been a gratifying reaction from the public, as evidenced by telephone calls, letters and conversations, we believe, never-the-less, that the parties to the work stoppage do not even yet understand the fact that their negotiations are a matter of public interest; of immediate and vital concern to every person in the Metropolitan Area.

It is appropriate to point out once again that strife in the construction industry has resulted in the loss of one full construction year in the last seven years; an appalling record indeed.

It is impossible to discover any logic in a situation which finds the majority of crafts long since signed to new contracts and desperately anxious to return to work; yet barred from earning their living by representatives of one or more groups who refuse to find a basis for the solution to their demands in the pattern of previous settlements.

With a proper bargaining attitude, both sides should be able to compromise the remaining points at issue. At this stage of the negotiations, in the eleventh week, it seems obvious that neither side is willing to negotiate in a completely objective spirit.

Enough has probably already been said about the effects of the strike on schools, hospitals, churches, homes and commercial buildings and the disruptions caused by unfulfilled building contracts. Rank and file workers are eager to get back to their jobs—an understandable eagerness in view of the fact that the steel strike, followed by bad weather, followed by the construction shutdown, has actually kept many men from work for almost nine months. That the contractors, big and small, are losing money by the prolongation of the dispute should also be evident.

If not the public, nor the workingman, nor the contractors, who, then, is the beneficiary of this disastrous strike? Certainly not the hundreds of local building material suppliers, who have seen their business fall to nothing and remain there for more than two and a half months.

Had the intent of the parties involved been to scuttle all that Kansas City is, and stands for in the eyes of our vast trade area, no better wrecking method could have been devised.

The seriousness of this matter has such far-reaching consequences and has already done so much irreparable damage to Kansas City, that it is not possible to predict whether even more serious harm to the economy and long-range prospects for industrial growth can be headed off by an **immediate** solution. Both parties to the dispute must recognize that every segment of Kansas City's population demands a solution **now** and a resumption of work without delay.

It is the suggestion of the architects of Kansas City, therefore, that both groups admit their inability to solve the problem in their own private meetings; and that they invite a panel of distinguished citizens from the area to sit with them and arbitrate the controversy, in **open** sessions, continuous if necessary.

We submit that this panel might properly consist of figures of such unquestioned integrity and demonstrated civic interest as:

The president of the Kansas City, Missouri, School Board;

The Presidents of the Chambers of Commerce of both Kansas Cities;

The President of the Metropolitan Area Planning Council;  
and to fill out the panel, a clergyman from each of the three major faiths, to be selected by the above group.

This suggestion is made in good faith by Kansas City's architects, with the assumption that it will be accepted by the construction crafts and the Builders' Association in the same spirit.

The procrastination to date is inexcusable; further delay could be fatal; the strike must be settled now!

COPY OF TELEGRAM SENT TO MR. GEORGE M. MEANY,  
PRESIDENT, AFL-CIO, ON MONDAY, JULY 11, 1960

MR. GEORGE M. MEANY, PRESIDENT  
AFL-CIO  
815 16TH STREET, N.W.  
WASHINGTON, D.C.

SOME 54 WEEKS OF WORK STOPPAGES SINCE 1953, OR  
MORE THAN ONE FULL YEAR LOST DURING THE PAST  
SEVEN. THIS IS KANSAS CITY'S RECORD IN THE CON-  
STRUCTION INDUSTRY.

TODAY MARKS THE BEGINNING OF THE FIFTEENTH (15TH) WEEK IN THE CURRENT SERIES OF STRIKES IN THIS METROPOLITAN AREA OF OVER ONE MILLION POPULATION.

ARCHITECTS, THE DIRECT REPRESENTATIVES OF THE PUBLIC IN THE CONSTRUCTION FIELD, HAVE ATTEMPTED TO MAINTAIN A POSITION OF IMPARTIALITY AND FAIRNESS AS BETWEEN MANAGEMENT AND LABOR INTERESTS IN THE CURRENT DISPUTE AND HAVE, ON TWO OCCASIONS, POINTED OUT IN PUBLISHED STATEMENTS THE RELATIVE RESPONSIBILITIES OF BOTH PARTIES, WHILE CALLING FOR PUBLIC RECOGNITION OF THE GRAVITY OF THE SITUATION.

ONE BY ONE DURING THE PAST THREE MONTHS SOME TWENTY OF THE VARIOUS CRAFTS COMPRISING THE BUILDING TRADES AND THE BUILDER-EMPLOYERS HAVE ARRIVED AT MUTUALLY ACCEPTABLE SOLUTIONS TO THEIR DEMANDS FOR NEW WORKING AGREEMENTS—AND CONTRACTS HAVE BEEN NEGOTIATED PROVIDING FOR ANNUAL PAY INCREASES FOR PERIODS UP TO FIVE YEARS IN THE FUTURE. IF INFLATION IS TO BE CHECKED IN AMERICA—CERTAINLY THE CONSTRUCTION INDUSTRY IS COMMITTED TO HAVE NO PART IN THE EFFORT. MORE AND MORE PAY FOR THE SAME EFFORT AND PREDETERMINED INCREASED COSTS FOR BUILDING—THESE FACTS ARE WRITTEN INTO THE CONTRACTS WHICH WILL GOVERN THE CONSTRUCTION OF EVERY HOME AND SCHOOL AND CHURCH AND HOSPITAL IN THE FUTURE GROWTH OF OUR CITY—IF ANY FUTURE GROWTH THERE IS TO BE.

AT LEAST AGREEMENTS HAD BEEN REACHED—AND ONLY ONE MAJOR CRAFT, THE HOISTING ENGINEERS—AND ONE SEGMENT OF ANOTHER, A BRICKLAYERS LOCAL IN OUR SISTER CITY OF KANSAS CITY, KANSAS, WERE YET UNSIGNED. BUT THE HOISTING ENGINEERS, BY NOW THE KEY TO THE HOPE FOR RESUMPTION OF WORK, HAVE INTRODUCED A NEW DEMAND INTO THE NEGOTIATIONS. THEIR INSISTENCE UPON A HIRING HALL PROCEDURE STANDS BETWEEN TWENTY THOUSAND MEN AND THEIR RETURN TO WORK.

PUBLIC HEARINGS ON THIS MATTER—HELD BY OUR CITY MANAGER AND BROADCAST OVER RADIO AND TELEVISION—HAVE BEEN COMPLETELY UNPRODUCTIVE AND HAVE ONLY SERVED TO FURTHER CONFUSE AND INFURIATE THE AVERAGE CITIZEN.

THAT THE UNION LEADER AND HIS ATTORNEY ARE SKILLED NEGOTIATORS CANNOT FOR A MOMENT BE DENIED. THEY HAVE MANEUVERED THEMSELVES INTO A POSITION OF ALMOST LIFE AND DEATH CONTROL OVER THE CONSTRUCTION INDUSTRY—OVER THE LIVELIHOOD OF SOME TWENTY THOUSAND FAMILIES—AND OVER A LARGE SEGMENT OF KANSAS CITY'S BUSINESS AND INDUSTRY .

THIS IS NO MATTER OF THE DEFENSE OF THE WORKING MAN FROM THE RAPACITY OF THE UNSCRUPULOUS EMPLOYER—SOME TWENTY OTHER CRAFTS HAVE OBTAINED SATISFACTORY AGREEMENTS ON WAGE RATES AND WORKING CONDITIONS FROM THESE VERY SAME CONTRACTORS.

IN EFFECT, THE HOISTING ENGINEERS DEMAND THAT THE CONTRACTORS AGREE TO PARTICIPATE IN AN APPORTIONMENT OF WORK NOT ON THE BASIS OF COMPETENCE OR WILLINGNESS TO WORK, BUT ACCORDING TO A SCHEME WHICH APPEARS TO PLACE A PREMIUM ON ABSOLUTE SERVITUDE TO THE INTERNAL ORGANIZATION OF THE UNION.

THE HIRING HALL IS A NEW AND ALIEN CONCEPT IN OUR MIDDLEWESTERN WAY OF LIFE. TRUE—WE HAVE HEARD OF THE HIRING HALL AND ITS INHERENT EVILS IN CONNECTION WITH THE RACKET-RIDDEN AND COMMUNIST - DOMINATED LONGSHOREMEN'S UNIONS OF OUR SEACOAST CITIES—BUT IN SO BASIC AND TOTALLY AMERICAN AN ATMOSPHERE AS OUR LOCAL CONSTRUCTION INDUSTRY, WHAT COULD BE MORE FOREIGN? THE BUILDING CRAFTSMAN OF THIS AREA IS A TYPICAL AMERICAN — SKILLED — WELL TRAINED — PROUD OF HIS CRAFT—INDEPENDENT—PARTNER WITH ARCHITECT AND ENGINEER, CONTRACTOR AND BUSINESSMAN, GOVERNMENT AND CITIZEN IN THE CONSTRUCTION OF THE BUILDINGS, THE ROADS AND THE BRIDGES WHICH HAVE MARKED THE GROWTH OF OUR NATION.

WE HAD HOPED THAT THE ABOVE MENTIONED PUBLIC HEARINGS MIGHT HAVE AT LEAST SERVED TO POINT OUT THE BASIC ISSUES OF THE DISPUTE SO CLEARLY THAT THE VERY FORCE OF PUBLIC UNDERSTANDING WOULD RESULT IN AN EARLY SOLUTION. BUT IT APPEARS THAT THE ONE FUNDAMENTAL QUESTION HAS NOT YET BEEN RAISED.

WHY IS IT OF SUCH IMPORTANCE THAT THIS MATTER OF HIRING HALL PROCEDURES BE BROUGHT INTO A

CONTRACT NEGOTIATION? LET THE HOISTING ENGINEERS' BUSINESS AGENT POLICE HIS MEMBERSHIP AS HE SEES FIT AND AS THEY ELECT TO BE CONTROLLED. LET ANY MAN WHO SO DESIRES REFUSE EMPLOYMENT FROM ANY CONTRACTOR—AND LET THE BUSINESS AGENT REFER HIS MEN TO ANY CONTRACTOR IN ANY ORDER OR PRECEDENCE THAT HE MAY CHOOSE, IF THIS BE THE WILL OF HIS MEMBERSHIP.

BUT WHY THE INSISTENCE THAT THE EMPLOYERS JOIN IN A CONTRACT TO PARTICIPATE IN WHAT IS SO OBVIOUSLY A MATTER OF INTERNAL UNION POLICY? TO ASSIST THE UNION LEADERSHIP IN THE CONTROL OF THEIR OWN MEN? THIS QUESTION, WE BELIEVE, MUST BE ASKED—AND TO THIS QUESTION THE PEOPLE OF KANSAS CITY DEMAND AN ANSWER.

A COMPARISON HAS BEEN DRAWN BETWEEN THE SERIOUSNESS OF THE CURRENT IMPASSE IN THE CONSTRUCTION INDUSTRY AND THE GREAT FLOOD OF 1951. NO POSSIBLE PARALLEL EXISTS! IN 1951 KANSAS CITY WAS STRUCK BY AN OVERWHELMING NATURAL DISASTER. AND EVERY SEGMENT OF KANSAS CITY'S CITIZENRY RESPONDED TO GIVE WHAT THEY COULD OF THEIR EFFORTS AND THEIR MATERIAL POSSESSIONS IN ORDER TO ASSIST THOSE DIRECTLY AFFECTED; TO CLEAN AWAY THE DEBRIS; AND TO REBUILD THE SHATTERED AREAS. MEN OF GOOD FAITH FROM EVERY WALK OF LIFE COOPERATED IN A MAGNIFICENT EFFORT. KANSAS CITY WAS PROUD OF ITSELF AND OF WHAT IT ACCOMPLISHED IN RECOVERING FROM THE TRAGEDY OF THE FLOOD.

BUT IN CONTRAST—THE SORRY MAN-MADE SITUATION IN WHICH WE FIND OURSELVES TODAY HAS RESULTED IN A LOSS INCALCULABLY GREATER IN TERMS OF MONEY—AND MOST CERTAINLY HAS PRODUCED NOT THE LEAST EVIDENCE OF CHRISTIAN CHARITY, HONEST COOPERATIVE SPIRIT OR SELFLESS EFFORT IN THE PUBLIC GOOD.

ALL OF THE CRAFTS WHO HAVE ARRIVED AT NEW CONTRACTS WITH THE BUILDERS ASSOCIATION CANNOT BE WRONG. TWENTY THOUSAND MEN STAND READY TO RETURN TO THEIR WORK! CERTAINLY THEIR BUSINESS AGENTS HAVE NOT FAILED THEIR MEMBERS IN THE NEGOTIATIONS WHICH THEY CONDUCTED WITH THE CONTRACTORS! WHY, THEN, MUST THIS CATASROPHIC SITUATION CONTINUE FOR EVEN ONE MORE DAY?

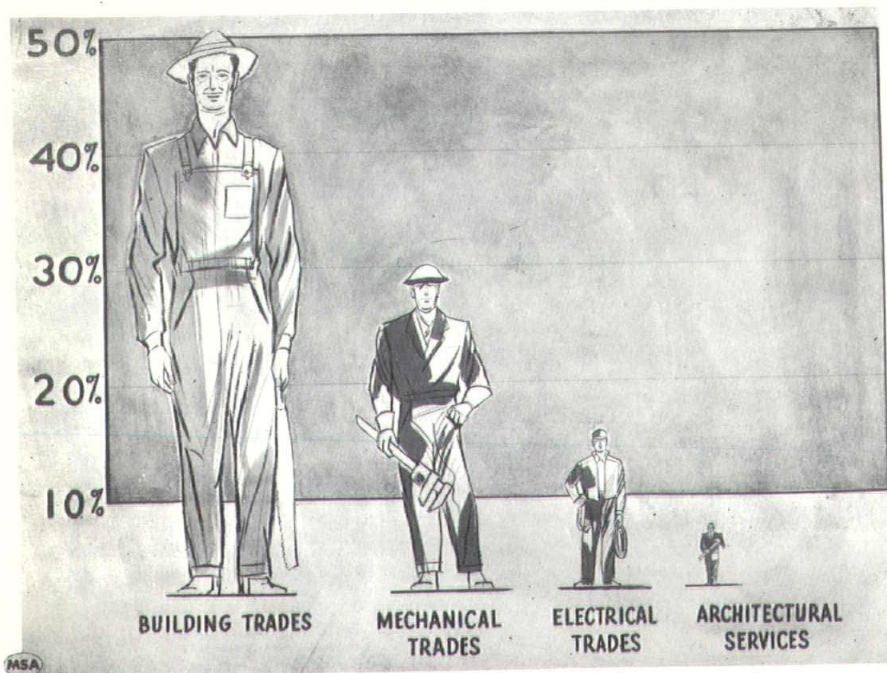
LET THE HOISTING ENGINEERS ARRIVE AT A SETTLEMENT OF WAGE INCREASE PARALLEL TO THOSE ACCEPTED BY

ALL OF THE OTHER CRAFTS—LET THEM SOLVE THEIR PROBLEM OF WORK ASSIGNMENT IN THE SAME MANNER THAT OTHER CRAFTS HAVE TRADITIONALLY FOUND ACCEPTABLE—AND LET KANSAS CITY'S LARGEST INDUSTRY RETURN TO WORK!

WE MOST URGENTLY REQUEST YOUR IMMEDIATE AND PERSONAL INVESTIGATION OF THIS MATTER IN THE LIGHT OF THE PRESENT WELFARE AND FUTURE PROSPECTS OF THIS LARGE SEGMENT OF YOUR MEMBERSHIP WHOSE INTERESTS EXACTLY PARALLEL OUR INTERESTS: THE ARCHITECTS, THE CONTRACTORS AND THE PUBLIC WHOM WE ALL MUST SERVE.

THE KANSAS CITY CHAPTER OF  
THE AMERICAN INSTITUTE OF ARCHITECTS

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WILLIAM M. SIMON, PRESIDENT 1954-1955  
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THE ABOVE ILLUSTRATION WAS WORKED OUT BY THE MICHIGAN SOCIETY OF ARCHITECTS' COMMITTEE ON FEES, TO SHOW THE RELATIVE SIZE OF THE ARCHITECT'S FEE COMPARED TO TOTAL BUILDING COSTS. THE DIAGRAM IS REPRINTED FROM THE JUNE, 1960 MONTHLY BULLETIN OF THE M.S.A.

# SHOULD WE REORIENT THE RESEARCH ENGINEER?

BY JOHN S. McNOWN, DEAN  
SCHOOL OF ENGINEERING AND ARCHITECTURE  
UNIVERSITY OF KANSAS

Areas important to engineers are receiving so little attention that national foundations should provide tangible encouragement through the support of relevant research by engineers. Even in research, conventionality is prevalent. Too much effort goes into extreme refinements of standard research topics, while large and equally important areas are neglected. Several needy fields lie in the border zones which relate the engineer to the group or the individual he serves. To attack these fields would necessarily lead to the combining of forces with social and biological scientists. A program of research in such areas would broaden the activity of engineers.

Efforts to redirect research should lead some engineers into unconventional fields so that they can fulfill needs not likely to be met otherwise. The factors which determine how a human performs in and reacts to his physical environment affect the design of everything from a skyscraper to a stereo phonograph. And the engineer must know more about the reactions of the group he serves to proposed changes if he is to plan effectively for urban development, to study the psychology of traffic, to establish acceptable levels of noise, and to solve effectively a host of other problems confronting society. Even such impersonal items as a tiny transistor and a remote hydroelectric dam must be designed so that humans can build and maintain them. Analysis of the stresses in a machine part may be quite sophisticated, in direct contrast to the serious lack of meaningful information concerning some of the more complex characteristics of the man who operates it. The effect of an automobile's weight on the structures in a complicated interchange is better understood than is the effect of the interchange on the driver.

A distinction must be made between the collection of the necessary information and the development of concepts necessary to utilize what is known in the achieving of better solutions. Both are important. The former would be useful, whereas the latter could be revolutionary. The strength pattern of humans, preferred relationships

to controls, and reaction times are all important in the designing of machines or roads. More complex are the determination of significant factors in the fatigue of operators, psychological reactions to threateningly large machinery, and the sense of orientation in an underpass for a traffic circle in Washington, D.C. And, finally, can we answer such questions as how does (or should) an engineer optimize a design, can an approach to inventiveness be developed, how does beauty relate to the design of a structure, and can safety be sold as a way of life? At one extreme, these problems are trivial; at the other, they are so difficult that the chance of success is small. A fruitful field for study lies somewhere in between.

The following list of topics is representative:

1. Engineering for Individuals
  - a. Anthropometric measurements of size, strength, unusual abilities,
  - b. Psychological reactions to color, vibration, elevation, mental fatigue, complexity of road pattern,
  - c. Physiological factors affecting performance and safety measures,
  - d. Composite or philosophic reactions to overall desirability or a particular action, ethics reaction to group need.
2. Engineering for Groups
  - a. Sociological and political implications of major works including the changing of environment, the providing of new sources of power,
  - b. Psychological reactions of groups to satisfy devices, controls, crowding, beauty (or ugliness),
  - c. Environment health measures.
3. Synthesis
  - a. Collection and storage of increasingly numerous facts,
  - b. Correlation and optimization of factors relevant to the solving of a problem,
  - c. Cultivation of inventiveness and creativity.

A major difficulty is the gap between the primary interests of the research-minded engineer and the elements of these unconventional fields. The traditional orientation of the research engineer toward physics and chemistry leaves him poorly prepared in the social and biological sciences. He is distrustful of the methods and even of the basic knowledge in what he considers to be inexact sciences. Education is required to give responsibility to these activities, to interest young engineers

in them, and to provide some of the future engineers with new and much needed concepts.

Strong support by a national foundation is justified by the need for the proposed undertakings; it is required because significant progress will otherwise be difficult to achieve.

## BOOK REVIEW

**FIVE CALIFORNIA ARCHITECTS** by **Esther McCoy**. Of the "five architects," (Bernard Maybeck, R. M. Schindler, Irving Gill and the Greene brothers) the author was personally acquainted with the first two and did extensive research on the remaining three for this book. This is the first book about the five California architectural pioneers, all of whom utilized the physical characteristics of California in their design work.

**Bernard Maybeck**, a graduate of the Ecole des Beaux Arts, blended classical and vernacular styles with ease and authority. An accomplished engineer, he used a laminated arch in 1899, a curtain wall in 1906 and the great hinged arch which spans the Christian Science Church in Berkeley, in 1910. He experimented with new materials—monolithic concrete in 1907, asbestos panels for exterior walls and factory sash for glass screens in 1910.

**Irving Gill**, out of Sullivan's office, found in the missions and early adobes around San Diego his inspiration for earth forms in concrete and the arcade walks and trellis structures which linked buildings to their gardens.

**Charles and Henry Greene** brought to architecture a new concept of living based upon love of nature and inspired by democratic ideals. Designing for what was then a treeless land they opened all rooms to broad porches. They took elements from the Japanese house, from the craftsmen's movement and from local practices to create one of the great styles in wood. Furniture, rugs, lamps and gardens were treated as parts of the total design and the result was a series of houses which were harmonious in every detail.

**R. M. Schindler** arrived in California in 1921 by way of Vienna and Frank Lloyd Wright's office in Taliesin. He called himself a "space architect." From the Futurist and Cubist painters he found the clue to breaking up forms and light. He considered structure as the base of modern architecture yet he had a life-long quarrel with the school of architecture which glorified structure itself.

Reinhold Publishing Corporation. \$10.00.

# SUGGESTIONS FOR SELECTION OF AN ARCHITECT BY A BUILDING COMMITTEE

The following article was localized and adapted from a publication of the Washington State Chapter, AIA, some years ago. For this, our appreciation and apologies to the Washington Chapter.

The increasing need for some sort of guide of this type for public groups was graphically demonstrated recently when **30 architectural firms** were called in for interviews by a nearby city government—for a job of less than \$100,000. While it is not our purpose to restrict any group on the number of architects they contact about proposed building, we respectfully point out that the total time spent by the principals of these 30 firms is worth several thousand dollars. On top of this, we doubt if the client had any real idea of the abilities and experience of even one of the 30, after the marathon interview was concluded.

## Foreword

The selection of an architect by a Building Committee differs in many ways from his selection by one person. An individual or a couple planning to build a home often selects an architect as one would a doctor or a lawyer, taking into account the advice of friends who have had previous experience. A Building Committee would also consider the advice of friends, but having the primary purpose of representing its organization faithfully, it should undertake a careful plan of selection to see that the architect most fitted for the job is retained.

Most organizations are not satisfied with run-of-the-mill buildings, but wish creative answers to their building problems. Retaining the right architect is the first step. In order to help you do this, the Kansas City Chapter of The American Institute of Architects suggests the following procedure:

## The Right Architect

As a Building Committee, you should analyze your organization's needs as thoroughly as possible in order to select an architect particularly suited to your purpose.

It is necessary to realize that the architect does not work alone, but represents many people. He or his firm combines the qualities of creative artist, businessman, designer, engineer, salesman, educator,

public relations man, lawyer, specifications writer, draftsman, estimator and construction supervisor.

The competence of all practitioners is controlled by a state licensing law. If the problem before you requires imagination, distinctive design and farsighted technical knowledge however, you may be looking for more than competence. Some jobs require constant personal direction on the part of the architect. In complex remodeling work, attention to detail is of the utmost importance. And in any project, there is no substitute for professional experience.

## **Formulating a Program**

An architectural program means a detailed and intensive study of all the elements relating to the proposed structure before the architect is asked to draw a line. These elements usually include space requirements for various uses; analysis of public and private areas in the building; the avenues of traffic, pedestrian and vehicular; the direction of natural light and prevailing winds at different seasons; the characteristics of the neighborhood; special requirements; and many other things. Certainly the budget is also an important factor.

Those with building experience recommend that an architect be retained in the early stages of the planning process; often before the site is selected. The architect's training enables him to give his client valuable advice on the relative merits of building sites and assistance in completing an architectural program.

## **Selection of the Architect**

The following methods of selection are customary:

**Direct Choice**, on the basis of reputation, demonstrated ability, confidence gained through personal acquaintance, or the recommendation of others familiar with the architect's work.

**Selection from a limited panel of candidates** who have been given an equal and fair opportunity to present their qualifications, to exhibit their work, and to submit evidence of their competence.

In compiling such a panel include names of architects whose work you have admired or who in past associations with your members have rendered satisfactory service; names of architects given by groups or organizations similar to yours; of architects who have a special background in the type of building you contemplate; and of architects who have shown interest in being considered. Sometimes it is advisable to ask an architect of your acquaintance for the names of those he would recommend for consideration. Contact with the local Chapter of The American Institute of Architects may also be helpful.

The young practitioner should not be ruled out of consideration because he has only a few buildings to his credit, if he has the qualifications for

your job. The size of an architectural office is less important to you than its organization and its interest in your project.

If your list of architects is too lengthy for personal interviews, you might ask each of them to submit a written statement of his training and qualifications, with a list of completed work, including references to those for whom he has erected buildings.

Only rarely are more than a half dozen firms interviewed; in most cases three or four are finally selected for interviews.

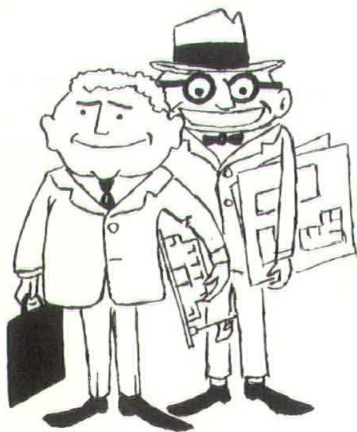
## Arranging Interviews

It is frequently recommended that the architect be interviewed in his office in order to establish the Building Committee's greater satisfaction the architect's fitness to design the project and control its execution. In any case, sufficient time should be spent with the architect to allow a thorough evaluation of his qualifications and his attitude toward your work.

**When interviews with a large number of architects are scheduled only a few minutes apart, proper evaluation is made impossible. Moreover, this suggests to the architect that the client's interest in interviewing is not sincere nor his understanding of architectural problems adequate.**

## What to Ask in the Interview

Your inquiries of the architect would include questions on his academic training; his experience in private practice; and his background of technical knowledge required for the design and equipment of the building. You will be interested in the size of his office, the personnel, and the background of the engineers and consultants who are part of



A careful analysis of the client's building requirements is necessary before a reputable architect will attempt to come up with a solution. Even more important, any architect who prepares free sketches or competes on the basis of fee breaches the standards of professional ethics of the American Institute of Architects.

the architectural team. You will want to know about his executive ability; his business practices; his supervision policies; and his past work successfully done. You will, of course, be interested in his personality, his sincerity, his character, and his ability truly to represent you during the planning and construction of the building.

## **Further Investigation**

After selecting the two or three architects in whom you are most interested, further investigation should be made. Pay particular attention to the attitude of those experienced with the architect you are considering. Talk to his clients and inspect his buildings. In this way you avoid being too much influenced by salesmanship.

Find the answers to these questions: Does the architect work well with people? Does he have respect for research and the application of new ideas and materials? Does he produce the work when he promises it? Does he give proper attention to supervision?

## **Caution: Cut Fees and Free Sketches**

Experience indicates that architects are best selected by considering their qualifications in training, skill and judgment, rather than the amount of their fees. The Kansas City Chapter of The American Institute of Architects has recommended fees based on the accumulated experience of hundreds of architects doing thousands of projects. It indicates the minimum fee for which good work can be done. A reputable architect will not deviate significantly from the recommended fee.

When a prospective client asks various architects to prepare sketches prior to retaining one of them, he is forgetting an all-important step in formulating the program—careful analysis of the building requirements. The architect preparing a sales sketch (or "free sketch") can hardly have studied the problem sufficiently to present a solution of any value. This is why free sketches are unreliable guides in selecting an architect.

More important, when an architect is asked to prepare free sketches or to compete on the basis of fee, he is being asked to breach a standard of professional ethics which prevails throughout the United States.

## **Completing the Agreement**

After you have made your selection, you should complete the negotiation with a written contract. (Standard Contract forms are available from The American Institute of Architects.) Remember to be frank with your architect about all aspects of the project, especially those relating to your budget. He will have your interests at heart, but he cannot do your project justice if you do not give him all of the facts candidly. It is important that you engage an architect in whom you have complete confidence and with whom you can deal easily and pleasantly.



## addenda

Going through old files of an organization can be quite a liberal education in the history of the group. Such has been the case in recent weeks as Chapter files dating back to the early nineteen-hundreds have been reviewed to determine what to keep in the permanent Chapter records.

Some of the material uncovered should be of nostalgic interest to our Chapter elder statesmen; and of at least historical interest to the younger men. Therefore, for that reason, as well as to preserve certain of the material in a more permanent form, we plan to carry it from time to time in this column.

To begin as far back as possible, then—most of us are aware that the Kansas City Chapter is one of the 10 or 12 oldest in the country, being founded in 1890. In 1937 some of the members apparently decided that we should know the exact date of the Chapter charter and wrote to the Octagon.

From the ensuing correspondence, we get the idea that the Octagon's files before 1900 are not in much better shape than ours. At any rate, Edward C. Kemper, then Executive Secretary of the Institute, wrote on June 17, 1937:

"We have found, in a report made to the Convention of the Institute held in 1893 which contains an abstract from a report of the Chapter, the statement that the Kansas City Chapter was chartered on October 12, 1890.

"We believe this record could be accepted an authentic one."

Therefore, come Columbus Day, 1960, the Kansas City Chapter will have reached the substantial age of 70 years. Perhaps we should be giving some thought to activities to celebrate the 75th year, in 1965.

George Bain Cummings, F.A.I.A., while Secretary of the Institute, sent a copy of the "Architect's Oath" to the Chapter. We can't tell from the correspondence just how official the oath is, but it has some good thoughts for all members of the profession. Some Chapters, we under-

stand, use this or a similar idea, in formally taking in a new Corporate member. The "Architect's Oath," by George B. Cummings:

"Humbly and proudly I profess my competence under the discipline of architecture.

"Upon my honor I promise unending devotion to the task of continually studying, learning, seeking, experimenting, that I may become ever better educated and trained for my work.

"Upon my honor I promise to my community undeviating adherence to the ideal service to my fellow men as the goal of my effort, that I may honestly and fully earn my living—my right to live among them.

"Upon my honor I promise to maintain that integrity in practice which will insure to each client the finest possible stewardship of his interest.

"Upon my honor I promise in the execution of every commission to strive to create beauty as well as order, character as well as safety, spiritual value as well as convenience.

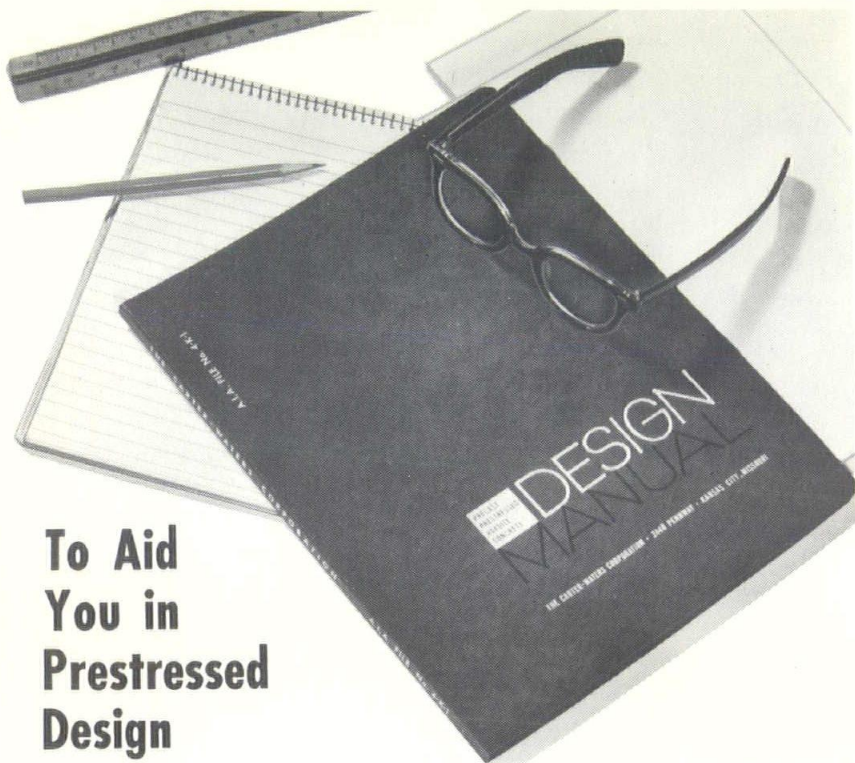
"Upon my honor I promise to join with my fellow architects to make our profession of greatest possible usefulness and benefit to our society, to share and disseminate all valuable professional knowledge, and to pass on to the succeeding generation the full and fine discipline of our profession, enriched because of my dedication."

In 1939 the assistant manager of the Hotel Continental wrote a mouth-watering letter to Robert Everitt, in Bob's capacity as program committee chairman that year. The hotel was suggesting some menus for the Chapter meetings, noting that "the attendance at these dinner meetings usually averages from 10 to 15 persons."

For \$1.50, the 1939 architect could chose a fresh shrimp cocktail or a half grapefruit supreme to whet his appetite. Celery hearts and olives also came with the starter. He had his choice of sirloin steak or filet mignon, with baked potato and asparagus tips. Salad was combination or grapefruit and avacado and the repast was topped off with either a fresh strawberry sundae and cakes or lime pie. Coffee, of course, was included.

The \$1.25 meal was similar, except that one had to settle for club steak, turkey or fried chicken.

Since there was no answer indicated from Bob, we're tempted to write the Continental and say "we accept."



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
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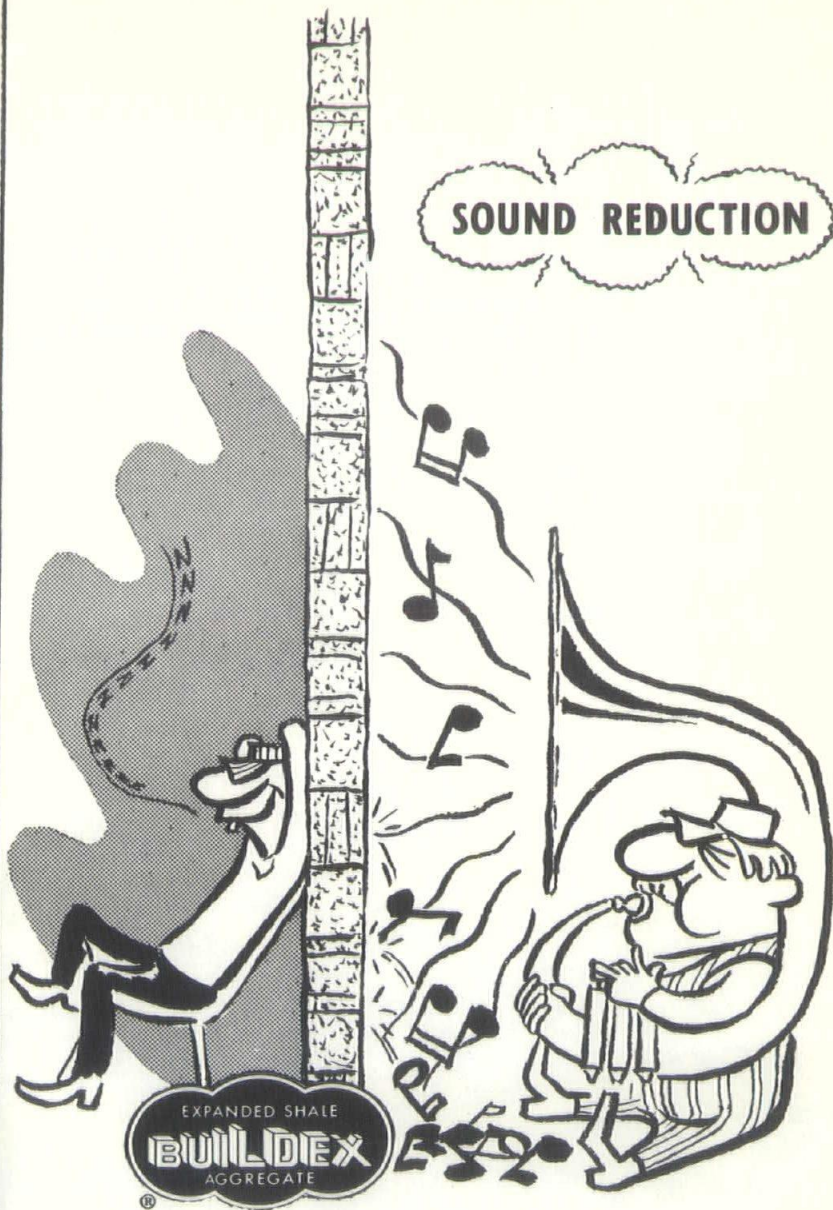


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