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CONTENTS

PAGE

| | |
|---|----|
| K. C. Chapter, AIA, Membership Roster | 3 |
| The Architect-Planner | 28 |
| Advertisers in This Issue | 40 |

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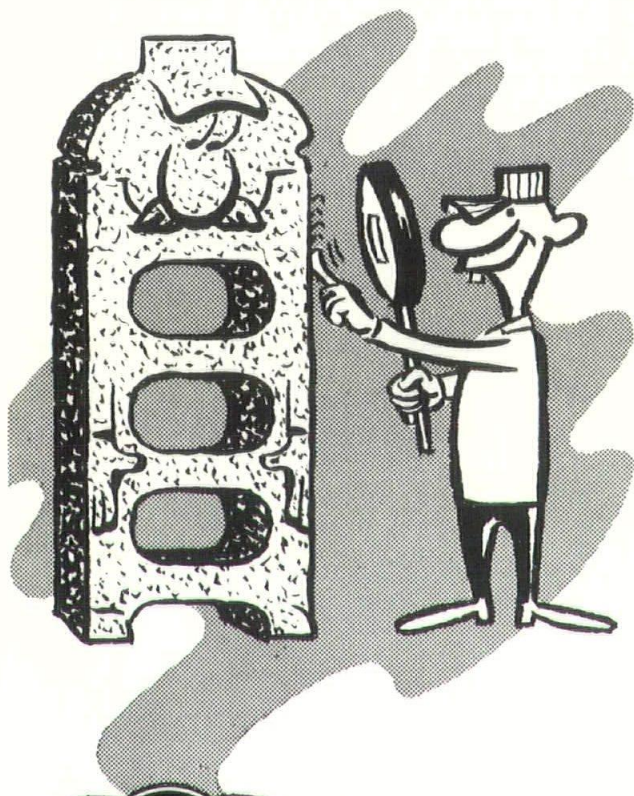


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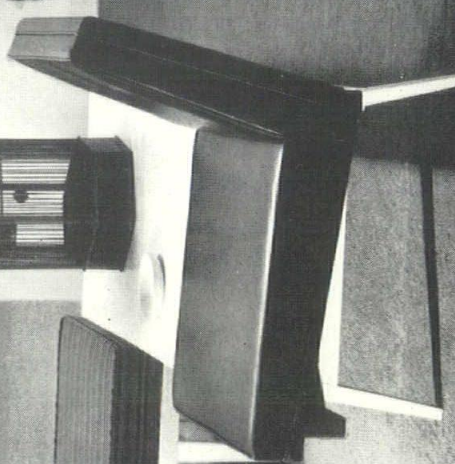
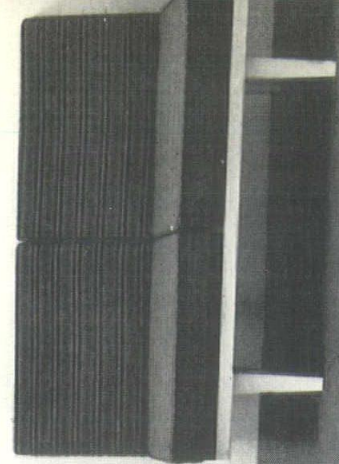
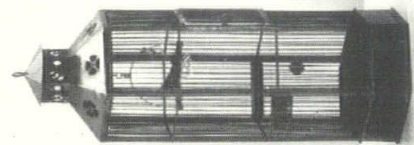
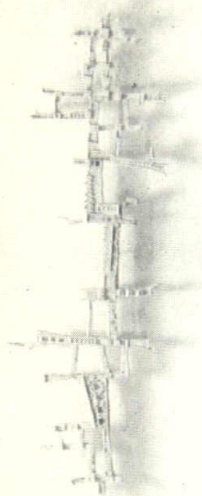
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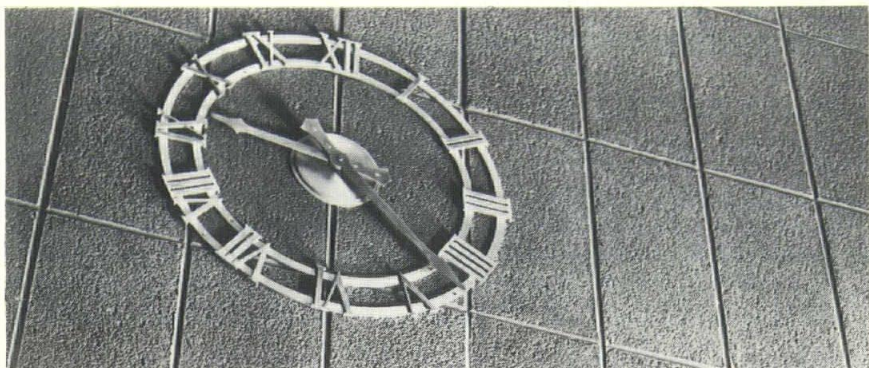
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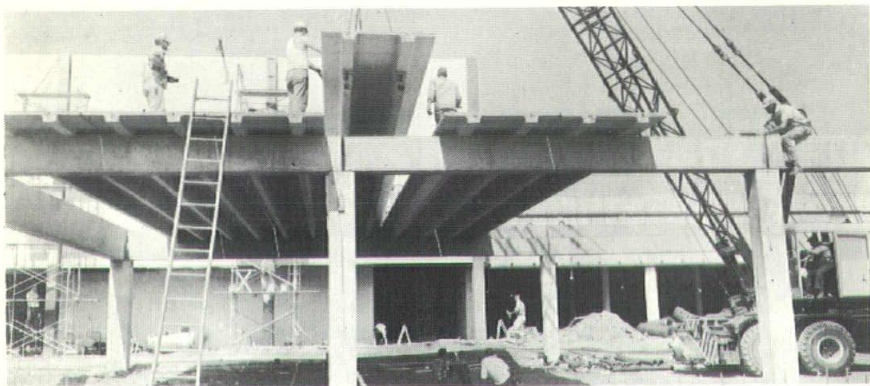
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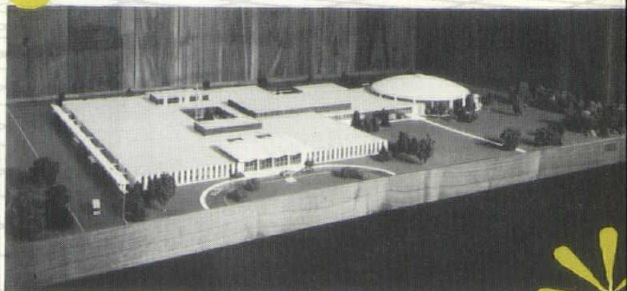
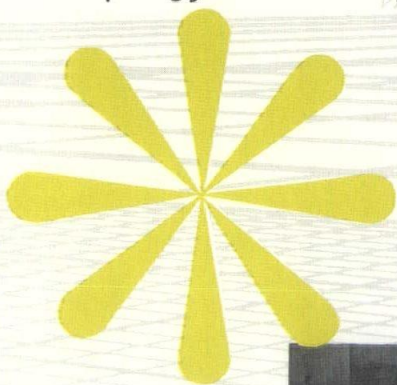
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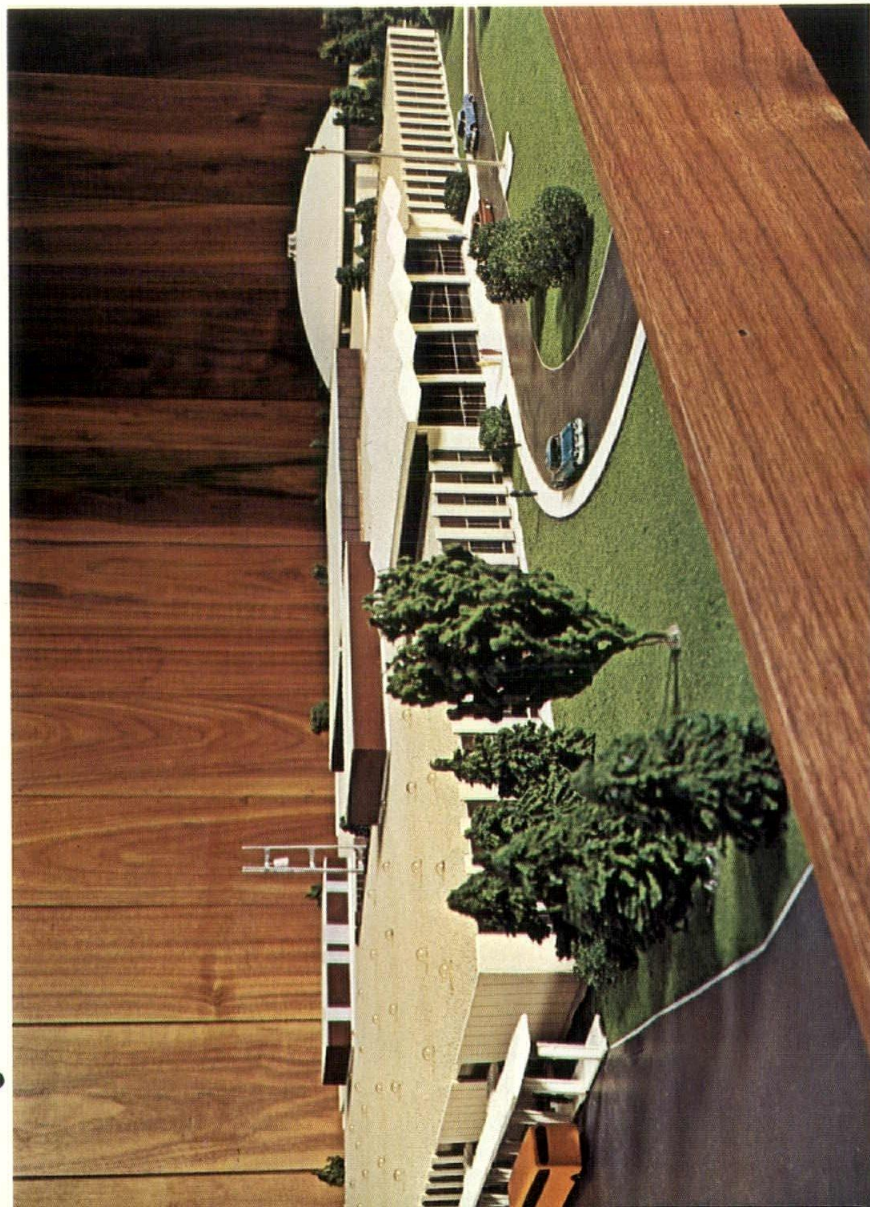
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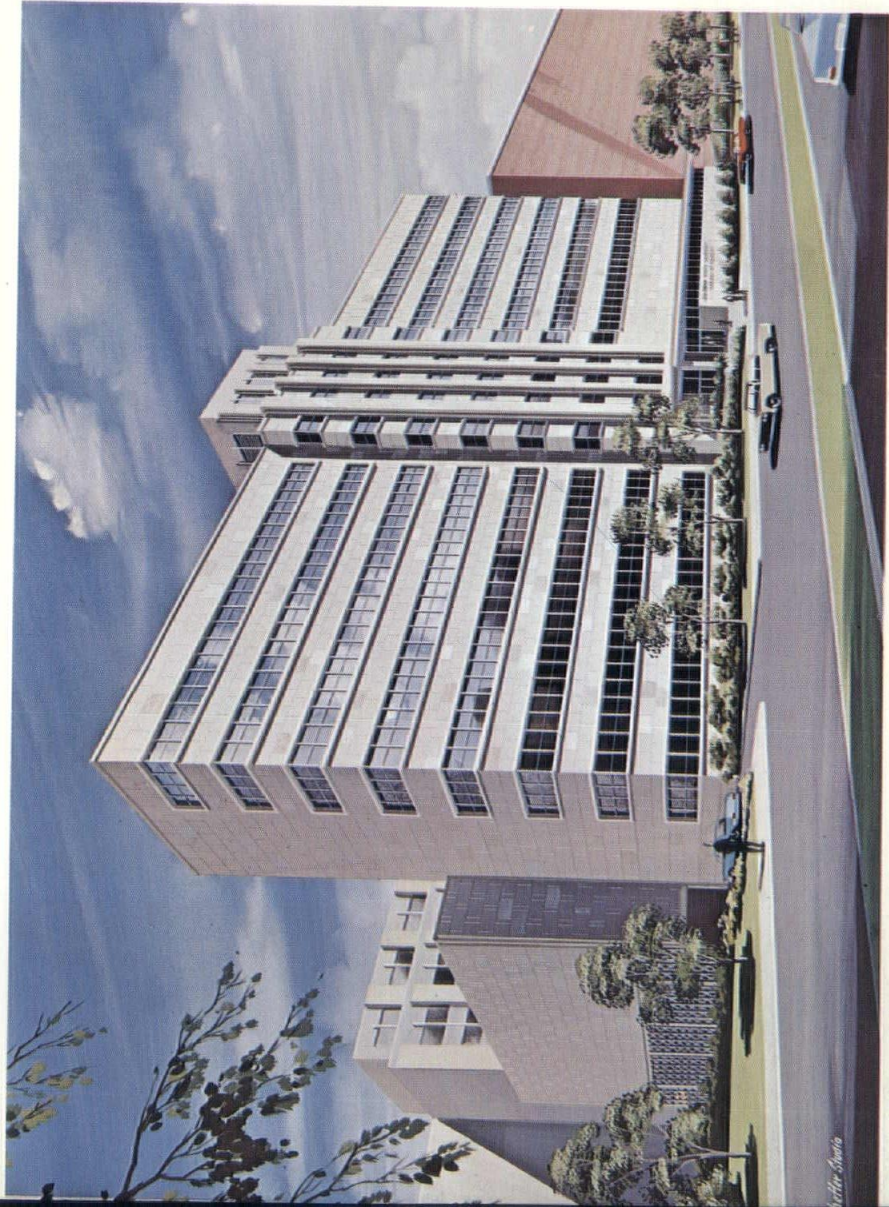
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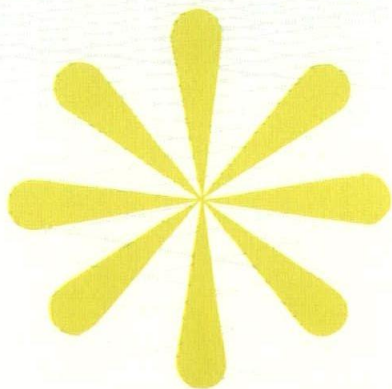
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THE ARCHITECT-PLANNER IN THE EXPANDED ARCHITECTURAL SERVICE

BY MATTHEW L. ROCKWELL, AIA, AIP

INSTALLATION OF OFFICERS

KANSAS CITY CHAPTER, AIA – JANUARY 30, 1962

On a hot humid afternoon in the rolling hills of Michigan, I first learned and felt the impact of the magic talents of the architect-planner. It was during World War II and I had gone from Chicago to Camp Custer to rescue the Commanding General of an Army Division from the situation of having a Division to train but no firing range on which to do it. As a Corps of Engineers Officer in charge of the site planning activities of the Chicago District Office, I joined the Commanding General on the back seat of the staff car with no more than the gold bar of a Second Lieutenant and a soils map of the State Department of Agriculture to protect me. With all the arrogance of a Second Lieutenant, I directed the General and his aide-de-camp, a wondering West Pointer, and a staff sergeant, to drive to a point unknown to me, which merely from the map survey seemed to be the place for his firing range. We reached the spot, climbed a nearby hill and, in that Michigan heat, realized that this was a perfect solution to the General's problems – a rolling, unfarmed land, somewhat rough because of the rocky undersurface of the general area. We were back at a cooler camp within a matter of minutes and all the attention which an appreciative General could bestow was mine.

Forgive my immodesty in mentioning this instance. I do so only to indicate the unexpectedly wide range of ability which an architect can display when the situation demands. Today's society makes this demand. The British historian A. L. Rowse has recently said, "The transformation of the modern world is so tremendous that the mere word 'revolution' does not describe it."

So today the architect's practice must be stretched far beyond building design and must include the preparatory planning that makes building projects possible, that relates them to their environment and that finally carries the projects through their several phases of implementation. It means that the architect's basic services, as historically performed, must be expanded in the interest of the client's needs, to include certain promotional and managerial services as well as the normal design and construction assistance which have been the historical pattern. I submit that these certain promotional and managerial services have always been a part of the architect's thinking. As a formalized function, the services may not have emerged.

Matthew L. Rockwell is Director of the Division of Public Affairs of The American Institute of Architects. The activities of his division include governmental regulations, public relations, all AIA publications such as the "Memo" and the AIA Journal, as well as all programs related to housing and community planning.



But the architect has informally considered site selection. He has similarly considered location and transportation requirements. And finally, he has undoubtedly concerned himself with the financing aspects of the project. His only shortcoming can be said to be that he did not make his client aware of these adjunct services which he performed. It is true that in some cases the services need sharpening. Some architects are not aware of the existence of county soil maps for example which I used so effectively with the General. Some architects fail to understand, because they are not familiar with, the average zoning ordinance, and the same may be said of the typical sub-division regulation. It has, therefore, become a primary assignment of the Institute to explain not only the need for and a generalized description of the expanded service function of the architect, but also those aspects of urban design which the architect must face and recognize in fulfilling his function under the expanded services program.

Let me describe in detail two examples of this type of interrelation in which I personally have been involved as a principal of my firm. The first was a commission from the Quaker Oats Company to determine the feasibility of relocating their general offices and research laboratory from the City of Chicago to a suburban location. My studies began with an analysis of the company's existing employee population as to home location. The fact that we found this population almost evenly distributed between the north and south sides of Chicago only made the problem more interesting and challenging. We proceeded from this study to one

Reynoldsburg Bank, Reynoldsburg, Ohio.
Architects: Taylor & Liebersbach, Columbus, Ohio.
Engineers: Russell S. Fling & Associates, Columbus, Ohio.



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Most eye-catching feature of this sparkling new bank building is the sweeping drama of its thin-shell concrete roof. Not for esthetic reasons alone did the bank's management choose this new type of concrete construction. Savings in time, labor and money figured importantly, too. Only a single day was required for placing all concrete used in making the saddle-shaped hyperbolic paraboloid roof and the abutments.

Construction efficiency plus the well-known durability and fire-safe qualities of concrete dictated its uses for other major components of the new building. Big, small or medium-sized, more and more of America's most inspired new buildings are being created with versatile concrete. That's because no other material offers such a combination of structural strength, low upkeep and lasting beauty!

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which analyzed several typical office buildings in the downtown area of Chicago from the standpoint of rental costs, remodeling potentialities, and accessibility. On a confidential basis, we obtained cooperation from real estate companies who were willing to furnish us the necessary information without identification of the client. We needed diagrams of those buildings which might be available for leasing and we made studies of the manner in which the company would fit into these buildings. We considered and evaluated potential purchase by the company of a building small enough to absorb the company itself, but large enough to provide reasonable rental space to carry the charges of the building.

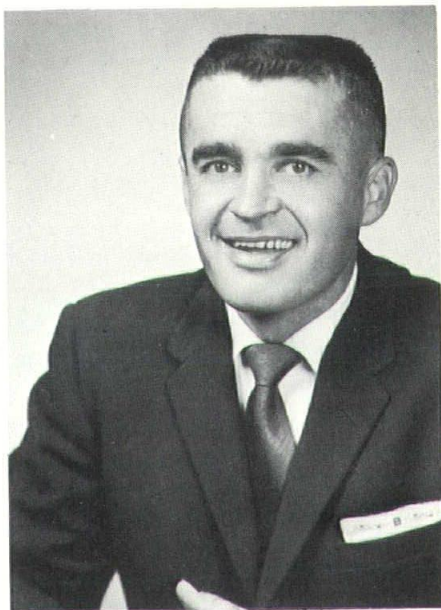
The study was taken into the suburban countryside area at this point and an analysis was conducted of the countryside until a sector was defined which seemed to satisfy both the character of the company and the accessibility requirements by key personnel of the company. At this point the sector was diagramed as to existing zoning provisions. Some 250 square miles were mapped to indicate the existing areas in which a combined company office and research laboratory operation could be accommodated. Since few areas presented the ideal type of zoning necessary, study was made of those villages where the ordinance presented conditions of unreasonableness bordering upon the capricious and where the company might be successful in appealing for a change of zoning. In these specific areas then land values were obtained, again without identification of the company involved, and preliminary discussions were had with both the planning and zoning commissions of the communities involved. The company was finally presented with the alternative solutions of remaining in the central area as opposed to moving to the outskirts. Under each alternative the various factors were enumerated, priced and evaluated. One of our suburban locations was chosen and we were asked to represent the company in obtaining an option on the property involved. The land was acquired and these prearchitectural services were priced and a satisfactory fee received.

The second example involved our services for the Simoniz Company where we were retained as architects for the remodeling of their central Chicago property in an area undergoing change and influence from blight. Here again the question was whether or not the company should relocate for expansion purposes elsewhere in the Chicago area. Very much the same thinking was entered into as described in the first example but during our work it became increasingly apparent that the final recommendation would be in the direction of the company remaining in the then existing location. For this reason, studies were made in far more detail with the projected development features of the neighborhood in which the company was located. This included detailed study of parking facilities, traffic movement near the building, potential zoning changes which might be involved and other aspects of city planning which are routine to that field of interest. The company did finally remain and we proceeded to a remodeling of their facilities.



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At the right is Bob Staats, capable new manager of Carthage Marble in Kansas City. Except for a tour of duty with the Field Artillery, Bob has been with Carthage Marble Corporation for the past 15 years. Beginning as a hand polisher in our Carthage plant, he developed his understanding of the business with experience in marble setting and drafting. He went on to become an expert estimator and finally, a salesman with a rare knowledge of his product. For the past several years, Bob has been Carthage Marble's sales representative in the state of Kansas. Now that Bob is manager of the K.C. branch, we believe that architects and designers in the area will soon learn to depend on his expert counsel in all matters concerning marble.



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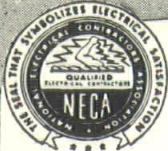


This narrative has not been without point. It is important to understand in those building phases of the architect's expanded services that it is not enough for the architect to bring the real estate broker in direct contact with his client and to then remain on the side lines. At this point it is far more important for the real estate broker to be the client of the architect so that all influence as to tracts which may happen to be available can be carefully evaluated. It is important that the real estate consultant be confronted with other properties which may not be on the market but which in the opinion of the architect may have potential from a topographic point of view or which might have improved truck loading facilities or better employee access from nearby expressways. It has not been unusual in my experience to find that sometimes the best properties suited for the client are far less expensive than those being offered.

The architect's service in this particular area is extremely important and can be ably defended and commented upon as an advantage. With regard to the so-called package approach where the builder offers several sites which he may have acquired out of speculation and either owns outright or has an interest in for purposes of his customers, we need to publicize widely the dollar disadvantage and conflict of interest which this practice engenders.

Basic to the success of the expanded service practice will be our acceptance of special consultants to assist in unfamiliar areas. For example, it will be important to know the difference between the real estate broker and the more professional real estate appraiser. The broker is able to make available and to deliver the property which may ultimately be selected. He is, however, not usually in the position of being able to furnish an appraisal which has the necessary status when the client must make a decision based upon value. There are, therefore, in effect two real estate consultants involved at this level.

If the architect's background does not have adequacy in the field of city planning and he is not in a position to evaluate either the zoning appropriateness of existing provisions, or the possible revision to the existing provisions to accommodate the proposed client, he should associate with a planning consultant who can estimate and provide a case for the growth of the community in the direction which would substantiate the change suggested by the architect's client. The professional capabilities of the planning consultant must not be underrated. If the proposed project has the slightest influence upon bordering traffic movement, a traffic engineer should be utilized as an associate. It is not enough for the architect to assume that a deceleration lane of x feet will be adequate for access to a plant entrance, when good engineering usage would require, at the average speed of the adjacent highway traffic, a dimension of y feet. Material is available also to your client in the form of parking information needs. For an architect to provide a parking space which is inadequate the day the project is finished or to provide driveway access to the main entrance of the facility designed which is complicated from a traffic point of view, is in my opinion sufficient reason to charge the architect with incompetence.



A Timely Statement

From **N. E. C. A.**

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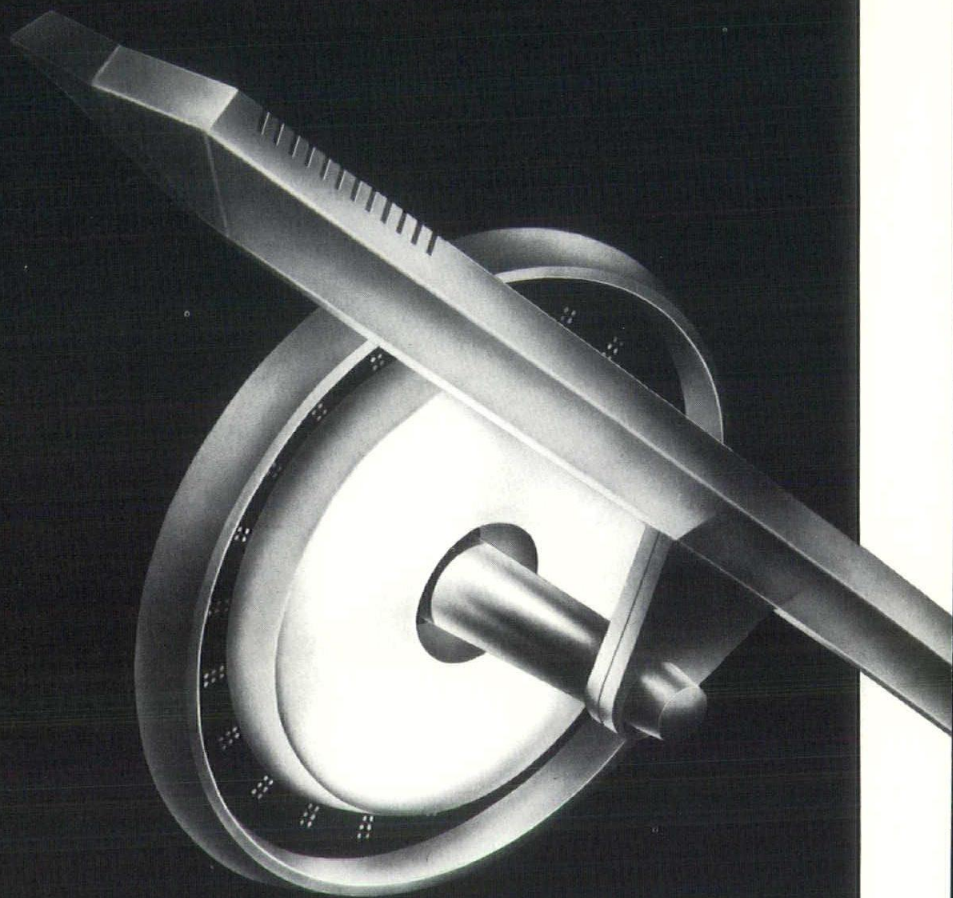
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In many of our projects the abilities of the mechanical engineer are exceeded by the requirements which must be considered and answered by a civil engineer. Particularly in the suburban location, the extension of a sewer line from community facilities must be weighed against the provision of septic tank facilities. With respect to water supply, the alternatives of deep wells or shallow wells or municipal water, open reservoir and closed reservoir facilities, are all considerations of the engineering consultant. Most of the preceding is already accepted practice by large offices and is well understood by them. In many of these offices the functions are performed by staff members or partners. But the small architectural office cannot function in this way. Our own small office has always performed these functions in association with the necessary experts, or consultants, for whom we made arrangements under our own consulting retainer. In other words, our services were made available to our client for the specific expanded service described. Normally it was considered as a separate service and not identified with the usual architectural service; when the client understood our function the question of the additional cost was never a problem.

In no case were separate agreements between engineers and the other associates made with the client nor should they be, in my opinion. It is apparent, therefore, that this extra service which the architect is in a position to organize for and to render through combination with others can be paid for either by (1) an increase in his own fee to the client or (2) by inclusion in his present fee. In the latter event, he would necessarily lessen his service in another direction. This possibility must, therefore, be eliminated as intolerable. Part of our studies in the Institute, therefore, on this subject matter will be to arrive at reasonable sums which can be absorbed by the client and provide that the service will still remain competitive with the service of the package builder.

I have expressly referred to the services which can be performed, in my opinion, by an architect who has had experience in the planning field. He need not necessarily have practiced as a city planner in the strict sense of that term, but he must have had more than the traditional architectural education to approach it in this way. To call this aspect of the expanded service "urban design" is not accurate, yet it can be seen that these early elements of building design certainly are an aspect of urban design. The relation of these early elements to the environment is apparent and the study which precedes their construction involves phases of land use, zoning, traffic and transportation, public works and community appearance. Each of these subjects are themselves the normal component parts of the community master plan.

As to the physical aspects of the master plan, no one should be better able than the architect to describe and to understand the requirements of such a plan. It is the physical form of the city, its shape, which is determined by the architect's conscientious study of the road pattern, of the open space pattern, of the determination of the views and important public sites involved in the physical plan. In



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saying this I am not belittling the position of the city planner whose ability, based upon the economic and sociological aspects of the city, to program the needs for the future, is crucial to the physical form and whose ability in the implementation of the plan which is prepared is essential. In my opinion, if these two professional tasks were clearly understood the occasional friction in the preparation of master plans for communities prepared under the assistance of government funds would not exist today. But if the architect's interest lies in the preparation of the physical form of a city, he must be as willing to associate with the city planner in his preparation of the overall plan which includes not only the physical form but also the capital works program, the sub-division regulations, a zoning ordinance and other aspects of the master plan. The architect must be as willing to work in this relation as the city planner must be willing to work in a relationship of assistance to the architect, when only those smaller technical functions which the city planner can perform where the architect's projects are concerned.

Beyond the design field, when we participate as citizens in city planning, we have a monstrous assignment. We must be single minded. We must avoid the danger of becoming interested in public participation only to serve ourselves. I attended a recent meeting of the Institute at which the overall aspects of planning were discussed. It was apparent that many of the architects in attendance were concerned only with that very small segment of the planning picture which involves local urban renewal projects and results in a building commission to the architect. This attitude of thought cannot be present in performing those aspects of the expanded service which relate to urban planning and urban design. It is just as important to work to locate the building project in its environment with respect to every other use located in the same environment, as it is to design a new city with each use in its correct relationship.

Reverting again to Historian Rowse who says, "I dare say people will really get to the moon. The developments have been so fantastic that they have transformed the condition of human life. We do stand at the edge of something. Let's hope it is not a precipice." And we add—what better time for the comprehensive architect?

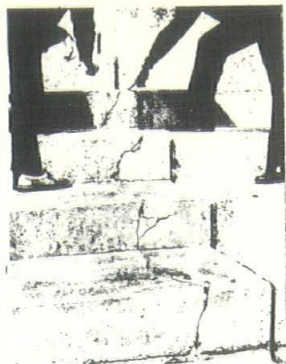
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From exhibition pamphlet "4000 Years of Mexican Architecture" — Society of Mexican Architects.



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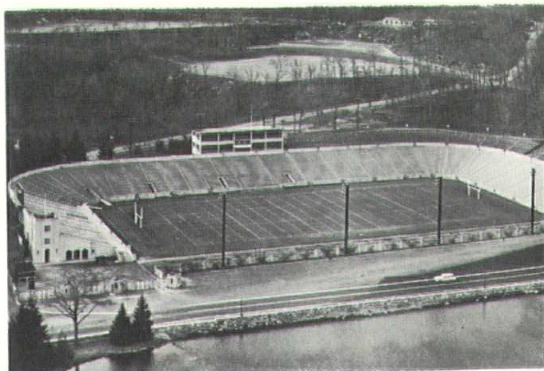
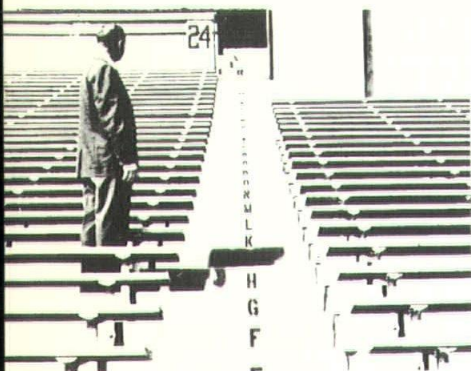
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The installation is now complete. The pictures below reveal how the NEOTEX not only provided the waterproof "raincoat" it was intended to do, but also provided a uniform color and texture uncommon to concrete.



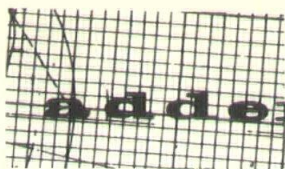
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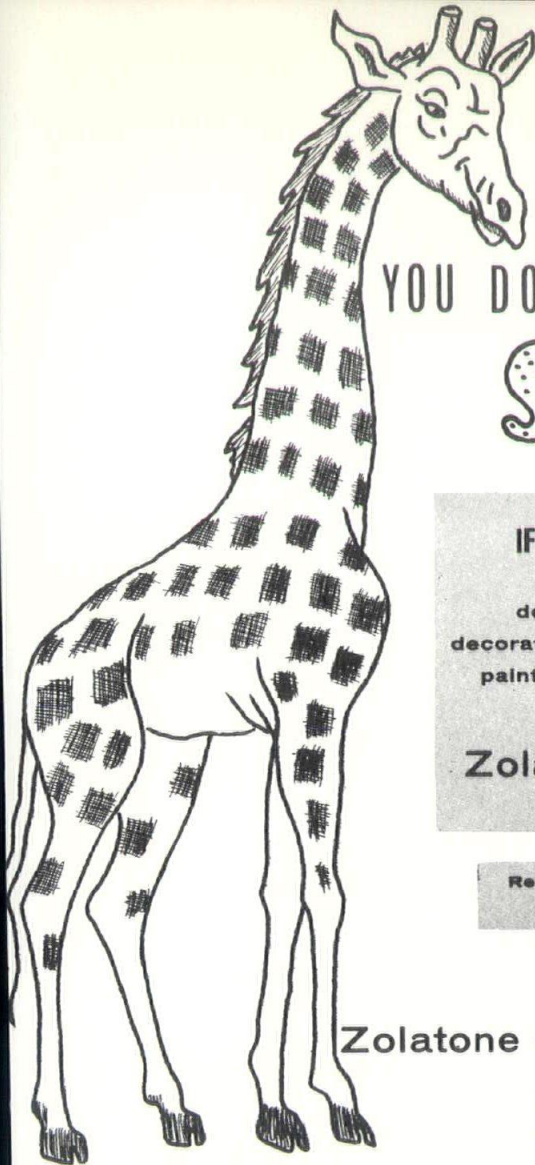
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SOUND REASONS FOR SEPARATE MECHANICAL BIDDING

By employing Separate Mechanical Bids, the architect and engineer can consistently provide high quality installations to the owner at a price which is invariably lower, to the owner, than that obtainable when working through a middleman.

1. When bidding is confined to pre-qualified Mechanical Contractors, you can be sure that less supervision will be required . . . that the firm selected will require less guidance and have a better understanding of the installation. By pre-qualifying mechanical bidders, the possibility of having an entire project delayed by some cut-rate sub-contractor, who has been selected solely on the basis of a cheap price to the middleman, is eliminated.

2. The pre-qualified "Mechanical" Contractor, working with the architect and engineer, can frequently advise on minor changes which might well preclude future major problems. He is in an excellent position to co-operate in providing a good workable installation for the owner.

3. Satisfied clients are long term clients. The architect and engineer who establish a reputation for designing buildings and preparing specifications so that the owner receives greatest value in relation to expenditures, build an enviable client list and reputation.



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