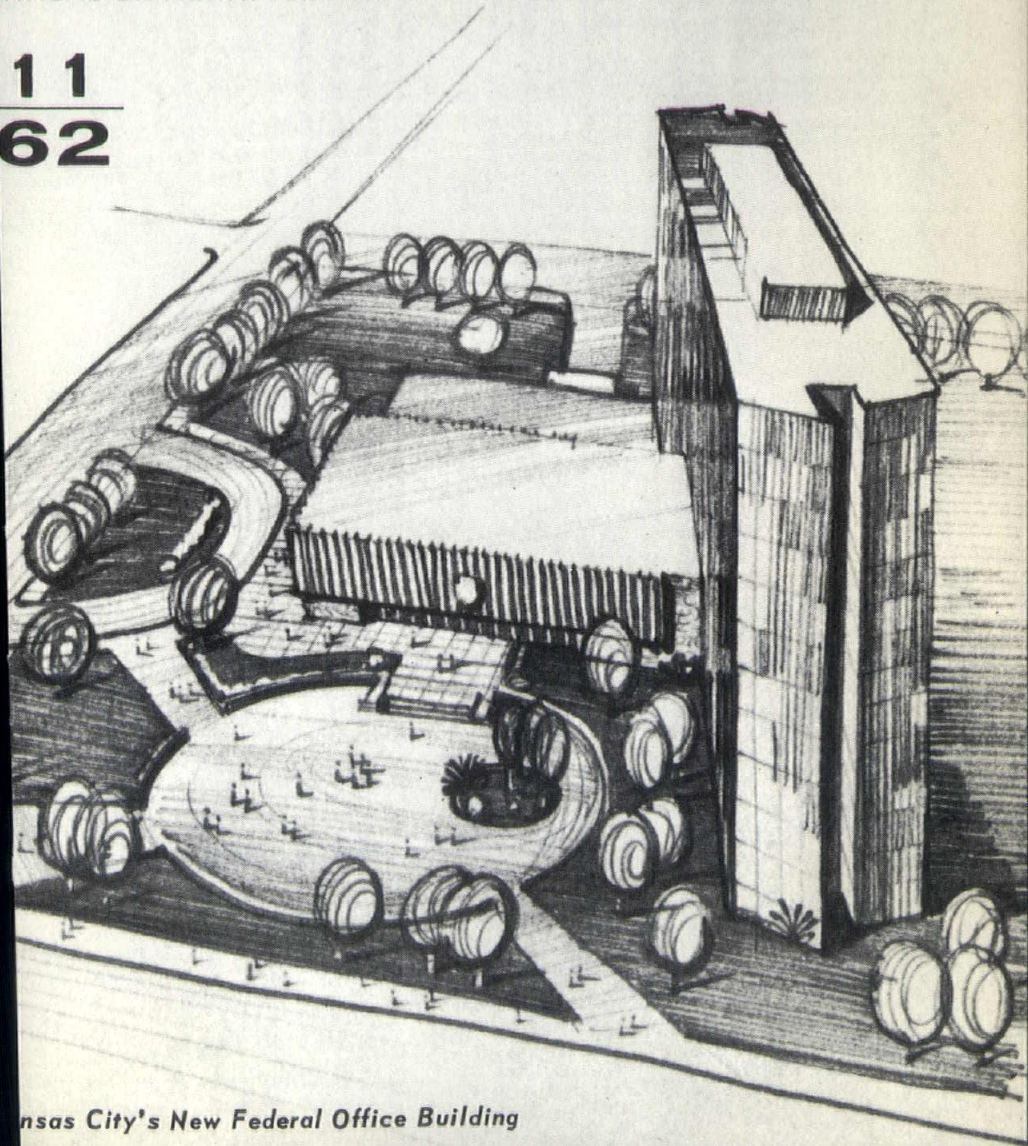


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Kansas City's New Federal Office Building

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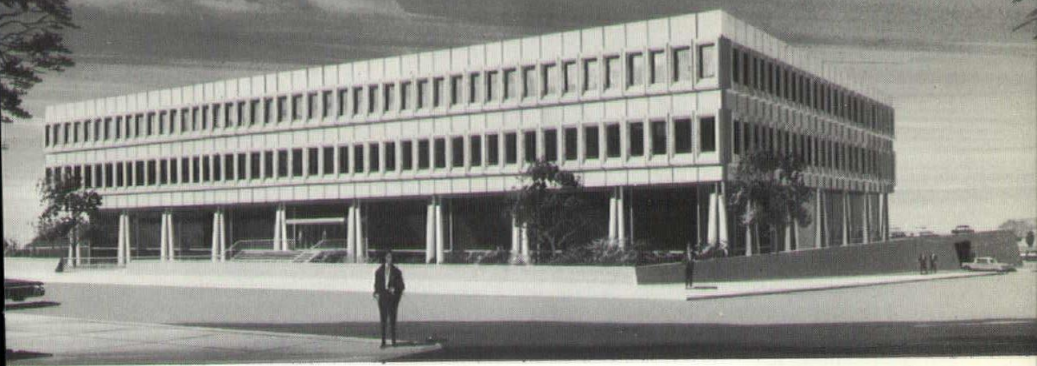
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This is the view from Thirteenth Street of the new Missouri State office building, directly across the street from the federal office structure. When completed, the two office buildings will represent an investment of some 38 million dollars in the Civic Center area.

Kansas City Opens New Frontier in Government Office Buildings

BY WILLIAM E. DYE
SKYLINES ASSOCIATE EDITOR

Its greatest era in the design and construction of government office buildings is upon the Kansas City area.

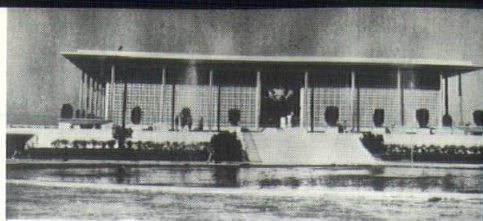
A decade which has brought construction here of several other major governmental structures soon will reach a high point when work begins on a \$38 million complex — the federal and state office buildings across a street from each other.

Nearly 20 years ahead of the goal date, these two buildings will translate into reality the major new projects envisioned in the Civic Center

phase of the Kansas City AIA Chapter's national award winning KC/80 master plan.

These buildings ultimately will concentrate in a three-block area more than 10,000 federal and state government employees — a factor which now is stimulating nearby commercial, apartment and entertainment development.

Kansas City's emerging position as a hub of federal and state government activity is being cemented by the two proposed buildings and other local



Ed Stone's American Embassy in New Delhi makes an interesting contrast with the old State, War and Navy Department building in Washington, D.C. The latter structure, now used for executive offices, was designed by Alfred B. Mullett and dates back to 1888.

ones such as the Veteran's Hospital, the USDA data processing center, the Food and Drug Administration building and the Kansas City, Kans., federal office building — all built within the last 10 years.

A by-product of all this has been to focus attention once again on architectural design of government buildings, local and elsewhere.

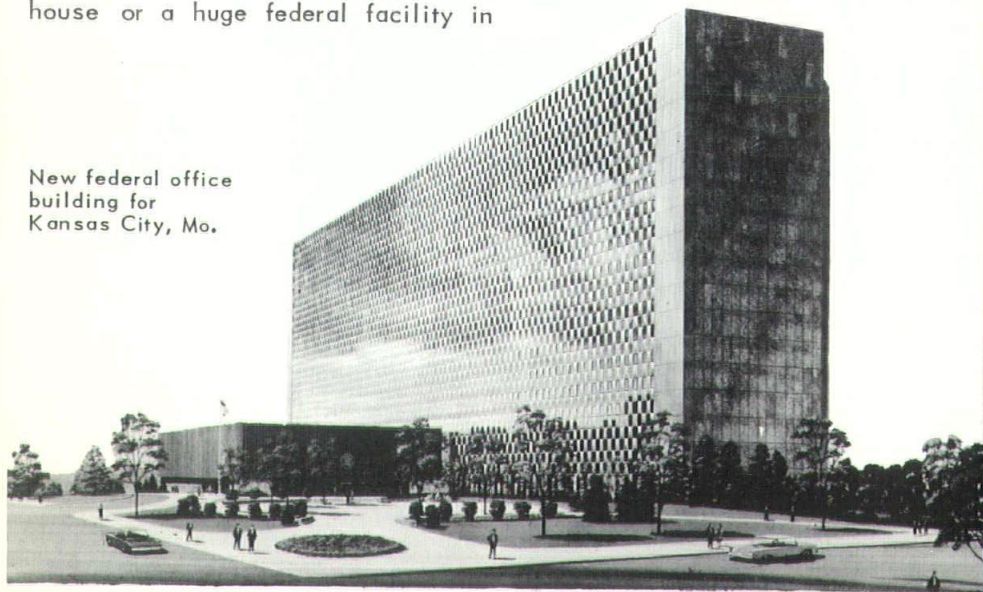
In years past, architects faced with design of government buildings — whether it be a rural county courthouse or a huge federal facility in

Washington — would take their inspiration from the ancient Greek democracy and incorporated classic colonades.

In the 19th century and into the 20th century, governmental architecture across the nation was influenced by, if not dictated by, Washington's Greek classic structures.

Even the harsh and angular red brick and granite government architecture of the Victorian period still retained some semblances of the classic columns.

New federal office building for Kansas City, Mo.



The early years of this century brought a return to Correct Classicism. This gave way in the 1930s and 1940s to what has been tabbed as Government Semi-Modern, a compromise which tempered stark modernity with unornamented and simplified classical features.

This government semi-modern has created what Ada Louise Huxtable, the architectural critic and historian, calls Castrated Classic or Penitentiary Style.

She comments: "It rejects the present and mocks the past with the ritual addition of lavatory marble and a few semiclassical decorations to otherwise businesslike walls. Looking both forward and backward, it loses its balance in the middle."

But now the federal government is moving to free designers of federally sponsored buildings from the traditional ties of the past.

President Kennedy last summer ap-

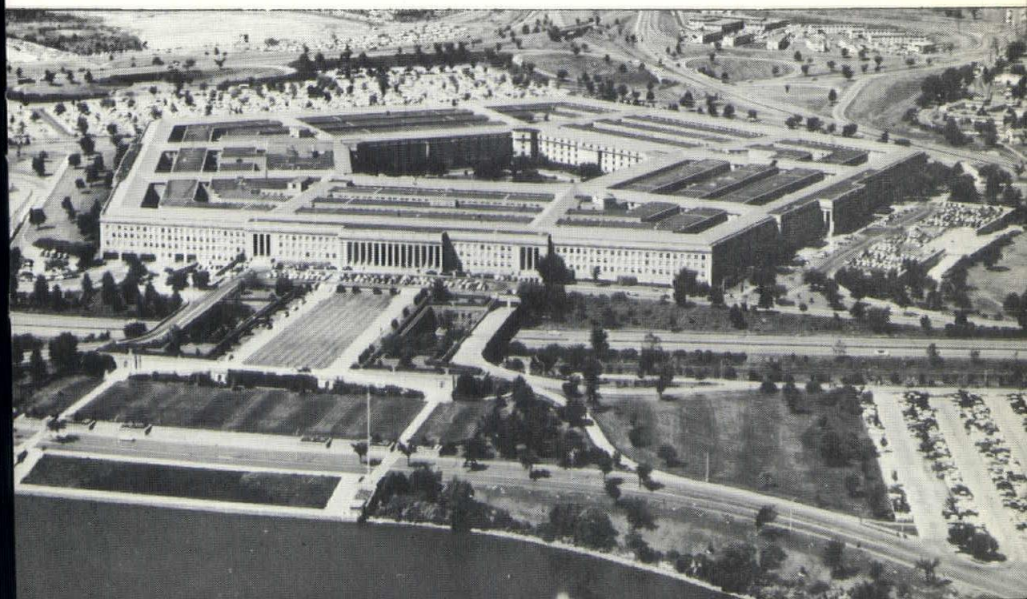
The Pentagon — the building they said couldn't be built. Across the river from downtown Washington, D.C., the huge military office complex has been the subject of 3247 jokes, by actual count.



Federal Office Building — Detail

proved a policy statement of a special cabinet committee on design of public buildings.

In part, the statement said: "The development of an official style must be avoided. Design must flow from the architectural profession to the government and not vice versa. The government should be willing to pay some additional cost to avoid excessive uniformity in design of public buildings."



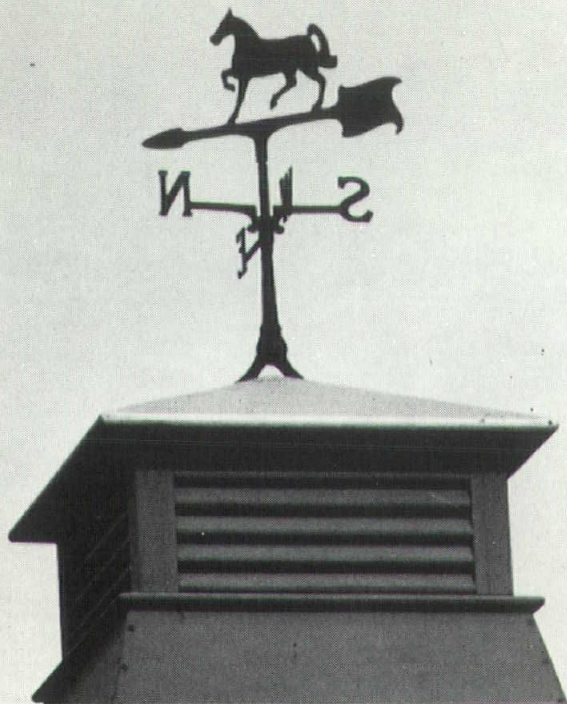
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to more government office buildings in nation's capital city — above, Health, Education and Welfare's headquarters. Right, the new House Office Building, which will soon become the "next to new" House Office Building as the enormous new office structure down the hill comes available.

The only policy criteria the special cabinet set out for such design is architectural style and form which is distinguished and which will reflect the dignity, enterprise, vigor and stability of the American government."

Although their designs were conceived before the policy statement was made, the Kansas City architects for the forthcoming federal and state office buildings have met these broad requirements in their conceptions.

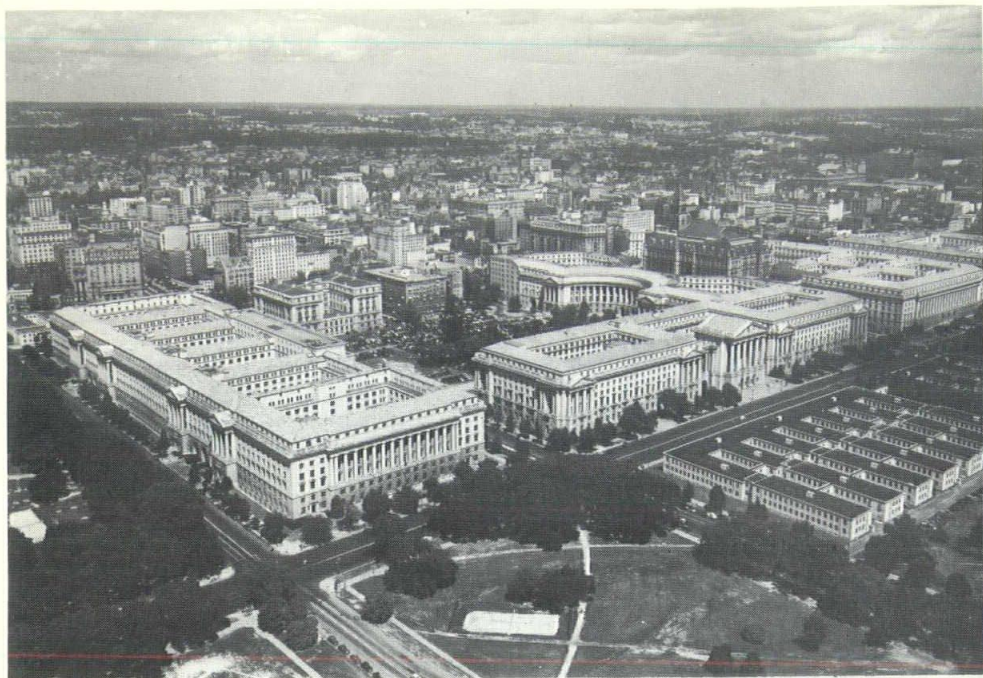
The federal building design is the work of the local architectural firms of Voskamp and Slezak, Everitt and



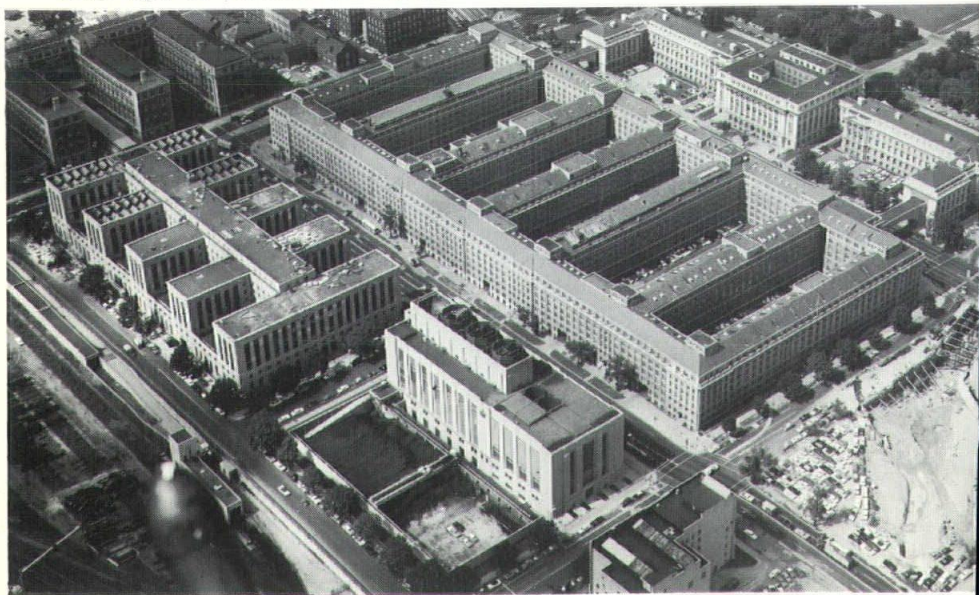
Keleti, and Radotinsky-Meyn-Dear-dorff, with Harris Armstrong of St. Louis as consulting architect and Howard, Needles, Tammen and Bergendorff as structural engineers.

Architects for the state office building are Kivett and Myers, who in mid-November were selected to do a different type of state building — the Missouri exhibit for the New York World's Fair in 1964-65.

Both government buildings here represent almost complete breaks with the Greek classism of early American governmental structures.



As our government has become more complex, so, seemingly, have the buildings that house its operations. Above is the group known as the Federal Triangle, including Labor, Treasury and Post Office buildings. Below is a view of the north and south buildings of the Department of Agriculture. Note the excavation at lower right for yet another building.



This fabric-like (when viewed from a distance) texture of the checkerboard pattern of windows and aluminum panels of the 18-story federal building will be contrasted in a dramatic, dynamic treatment of the relatively narrow building ends.

Each end will be in the form of giant, upended "jaws" (see cover photo) of granite panels.

Providing work space for 4,250 employees immediately and up to 7,500 persons ultimately, the some 100,000 square feet in the federal giant will make it more than four times the size of the Kansas City Power & Light Co. building.

The design for the across-the-street neighbor of the federal building, the \$5 million state office building, makes a slight, modernized bow to government architecture traditions.

This bow is the form of modified columns on the ground floor level of the four level structure. These columns are in the form of tapered, reeded cones with window walls in between.

The columns appear to support the "perforated box" which will be the upper two floors of the 99,500 square

foot building. Plans now are for the window frames on these floors to be of precast marble aggregate.

The structure is designed so that two additional floors can be added as office needs may require later.

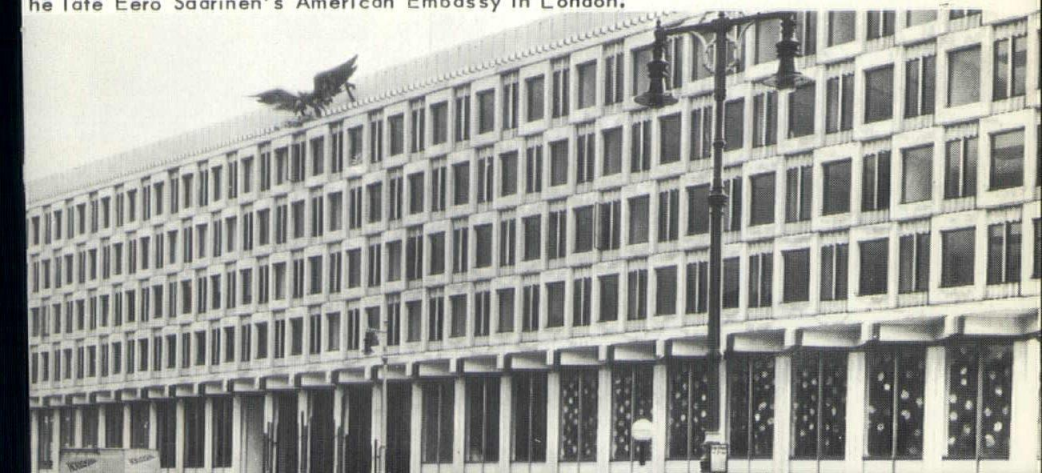
State officials gave the architects an unusual requirement. The officials wanted two "first" floors, one for offices serving normal public traffic and the other for departments serving handicapped persons. (See "Removal of Architectural Barriers" by Edward W. Tanner elsewhere in this issue.)

Kivett and Myers solved this problem in their placing of the building on the sloping site between 13th and 14th Streets, Cherry and Holmes.

The building will front on 13th Street and the main entrance will be there. The structure will be placed toward the north side of a flat platform, or plaza, which will extend over the complete block.

At the rear portion of the building, this plaza will form a two level parking area. Disabled persons will be able to enter the building's below ground level floor from the covered portion of the parking area and the

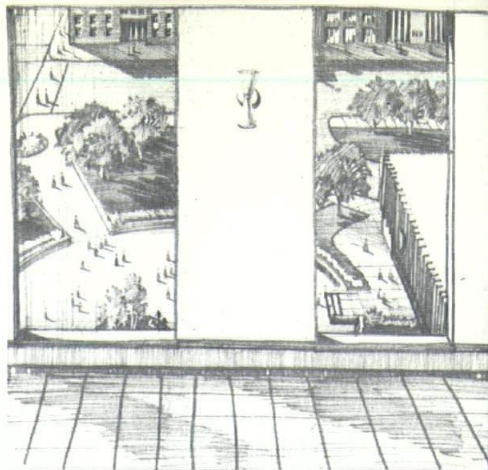
The late Eero Saarinen's American Embassy in London.



departments serving them will be located on this lower level.

Bids for the federal office building will be received early in January with a construction start scheduled soon afterwards.

The state Supreme Court early in December is expected to give approval of the revenue bond issue which will finance the state office building. Final planning for the structure will begin then. Construction may get under way late in 1963 or early in 1964.



Federal Office Building — Detail

With the current renaissance in construction in the Kansas City area — both government and private — architects have a greater than normal responsibility to their clients, the community at large and themselves. Just as no man is an island, no building can (or should be) designed as an island among its neighbors. Citizens of many of our larger cities are somewhat dismayed to find that frenzied building activity, welcomed by all, has resulted in a hodge podge of architectural styles, periods and types — a masonry, steel and curtain wall jungle of design and esthetic conflicts.

Along this line we disagree in some respects with the recent comment by our good friend Fred Fitzsimmons, KANSAS CITY STAR architectural writer, who wrote "...but then who wants exciting government (architecture)?"

"Exciting", as applied to architecture, has many connotations of course, but we believe it is properly descriptive of most of the local work — both in progress and planned.

TAX THOUGHTS FOR THE ARCHITECT

By Sam Mazon, Certified Public Accountant

Member, American Institute of Certified Public Accountants

The architect must understand the following basic points in his relationship to the Federal Income Tax Code in order to simplify further situations that could occur in his practice.

- (1) An architect for federal income tax purposes is regarded as being engaged in a trade or business and is covered by most of the same tax rules that apply to a commercial business man.

- (2) Fees received by the architect for services performed are includible in gross income whether or not they are deductible by the payor, and whether they are received in cash or property.
- (3) An architect is entitled to deduct all ordinary and necessary expenses incurred in his practice.

With the above points in mind the following points are of importance to the architect for tax planning and saving.

CASH Vs. ACCRUAL METHOD OF ACCOUNTING

The architect engaged in professional practice must maintain books and records which will enable him to clearly reflect his income. The method of accounting he chooses is up to him, so long as it meets the requirement of clear reflection of income.

An accrual basis taxpayer must report these items as they fall due. The accrual method most clearly reflects the true matching of income and costs when business transactions during the year are many and complex. But for the architect the accrual method will not necessarily result in more effective equalization of income than will the cash receipts and disbursements method.

Since income reflected in uncollected fees receivables is usually always a greater factor than deductions reflected in unpaid bills payable, it is also wise to be on the cash basis for reporting for income tax purposes. It is suggested that architects' financial statements for internal control and comparative analysis be on the accrual method; i.e. taking into account all receivables and payables. For tax reporting these statements would eliminate all such receivables and payables in order to convert to the cash basis for the reason of possible immediate tax savings. The net effect of tax savings would be the excess of receivables over payables at the year end at the applicable tax bracket. The reason an architect can choose the cash basis of accounting is that any inventory he might possess would not be a major income producing factor, such as an inventory kept for the purpose of resale or production as in commercial business usages.

HOW THE ARCHITECT CAN CONTROL HIS TAX STATUS

The most important feature to the architect, regarding the cash receipts and disbursements method, is the relative freedom of the architect or other professional man to shift items of income and expense from one year to another. He can exercise control in keeping his taxable income from reaching the next tax bracket with the resulting drop in after-tax income. For example, the architect might ask his clients to put off payment of fees to the following year. Thus he could delay architectural

service billing until January for professional services performed the preceding December or November. This would defer the calendar year taxpayer's income from one year to the next. Regarding control of his expenses, he can accelerate or defer payment depending upon which year it would be more advantageous to take the deductions and considering the size of the gross income against which the deduction is to be taken. Tax Brackets can be leveled off since such control gives the taxpayer the opportunity to equalize his income from each year to the next.

The following excerpt is from "One Hundredth Birthday of Our Tax System" Public Information Division Internal Revenue Service as reprinted in the August, 1962 issue of The Journal of Accountancy.

Yet as we pay our taxes, this advice of Ben Franklin would be good to keep in mind. "Friends and neighbors, the taxes are indeed very heavy, and if those laid on by the Government were the only ones we had to pay, we might more easily discharge them; but we have many others, and much more grievous to some of us. We are taxed twice as much by our idleness, three times as much by our pride, and four times as much by our folly; and from these taxes the commissioners cannot ease or deliver us."



REMOVAL OF ARCHITECTURAL BARRIERS

By Edward W. Tanner

From a personal standpoint, few humanitarian programs have interested me so deeply as the Architectural Barrier Removal project now being undertaken jointly by the President's Committee on Employment of the Handicapped and the National Society for Crippled Children and Adults.

Architecture has been my lifetime vocation, and an interest in helping crippled children and adults has abided with me for almost as long. My son, Edward Jr., has followed me in this latter respect, and is president of the metropolitan Crippled Children's Society.

For years, it is apparent that we of the architectural and building fields have overlooked the fact that millions of disabled persons have been largely prevented free access to buildings because of inherent structural

barriers. These are the very facilities in which these persons must enter to work, vote, worship, learn and play.

We are guilty, in effect, of making "back-door" citizens of our handicapped population, and mind you this does not include only those persons with crippling disablements. By removing architectural barriers, we will be assisting millions of persons, not just hundreds. There are five-million persons with heart conditions, 250 thousand in wheelchairs, 200 thousand with heavy leg braces and 139 thousand with artificial limbs.

All of these groups can be benefited plus over 16½ million more men and women who are over 65 years of age and who also would gain by easier access to buildings. Actually, all citizens would benefit.

What can be done? As architects, we can see to it that proper plans and specifications are incorporated into the buildings we are designing, and also in those which are being modified. Contractors and building code authorities will need to work with us to make the program a success.

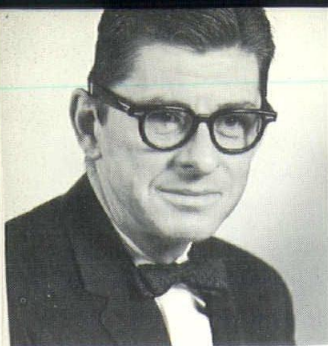
Specifications for the Architectural Barrier Removal program are available through the local Crippled Children's Society and will be distributed shortly to members of the local chapter of the American Institute of Architects. These specifications cover such points as widening doorways, ramps instead of stairways, lowered mirrors and shelves in washrooms, and many others.

It is my sincere hope that you will join me in support of this outstanding program.

The Kansas City chapter of the AIA has pledged its support to the program to eliminate architectural barriers from public buildings.

In a letter to Edward W. Tanner, Jr., president of the sponsoring Crippled Children and Adults Easter Seal Society, chapter president Frank Grimaldi last month promised chapter cooperation in reminding members of their responsibilities in this endeavor. The Missouri Association of Registered Architects has also endorsed the program.

You will be hearing more about this as the Crippled Children's Society will be actively pursuing the program of information.



ANGUS McCALLUM ELECTED A.I.A. REGIONAL DIRECTOR

Angus McCallum, president of the Kansas City Chapter, A.I.A. in 1959 and 1960, was elected Director of the Central States Region during the annual regional convention in Omaha, October 11-13.

McCallum will be formally installed at the A.I.A. national convention in Miami next May for a three-year term. He will succeed Oswald H. Thorson, Waterloo, Iowa, as a member of the 23-man board of The American Institute of Architects.

McCallum has been active in many local, state and national architectural and civic organizations. Besides the K.C. Chapter, A.I.A., he is a member of the Missouri Association of Registered Architects, the American Concrete Institute, the National Fire Protection Association, and the Midwest Concrete Industries Board. He is an A.I.A. representative on the accrediting committee of the National Architectural Accreditation Board, a member of the A.I.A.'s national committee on facilities for the aging; and served as editorial advisor for "Planning Standards for Rehabilitation," a publication of the U.S. Department of Health, Education and Welfare.

Locally, McCallum is a director of the Regional Health and Welfare Council, the Rehabilitation Institute, and the Trowbridge School. He is past president of the M.I.T. Club of Kansas City and Chairman of the Mayor's Committee for Cuban Refugees.

McCallum was educated at Rockhurst College and Massachusetts Institute of Technology. He served four years in the United States Navy during World War II, as a bomb disposal officer in the Pacific Theatre. Some of McCallum's other organizations include the Serra Club, Military Order of the World Wars, and Carriage Club.

He was a member of an eight-man architectural team invited to inspect post-war reconstruction of the German Federal Republic and Berlin. He has appeared as guest lecturer on architectural subjects at the University of Kansas, and Kansas State University, and is a member of the Advisory Board, Division of Adult Education, the College of Saint Teresa.



Our new regional director and four members of the K. C. Chapter board of directors, with wives, were photographed at the Regional Convention in Omaha. Left to right: Angus McCallum, regional director-elect, and Mrs. McCallum; Frank Grimaldi, Chapter president, and Mrs. Grimaldi; Gene Lefebvre, secretary, and Mrs. Lefebvre; Louis Geis, director, and Mrs. Geis and Conrad Curtis, vice-president, and Mrs. Curtis.



- Leo W. Zahner, representing the Sheet Metal and Air Conditioning Contractors' Assn. of K.C., recently presented a \$500 check to the K.U. department of architecture for use by the department in covering part of their expenses in connection with the 50th Anniversary observance.
- In a recent letter from the Johnson County, Kansas Mental Health Center, Mrs. R. H. Estrin, chairman of the center's board, expresses their appreciation for Dave Miller's work in designing the office layout of the new mental health facility.

(continued on page 25)

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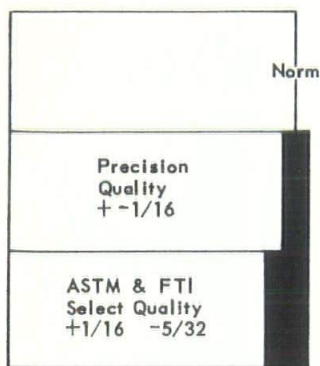
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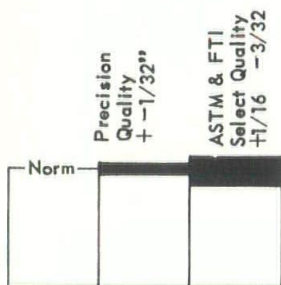
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Gill Miller, John B. Miller, Margaret Brown, Associates in Modern Center

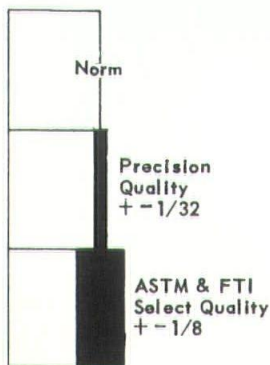
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"Man is the Measure of things"

by John Miller

The Architect has done much in the past fifteen years to improve his professional status. He has developed high standards of architectural training and of performance. He has because of his achievements gained acceptance as a true professional worthy of public trust and confidence.

The vast increase of new materials has excited him. The development of new characteristics in old familiar materials has allowed him greater freedom to develop new forms. An ever increasing variety of improved mechanical and electrical systems have made it possible for him to devise sophisticated solutions to a building's interior environment.

However, while the architect has been involved in searching through the intriguing welter of new materials and technologies, he has tended to lose sight of one of the basic functions of "the science and art of building"; to design structures that accurately perform the function for which they were intended or that make it possible for occupants to perform their function in the most successful way.

This article is concerned with buildings designed for human occupancy, primarily, rather than mechanical. From this point of view "man is the measure of all things."

There is a new breed of specialists evolving whose background may be architecture or science or design but whose criteria is whether man and his procedures are the measure of a building. He is called, for want of a better name, the interior designer. He is not an interior decorator renamed. He may be found as a staff member of a few of the larger architectural firms or as an independent consultant.

Just as the structural engineer must determine what structural system is the most suitable for a given set of requirements or the mechanical engineer must determine systems to heat and cool the building most efficiently, so the interior design consultant must determine whether these systems are feasible for the fullest use of the building.

Because the design consultant's job is so intertwined with that of the other consultants, under the general supervision of the architect, it is necessary for greatest effectiveness, to do it concurrently. For instance, the structural system has a direct relationship to the clear spans necessary for economic breakdown of the interior space into usable units that can be related to each other effectively. The interior designer

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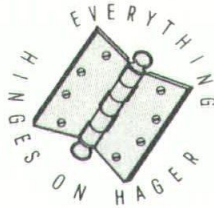
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determines for a particular function what constitutes a usable unit and what is an effective relationship of these units.

If the structural engineer indicates that the exterior wall can be non-load bearing and the architect feels that, therefore, a curtain wall construction would enhance his form, then the designer must resolve the problems of control of additional heat and cooling loads, of control of glare and direct sunlight. Thus, through an architectural team effort, the owner can expect the best solutions to his problems.

He can also expect to have his economic restrictions met; to be provided with interior materials whose wearability and maintenance characteristics are fully understood, with colors and textures that shape and define the spaces consistent with the architectural intent, with lighting and electrical systems engineered to increase the efficiency of the occupant and his procedures.

The interior design consultant plays an integral part in all of these decisions and more. He is as essential a tool for the architect as are the other specializations, if the architect intends to try to provide the owner with the kind of building where man is much more nearly "the measure of things".

John B. Miller was trained at Oberlin College, Oberlin, Ohio, in Chemistry and Mathematics and in Interior Design at Parsons School of Design, New York, New York. For the past eleven years he has been associated with the design division of Modern Center, Kansas City, Missouri. He is currently supervising design consultant for the Central Kansas Medical Center, Great Bend, Kansas; for St. Luke's Hospital, Milwaukee, Wisconsin; for, under the auspices of the Ford Foundation, the experimental student housing project for 1600 students at Parsons College, Fairfield, Iowa; and design consultant for the Library and Recreational Departments of the Fifteenth Air Force.

- A new roster of approved vermiculite concrete roof deck applicators throughout the nation has been issued by the Vermiculite Institute of Chicago.

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Frank Grimaldi

THE PRESIDENT'S PAGE

In recent years the annual awards program of this Chapter has become the one outstanding event for the membership, as well as an excellent public relations media for the profession.

Under the direction of Chairman Bob Cowling, the committee this year has produced excellent results in obtaining recognition for the noteworthy work being done in our region.

A program as extensive as this held on an annual basis is a real challenge in several respects. A number of considerations deserve our continuing attention. To mention two:

1.) Where in our program would it be possible to recognize the collaborative effort of architects and artists? We acknowledge that in the great majority of our work there exists a degree of effort to incorporate into the building design some art or decorative features which make significant contributions to the success of the buildings. This kind of effort deserves recognition for both the artist and the architect.

2.) Should recognition of outstanding craftsmanship be completely separated from the basic awards program for building design?

This Chapter's honor awards program has been conducted in its present format for some ten or twelve years and during the past four years has been essentially the same in practically every detail. It is remarkably successful and consistent in its function. However, even in a successful venture, the question arises as to possibilities for improvement.

The scope of this year's program suggests that some refinements are necessary. We realize that many institutions – business, professional and otherwise – are making awards galore. Our challenge is to make our program more meaningful and more significant.



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addenda

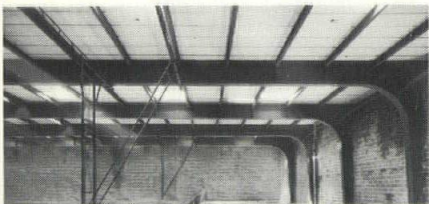
● John Daw spoke to 70 members of the Gypsum Drywall Contractors international board of directors at their meeting on October 12 in the Hotel Muehlebach. Title of John's talk was "The Responsibilities of Drywall Contractors."

● Edward A. Tanner, president of Tanner-Linscott and Associates, Inc., was recently honored by the American Institute of Steel Construction. He was one of five men selected as a jury for judging and awarding prizes for steel bridge designs over the nation.

Eighty entries were judged at the Institute's offices in New York City. The awards, which will be announced later, were made in four classes, (1) bridges with moving spans such as drawbridges, etc., (2) long span bridges (each span being over 400 feet in length), (3) medium span bridges and (4) short, single span units.

NEW TYPE ROOF DECK NOW AVAILABLE IN AREA ZONOLITE INSULATING CONCRETE OVER FIBERGLAS FORMBOARD

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***Application shown here:
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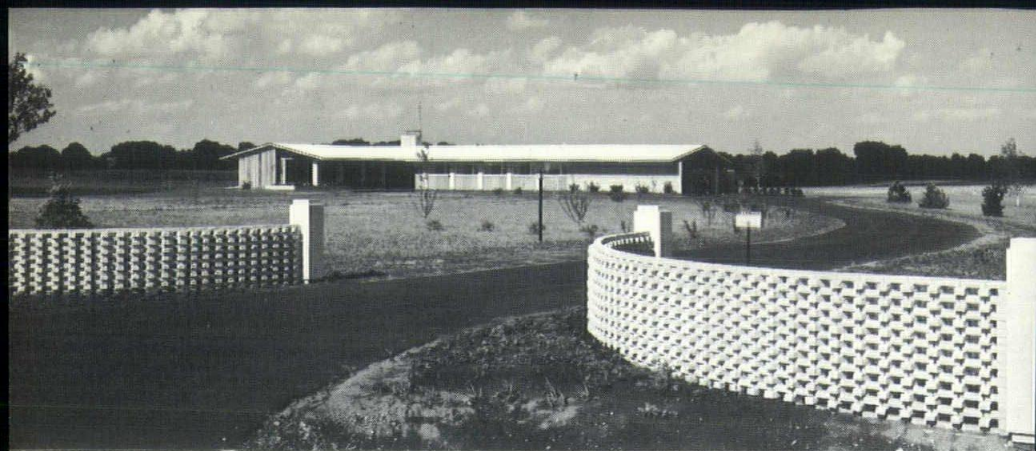
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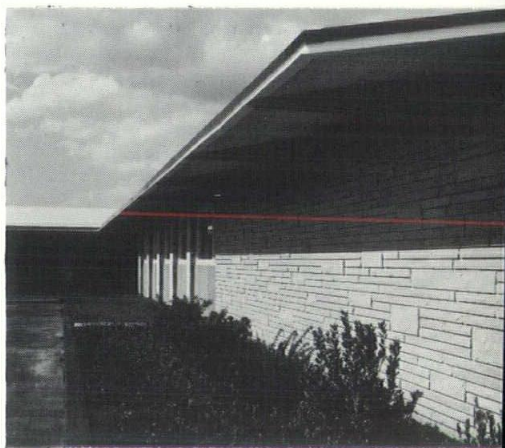
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M. E. Potter Residence, Carthage, Missouri
Architect: A. C. Esterly, Springfield, Mo.

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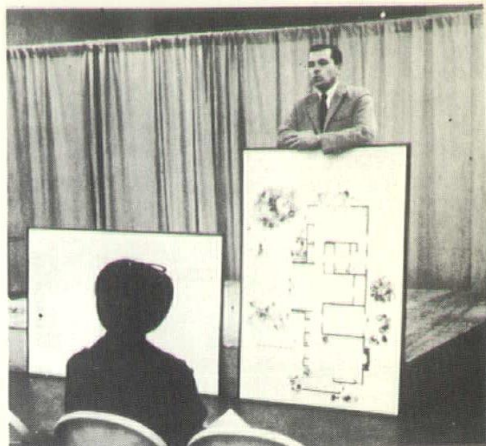
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● Jim Mantel, representing the Kansas City Chapter, A.I.A., spoke at the recent International Home Furnishing exposition in Kansas City on the architect's role in home design. The Kansas City TIMES of October 9, covered Jim's lecture: "Also speaking yesterday afternoon was James E. Mantel, Kansas City architect, who explained the design of the furnished 5-room house on display at the exposition.



"The house was designed for a 50-foot lot and is lengthwise instead of sidewise on the lot, he said.

"He said the most critical stage in building a house is the construction. He suggested that the owner first select the piece of land and next write out a program of integral needs with an architect and interior decorator. The third step would be seeking bids from two or three contractors, Mantel said."

Jim also appeared on WDAF-TV to publicize the Chapter's exhibit at the show and to explain the program worked up and displayed with the 5-room display house.

● Encouraging news from Washington, D.C., came at the recent conference on Aesthetic Responsibility in New York.

"We have been prepared to call on the best architects in the country when it has been a matter of building abroad," said August Heckscher, director of the 20th Century Fund recently named White House consultant on the arts. "The embassies and consulates that have been constructed in various countries over the past decade remind us what the United States can do—and what government can do—when it sets beauty and excellence as a goal At home, however, the story is different. We might well feel impelled to ask, in regard to our own public buildings, whether we consider ourselves to be so backward or uncivilized that we cannot enjoy the kind of beauty which we prepare for others."



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K. U. VISITING LECTURER SERIES

Beginning with the Fall semester of the 1960-61 academic year, the department of architecture and architectural engineering at the University of Kansas has drawn extensively on K.C. Chapter, A.I.A. members for its visiting lecturer series.

Lecturers and their design problems are assigned well in advance of the Fall semester. The visiting architect prepares the written problem in consultation with a member of the K.U. staff. The architect is responsible for the character of the problem, selection of site and the written statement.

The visiting lecturer is also expected to deliver four to six lectures covering various aspects of the particular type of architecture, site characteristics, economic limitations, special research, owner-architect relations, specific information on structure, materials, construction, mechanical equipment, design data, methods of erection as related to design, esthetic considerations, problems of delineation and presentation.

The department at K.U. lists four major benefits students should get from each design problem:

1. Improved technique in method of approach to design problems, general drafting, construction details, structural analysis and presentation.
2. Clarification of the specific problems connected with each type of building or project.
3. Understanding of design character as related to methods of construction.
4. Further clarification of the physical, intellectual and emotional functioning of architecture.

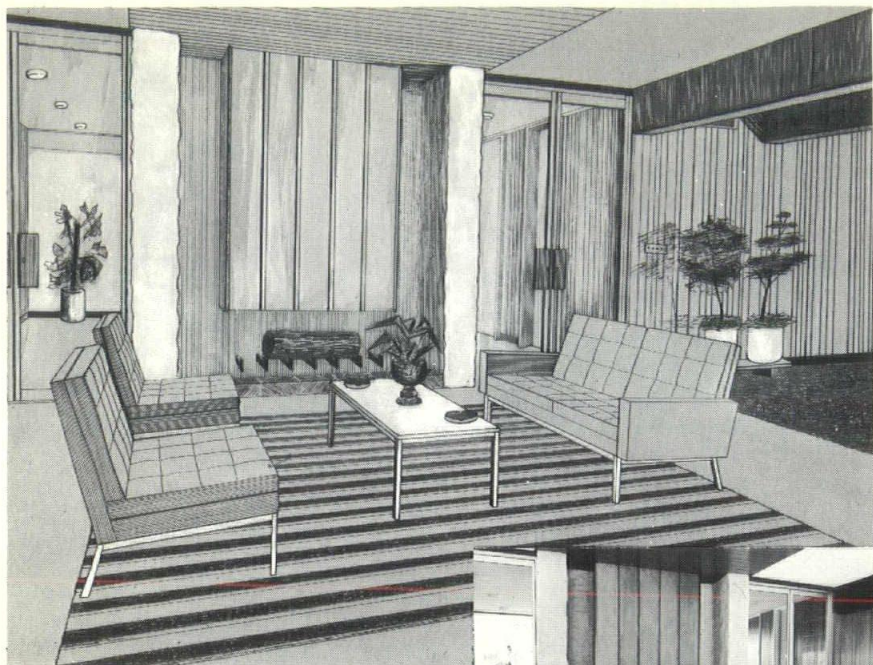
Eight semesters of design are required at K.U. and "Design V" and "Design VI" in the following list of visiting lecturers and their problems refers to the fifth and sixth semesters.

K.C. Chapter members who have participated in the visiting lecturer series:

Design V — 1st Semester 1960-61

Staff Advisor — Curtis W. Besinger

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Ward Haylett

Problem: A private swimming and tennis club.

David B. Runnells

Problem: A Residential Neighborhood.

Design VI – 2nd Semester 1960-61

Staff Advisor – Lawrence Good

John T. Murphy

Problem: A Downtown Apartment Development

Lewis P. Andrews

Problem: A U.S. Embassy at Brasilia

Design V – 1st Semester 1961-62

Staff Advisor – Curtis W. Besinger

James E. Mantel

Problem: A Recreation Building for a Church
Orphanage

David B. Runnells

Form for an Ideal City

Design VI – 2nd Semester 1961-62

Staff Advisor – Curtis W. Besinger

Frank Grimaldi

Problem: A Catholic Parish Church

Other Visiting Lecturers:

Oscar Eckdahl, Topeka architect

Charles Marshall, Topeka architect

William Hale, Topeka architect

Robert Selmons, Topeka architect

Bruce Gibson and Kent Crippen, Kansas City,
Kansas, City Planners.

Visiting Lecturers scheduled for the 1962-63 academic year:

Louis Geis, Kansas City – A Recreational Building.

Donald Hollis, Overland Park, A Religious Building.

Arthur Merkle and Frances Gaw, Kansas City – A
Planning Problem.

Frank Godding, Topeka – A Recreational Building.

Marvin Thomas, Topeka – A Religious Building.

Richard Kellenberg, Kansas City – A Planning
Problem.

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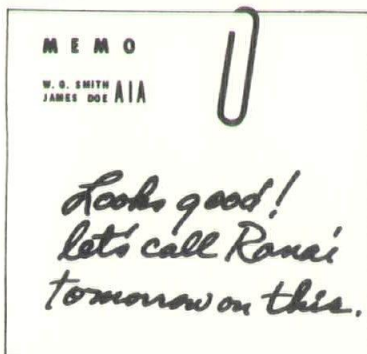
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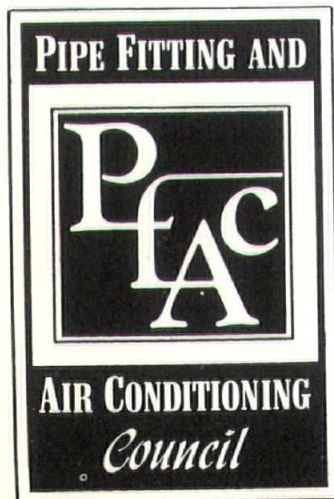
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2. The pre-qualified "Mechanical" Contractor, working with the architect and engineer, can frequently advise on minor changes which might well preclude future major problems. He is in an excellent position to co-operate in providing a good workable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