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The  
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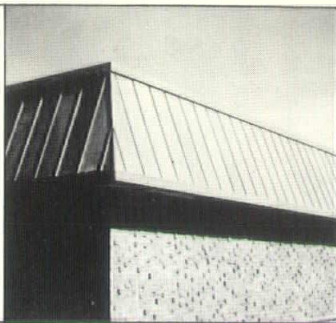
**CHECK WITH YOUR  
INSURANCE BROKER.**

**LOUISIANA CONCRETE PRODUCTS**

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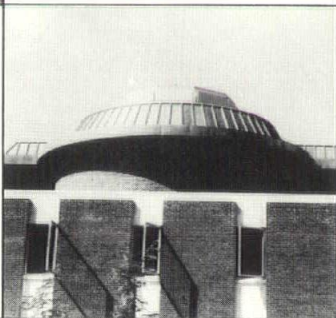
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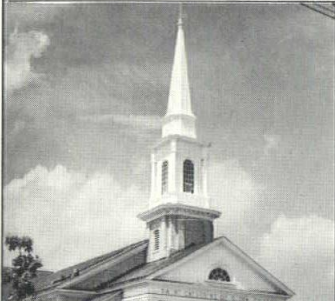
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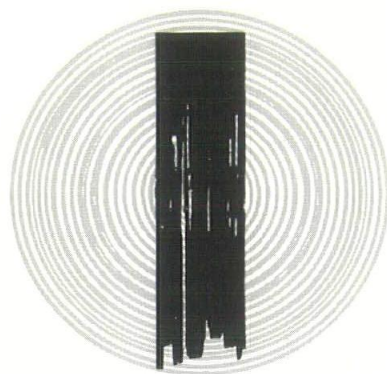
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# Promotions For The AIA Architect

In response to the often repeated phrase, "What architects need is better public relations," the Louisiana Architects Association is conducting a pilot advertising campaign to tell business leaders what the American Institute of Architects stands for and what AIA architects do for their clients.

If the reaction to these ads by the profession and the public is favorable, the Association may be persuaded to venture into a more ambitious program of promoting good architects and good architecture through advertising.

With the cooperation of our membership, someday this brand, or mark of professionalism could be as well recognized as the letters M.D., after a doctor's name. If this goal is ever achieved it will be, in small measure, the result of advertising. The credit will go primarily to architects who have maintained the high ethical and professional standards of the AIA while carrying the designation AIA behind their good name.

After looking at the ad on page 25 let your LAA have the benefit of your reaction and advice in how we can improve our advertising, and public relations.

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### About the Cover:

The Louisiana Architect Art Director, John H. Schaeffer, illustrates an article by widely known Architectural Photographer Frank Lotz Miller. (See page 10).

# The Louisiana Architect

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# COSTS

**CASE AND COMPANY STUDY FINDS THAT ARCHITECTS PRODUCTION EXPENSES HAVE RISEN FAR MORE PROPORTIONATELY THAN THE FEES THEY CHARGE THEIR CLIENTS.**

A management consultant firm conducting a study of the cost of architectural services reported at the recent annual convention of The American Institute of Architects, that (1) the cost of such services has gone up sharply, (2) the profits of architectural firms have dropped sharply, and (3) clients of architectural firms are demanding "much more complicated and sophisticated service." The study, entitled "Comprehensive Study of the Cost of Architectural Services," is being performed by Case and Company for the AIA.

The study involved collecting and analyzing confidential cost and profit information from 223 architectural firms in 47 states, as well as cost and profit details for 1,150 projects recently completed by these firms.

The preliminary findings included the following:

1. There was a sharp increase in the direct costs of performing architectural services from 1960 to 1966, and there was a steady rise in the cost of outside consulting services from 1950 until 1966. Overhead has

been maintained at a relatively stable level despite significant increases in the pay scales of employees in the architect's office.

2. The pretax income or profit of the average architectural firm has declined from 22.6 per cent of total gross receipts in 1950, to 17.8 per cent in 1955, to 15.8 per cent in 1960, to 9.2 per cent in 1966.

3. Last year, one architectural firm out of 12 suffered a loss for the year's work—a loss averaging about five per cent of annual gross income. And on the average, architects are currently losing money on one project out of four.

4. Despite recognized disadvantages involved in using construction cost as the basis for compensating architects for professional services, this method was used in 84 per cent of the projects analyzed.

5. By comparing the *Engineering News-Record* building cost index with pay rates for direct and indirect services of architectural firm employees, it was found that the building cost index has risen 13 per cent since 1960, but pay rates have

gone up 25-44 per cent. Case and Company called this an "excellent example of the price-cost squeeze which is plaguing the architect."

6. Nine out of 10 architects say their clients now demand much more complicated and sophisticated service than they did 10 years ago. These demands include increased risks, increased liability, increased programming, and increased engineering.

Today's architects thus face a serious dilemma, and are asking such questions as:

How can I provide clients with attractive, functional and sound buildings within their budget limitations? How can I maintain a high quality of design in spite of constantly rising costs for services and materials? How can I manage my practice so that my monetary return is proportionate to my investment of time, money and effort—plus the value to my client of my skill and knowledge?

It was noted that there are no quick or easy answers to these questions, but it said that the survey has identified areas where there is a need

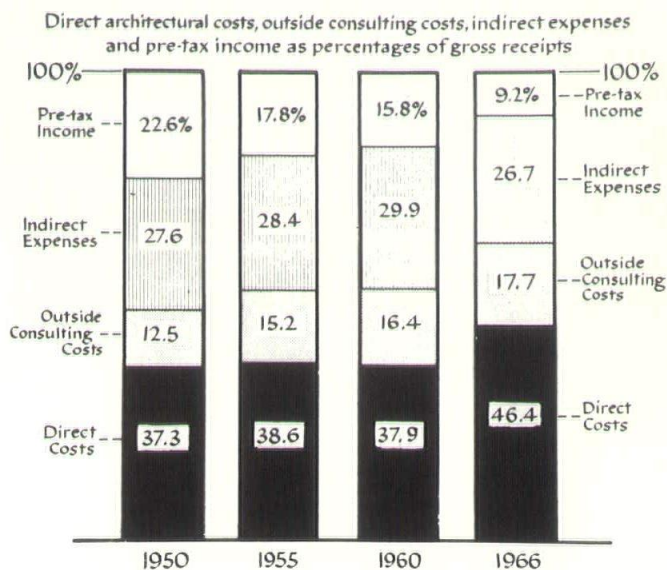


for remedial measures. These areas are:

1. Overcoming the pressures of the profit squeeze—budgeting job time, controlling costs and expenses, pricing services, and using technical manpower effectively.
2. Determining better and more equitable methods of compensation for architectural services.
3. Deciding to what extent architects should provide some or all of the services for which they now engage outside consulting services.
4. Planning "profit" into architectural practice — into each project and every year's operations.
5. Educating clients and the public in what architects do, how they do it, and how they earn their fees.
6. Devising an "information bank" where architects can quickly obtain up-to-date facts, figures and trends pertinent to "running the office," such as costs, policies, employee benefits, methods and techniques. Further details on this study will be made available at a later date by Case and Company.

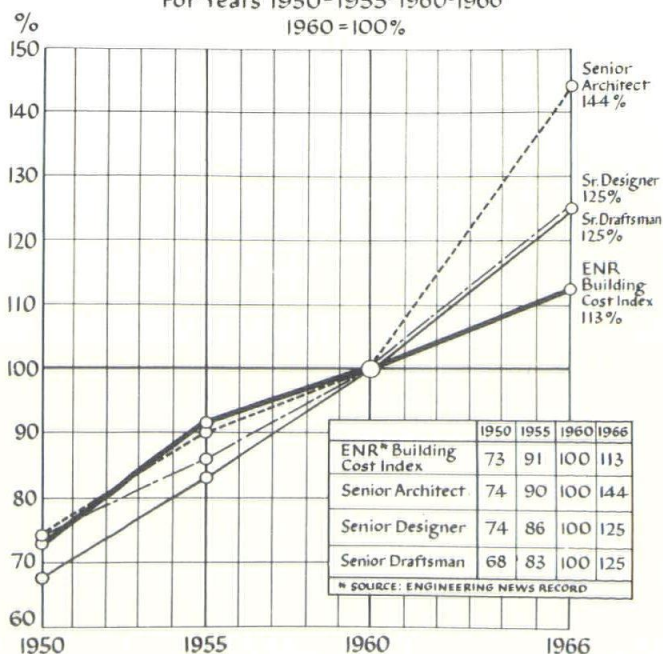
## COST AND INCOME TRENDS IN ARCHITECTURAL PRACTICE FOR THE YEARS 1950, 1955, 1960 & 1966

(Data from Financial Statements)



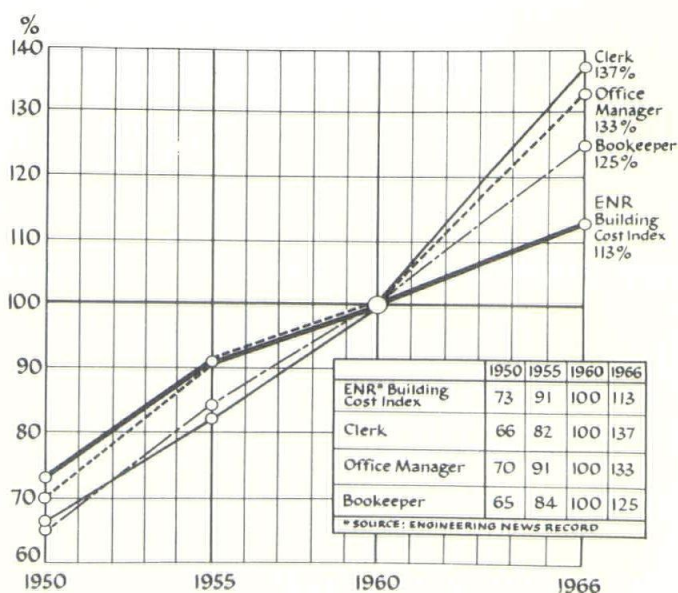
## COST OF DIRECT PROFESSIONAL SERVICES COMPARED WITH BUILDING COSTS

For Years 1950-1955-1960-1966  
1960 = 100%



## COST OF INDIRECT SERVICES COMPARED WITH BUILDING COSTS

For Years 1950-1955-1960-1966  
1960 = 100%





# Honor Award

EDMUND J. GLENNY, AIA Architect  
102 N. 4th Street  
Baton Rouge, Louisiana 70801

## PROJECT IDENTIFICATION

- A. MASTER PLAN 1967  
FOR THOMAS J. MORAN'S SONS, INC.
1. Forms Management Office and Finish Goods Storage Building for Thomas J. Moran's Sons, Inc.  
—Completed
  2. Textbook Distribution Center Building for Thomas J. Moran's Sons, Inc.  
—Under Construction
  3. Administrative Office Building for Thomas J. Moran's Sons, Inc.  
—Commissioned
  4. Identifiable requirements, Printing Plant and Check Printing Plant, all for Thomas J. Moran's Sons, Inc.  
—Future

All located at:

7868 Anselmo Lane  
Baton Rouge, Louisiana 70808

- B. Architect —EDMUND J. GLENNY, AIA  
Baton Rouge Chapter
- Design Assistant —DAYTON EUGENE EGGER
- OTHER Design —NANCY PORTER HEYM,  
AIA, Baton Rouge Chapter
- Participants JOHN ST. MARTIN
- Assistant —BILL DIAMOND
- C. STRUCTURAL —Alfred G. Rayner
- Mechanical —William B. Martin (Buildings)  
—William J. LeBlanc (Master Plan)
- Electrical —Raoul L. Levy
- D. Owner —THOMAS J. MORAN'S SONS,  
INC.  
5500 Florida Steet  
Baton Rouge, Louisiana
- E. General Contractor —W. J. SPANO & CO., INC.  
(Contractor for Forms Management Project and Textbook Distribution Center Building)

## Jury's Comment:

*... Recognizes design as "process" rather than sculptural exercise. More in spirit of the future of architectural practice as a broad client service continuing through time, than most other entries.*

## GENERAL PROGRAM

CLIENT. The client is a printing firm which was established in 1881. Recent growth and concern for the future of printing as a medium of communication has raised the question of appropriate classification by title. Possibly at this time the most correct description should be "industrialized printers."

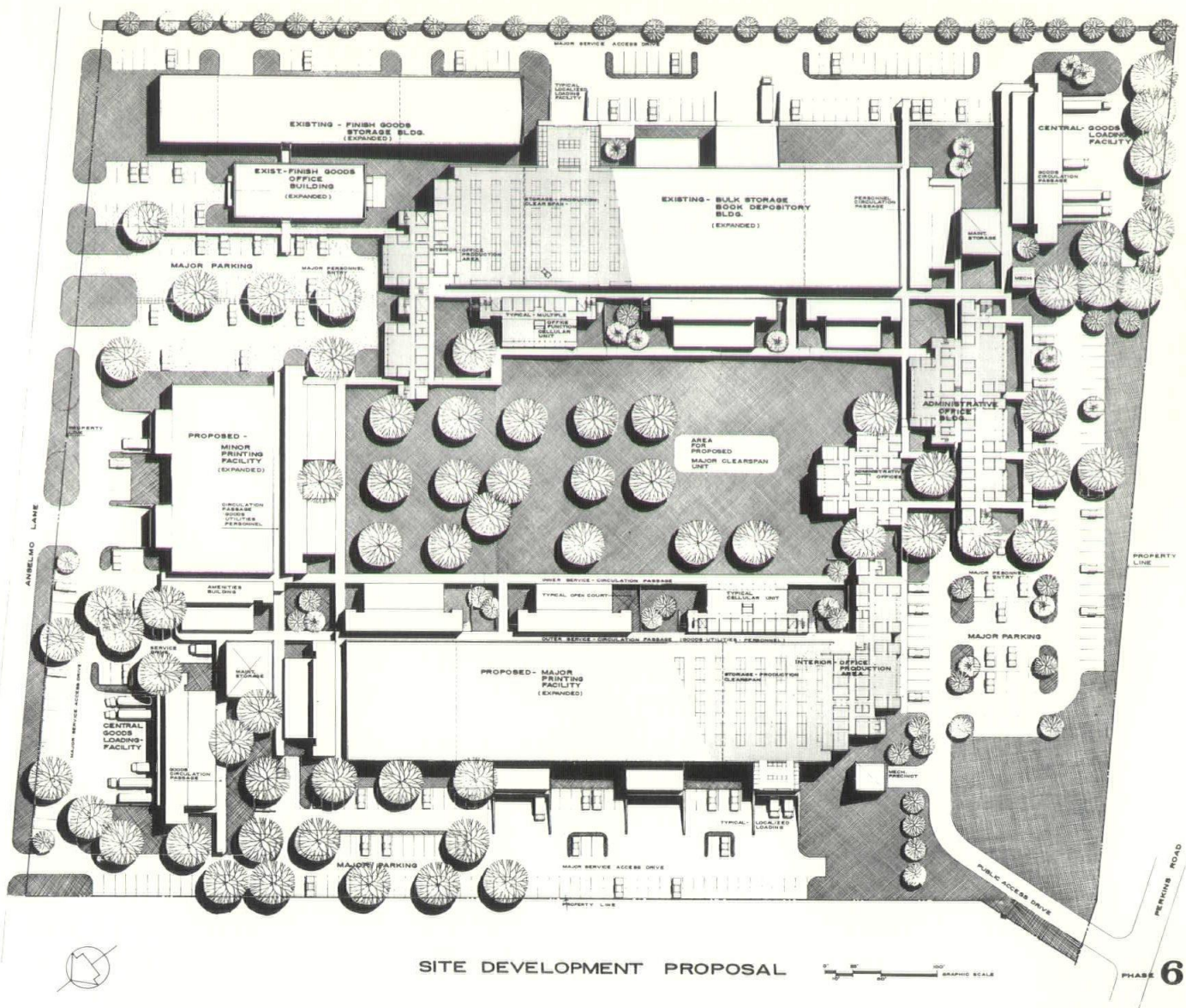
First operated as a local business, the client then expanded to serve a state wide area and most recently extended its service area to a regional dimension thru a new concept of printing service.

SITE. The site under consideration here is an eighteen acre tract located in a relatively low density section of a major city on high land at the top of a water drainage area. Selection of the site was based on land values, availability of rail and auto transportation routes (including the new interstate highway system), the rural character of an existing pecan grove and suitability for expansion. In the past, the client had outgrown at least three site and building situations.

GENERAL PROBLEM STATEMENT. To design housing facilities for a client who intends to grow and expand and to do so knowingly but without the ability to identify a static goal or an architecturally projected program of specific functions, sizes, etc. In other words, the client is self conscious of its own dynamic character.

The architect felt that business as dynamic process required a matching architecture as process response if a valid service was to be rendered. In December 1966 the following problem statement and proposal was made:





While the master plan studies were being conducted, a parallel investigation, originally called "service linkage study" was made. This investigation was both used as a short hand design tool and as a communications medium for presenting the "logic" of an architectural growth process.

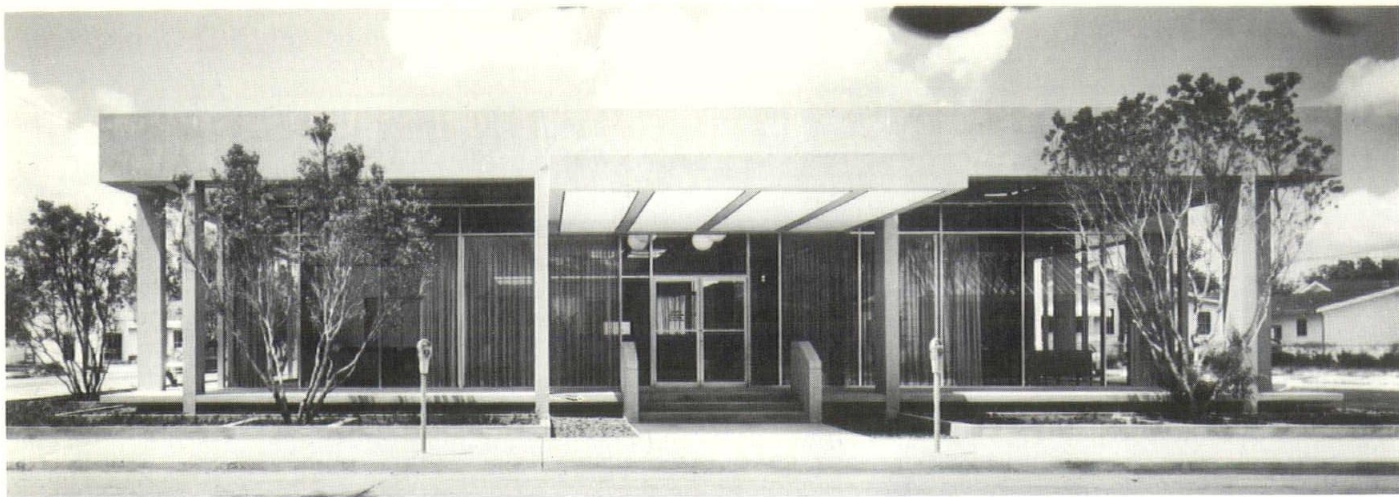
All buildings designed for the client respond to a concern for "expansion." The design solution for the Sales Office and Storage buildings provide for a linear expansion to a specified limit. The Book Distribution Center building could not be so easily projected because the size, and for that matter the use determinants, are out of the direct control of the client and a bi-lateral expansion capability was proposed. This design provides for a range of four generic architectural spaces.

The Growth System Investigation started as a specific investigation of the expansion potential of the Book Distribution Center building played against the known context of the overall site. In effect, common sense was applied to an interplay between the question "if the owner needs . . ." and the observation "with these conditions, it is possible to . . .". The Growth System Investigation is a search which identifies the basic character of a large, dense complex.

The needs most clearly identified are: 1., pedestrian circulation internally and as a matter of ingress and egress including the automobile as an extension of pedestrian patterns 2., service circulation as both the movement of goods to, through and from the complex and 3., utilities and mechanical elements as a function of increasing load demands.



# Frank Lotz Miller Talks About Architectural Photography



The small savings and loan building above was photographed in the afternoon when the sun gave maximum highlights and shadows. Compare this photograph with the dusk view right.

If there is a difficult solution to a problem, then there must also be a simple one. Some philosopher must have given us this homily at some time or other—very convenient for us lazy ones.

It always seemed much easier to make architectural photographs by existing or available light — no heavy lights or bulky equipment to carry around. There is also a valid reason important to the architect-client. By using natural light, we do not destroy the effect that the designer strived so hard to achieve. Existing light, when in the form of daylight cannot, of course, be controlled by the photographer. All he can do is wait for nature to give him the right set of conditions—cross lighting on a brick wall, long diagonal shadow late in the afternoon, inside light coming through glass at dusk.

Buildings have personalities and, just as people, they project differently under different conditions. It is up to the photographer to photograph them at their best, which means under the best lighting conditions. Rather than work to create

these conditions artificially, I prefer to wait until man and nature in their own progression create them for me. The resulting pictures are natural, and they should be.

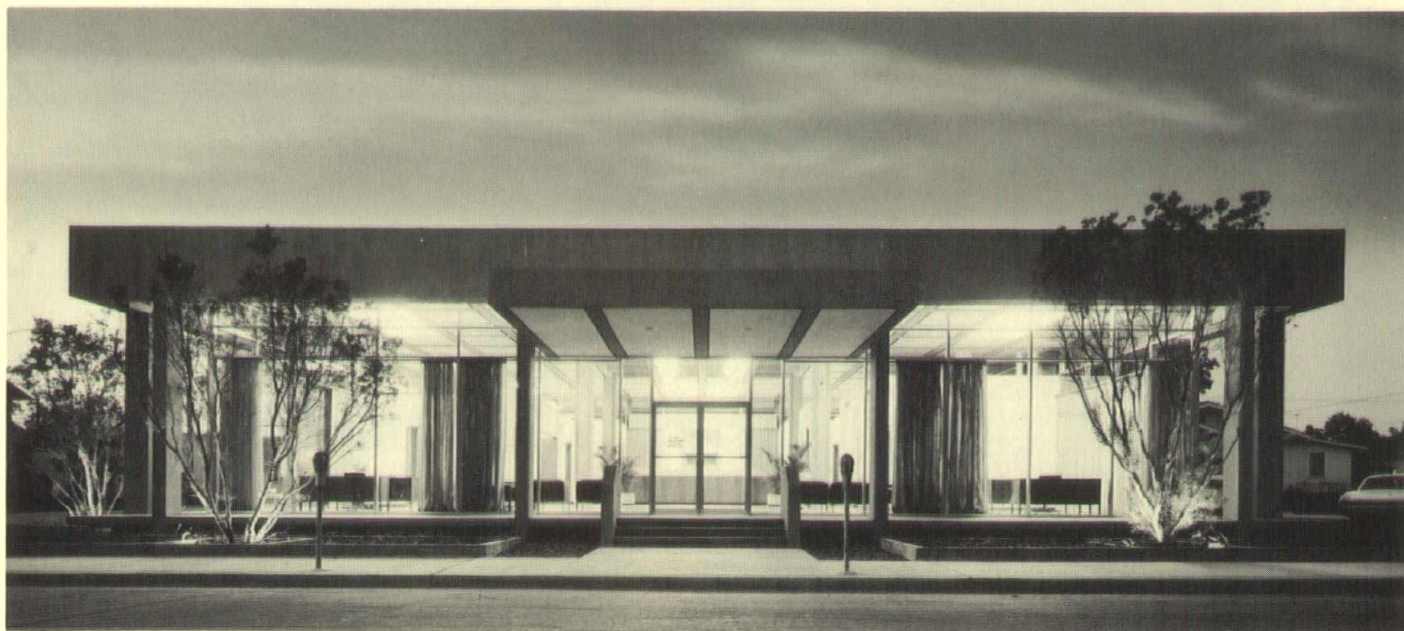
The right condition also means that glass should look like glass, brick as brick, wood as wood. It is very easy, for example, to make a beautifully paneled wall look so dark that the patina vanishes.

Examples are in order and rather than refer to the photographs in this text, a tedious back and forth process, they have been arranged so that each has a story.

In summation, there are many approaches to architectural photography but I personally consider the existing or available light method the best. The intent of the architect is not compromised, we are not making a photograph which screams “photography” and we can view the subject and not be conscious of “lights.” The addage—If there is enough light to see by, then there is enough light for photography—has never been truer than it is in this day of fast film and modern techniques.

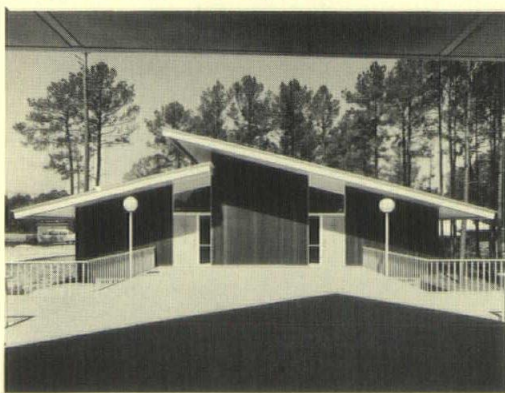


This view of the building was made at dusk with the existing daylight level just below the interior light level. Some buildings present very fine night or dusk views and are well worth the effort to set them up. By waiting for the proper time at dusk, this type of photograph can be made with available light. There was no extra illumination used.



First Federal Savings & Loan, Houma  
Curtis & Davis, Architects

St. Michael's Episcopal Church  
Barron, Heinberg & Brocato, Architects



Church school building of this church complex was photographed about 3:00 P.M. The shadow in the foreground is from the roof line of the church pictured right. Here again choosing the right time of day for the best light and shadows enhances the composition. Although there was a five hour difference between photographs, the final result justified the wait.



The east elevation of this church was photographed about 10:00 A.M.—the best time of day to use existing shadows to compliment the composition. The shadow in the foreground is the roof line of the building shown left. Diagonal shadows are dynamic and give good compositional contrast to a placid view.





The photograph above was made under conditions opposite to those below. Here we have controllable incandescent light which can be directed at will. This is still an available light photograph.

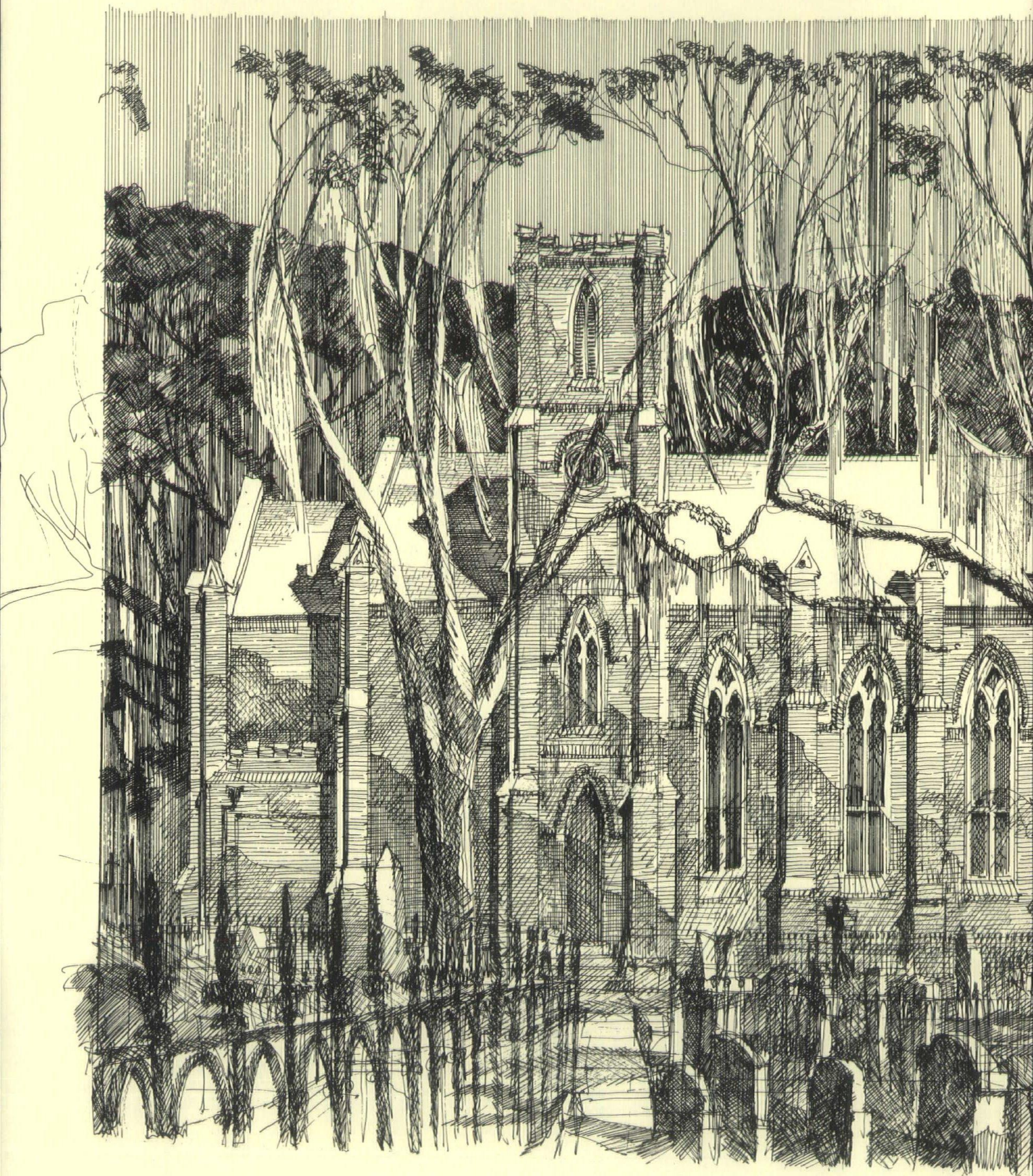
Art Gallery  
Charles Colbert, Architect



Desmond Residence  
John Desmond, Architect

The inside-outside photograph left was made with existing daylight. The careful use of photographic techniques make this type of available light photograph possible. While we have no real control over the light or light level, we do have darkroom control.







# Should You Incorporate?

"Should I incorporate my practice?" is a question asked by many architects and other professional men. The question should first be approached from the point of view of whether it is sound business to incorporate. If there are business advantages to incorporation, the architect can then consider the tax consequences.

A corporation is an artificial person, a separate legal entity. As such it offers the advantage of insulating the individual assets of the stockholders from corporate obligations. Of equal importance to group practitioners is the insulation of other members of the group from the individual liabilities of each participant. Thus, incorporation of an architectural practice would insulate the stockholding architects from individual liability for automobile accidents caused by associates in conducting the firm's business and from liability for acts of employees of the business. However, incorporation does not limit the architect's professional liability for his own errors. Thus, if there is a negligence in design, both the corporation and the architect who drew the plans individually are liable. This is because every person remains individually responsible for his own negligence even though he is employed by a corporation. However, one architect would be insulated against liability for professional negligence of his associates. Limitation of liability may be illusory as regards contractual obligations if creditors of the new and struggling corporation insist on personal guarantees by the stockholders.

A corporation has continuity of existence and thus continues to exist independently of the individuals that comprise it. Death will usually terminate a partnership. It can be arranged that death will terminate a stockholder's interest in a professional corporation through means of a stock redemption or buy-sell agreement.

Management can be centralized and decisions made on the basis of pro-



portionate stock ownership. A corporation will also offer a variety of avenues for investment participation. In addition to investing in common stock, it may be advantageous to have additional capital in the form of non-voting stock or perhaps debt.

A corporation, of course, is not a person that may be licensed to practice architecture or any other professional undertaking. Thus, the individual architects must continue to maintain their licenses.

The principal business factor militating against the formation of the corporation is the increased cost incident to doing business in a corporate form. The creation of a separate entity involves the attendant bookkeeping and clerical work. Organizational fees and franchise taxes are present also. An additional detraction is the unemployment compensation tax on the architect's salaries not present in the partnership. The maximum rate is 3.1% of compensation up to \$3,000.00 or \$93.00 per year per employee.

Considering incorporation from a tax viewpoint, a corporation can obtain all of the business attributes of a corporation but still retain almost all of the income tax attributes of the partnership or sole practitioner form of business. Through the means of a Sub-chapter S election under Section 1244 of the Internal Revenue Code, the income of the corporation (or for the pessimist, the losses) can be passed through to the stockholders without the imposition of any corporate tax.

The *individuals* then pay tax upon the income of the corporation or take the amount of the corporate loss against their other income. To qualify for a Sub-chapter S election the corporation must have no more than ten shareholders, all of the shareholders must be individuals and not non-resident aliens and the corporation must have only one class of stock. The election may be made within thirty days after incorporation or thirty days before or

thirty days after the end of the corporation's fiscal year. A Sub-chapter S election would be of interest to architects who desire to practice in the corporate form but whose income tax brackets are not sufficiently high to make the corporate tax shelter more attractive.

Taxation as a corporation rather than the Sub-chapter S election will permit the accumulation of earnings in a corporation at least to the extent of \$100,000.00. Reasonable compensation paid by a corporation to its officers and employees is deductible by the corporation.

A clear tax advantage is presented in the form of fringe benefits available in the corporate form. Thus a shareholder who is also an employee may participate in a qualified pension or profit sharing plan as well as other employee benefit programs such as accident and health and group life insurance plans. A qualified pension or profit sharing plan offers an immediate tax deduction to the employing corporation. A deduction for contributions to a profit sharing plan is limited to a maximum of 15% of the compensation of the covered employees. A deduction for a pension plan is in general limited to the proportionate cost of the plan for the year. The amounts credited to the employee are not subject to tax until the amounts are withdrawn, usually upon retirement. Earnings of the trust fund through investment are tax free until received.

The value of the employee's share in the plan which is attributable to the employer's contributions is excluded from his taxable estate for federal estate tax purposes. Provided there are ten or more employees, a corporation may purchase up to \$40,000.00 of life insurance on the life of each employee, the amount depending on the employee's salary, with the employee selecting the beneficiary. The premiums are deductible to the corporation and not taxable to the individual employee. To some extent the recent amendments to the

Keogh Act have liberalized the rights accorded self employed persons to participate in qualified pension and profit sharing plans. However, there are still substantial limitations which dictate heavily in favor of incorporating with regard to fringe benefits.

The creation of a corporation as a separate taxable entity offers some tax advantages by income splitting. For example, if an architect plans to purchase land and construct an office building for his practice, he can carry the land and building in his personal name and obtain the income and depreciation advantages, while at the same time the property is leased to his corporation for a fair rental which is a deductible item.

In summary, no generalization can be entirely accurate. The proper choice of form depends upon numerous factors, including the personality of the participants. Generally, where there is to be a large number of owners, the corporate form may be dictated to centralize management, avoid early termination and insulate owners from liability.

Where limited liability is very important, the corporation form may be dictated regardless of the other factors. If initial losses will be incurred, a sole practitioner, partnership or Sub-chapter S corporation may be desirable so that losses can be deducted immediately. Where earnings will be in excess of the current needs of the participants or will be required for reinvestment in the business, a corporation may be preferable to minimize the current tax impact on the owners. On the other hand, if all earnings will be required for the personal use of the participants, a corporation may be inadvisable because of the potential double tax. The availability of the pension or profit sharing plan may often weigh in favor of the corporation. If substantial doubt exists, it is usually advisable to forego a corporation since the corporate form does not permit as much flexibility for later change.



Project S-2; A Volkswagen Center. Thomas Payne, Student; Auburn University; Edw. Pickard and John Kaip, Instructors.

- . . . *Excellence in plan, and both straightforward and functional relationship of spaces. Presentation clear and "readable."*
- . . . *Simple, straightforward expression of function and client's product.*
- . . . *Problem and solution very well presented. Plan arrangement functional and attractive.*
- . . . *Simple, obvious solution. In keeping with client philosophy—even looks like a "bug."*

## PROJECT:

A sales and service center for Volkswagen automobiles.

## SITE AND CLIENT:

After completing feasibility studies the Volkswagen organization has determined that the community of Auburn-Opelika can support an agency. A site has been selected at the intersection of Opelika Road and Dean Road. Opelika Road, on the north side of the site is a major artery between the two cities and Dean Road, which forms the east side of the site, is a major feeder for a growing residential section of Auburn. The site is slightly wooded and has a slight rise in elevation toward the Southwest.

## PROGRAM REQUIREMENTS:

I. Sales Area		IV. Service Area	
A. Showroom	3000 sq. ft.	A. Repair Area	3000 sq. ft.
B. Owner's Office	250 sq. ft.	B. Body Shop	2000 sq. ft.
C. Sales Manager's Office	200 sq. ft.	C. Auto Storage (10 cars) new	
D. General Offices Space	600-800 sq. ft.	D. Automobile circulation app.	3000 sq. ft.
E. Offices for 4 salesman	600 sq. ft.	E. Lockers and Toilets Facilities	
F. Toilets		F. Service Managers Office	150 sq. ft.
II. Parts Department		G. Gas Pump	
III. Mechanical Equipment	100 sq. ft.	V. Outside Parking and Display	

## DESIGN SOLUTION:

After an analysis of the Volkswagen philosophy of sales and public relations, it was decided that a compact functionally efficient center with equal emphasis on all aspects of the operation should be of primary importance in the design. It became evident that the design solution should emphasize the Volkswagen approach to design and sales which stresses excellence in performance with subtle and enduring style. Care was taken to make a strong relationship between pedestrian and vehicular movement where the customer would constantly be in visual contact with all parts of the operation. All interior spaces open toward the north to create pleasant working conditions for employees as well as the best condition for displaying automobiles. All functions open off a central waiting-exhibition space. Outdoor sales areas open directly off the main showroom and are positioned so that they will receive the most suitable natural lighting.

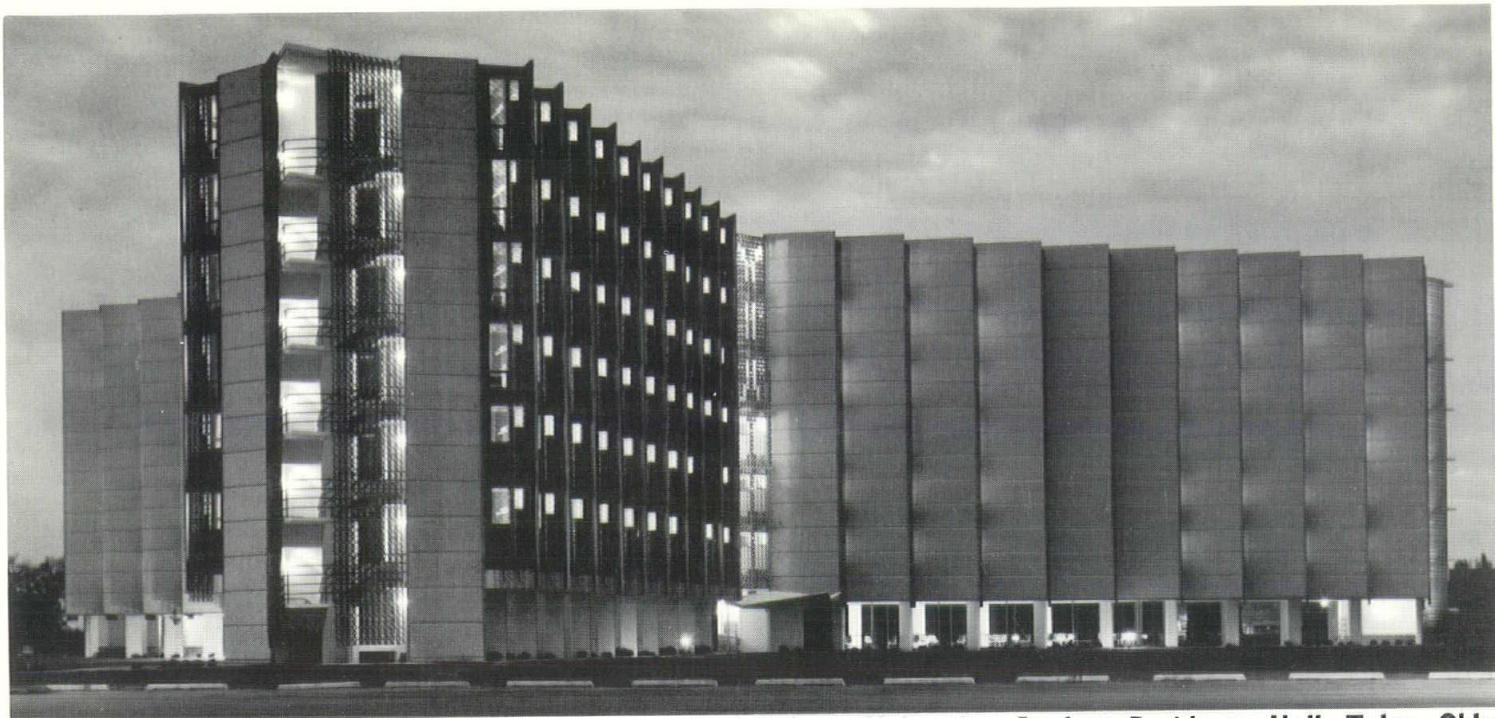
## MATERIALS AND CONSTRUCTION:

Brick bearing wall construction will be used with steel trusses being the major span elements. This will create maximum column free interiors for sales and service. Estimated cost is \$10.00 per square foot.





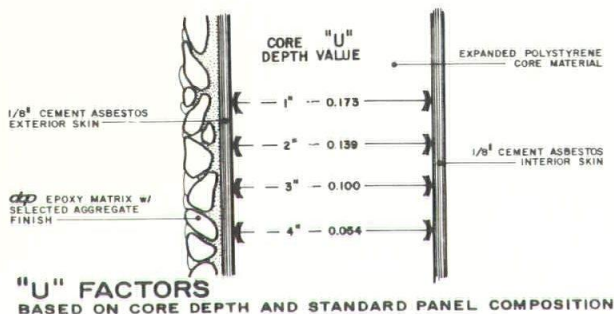




Oral Roberts University, Student Residence Hall, Tulsa, Okla.  
Architect: Frank Wallace, AIA



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How will we do it? The professional society says it can happen in two basic ways: Our major population areas can continue to sprawl until they become formless, faceless, and too chaotic to provide a decent life. Or, we can build compact cities that reduce the cost of spread-out urban services, and at the same time, offer city dwellers a liveable environment.

#### Cities From Scratch

Architects, developers, and business leaders are studying the problems of building whole cities from scratch. The Federal government has launched studies of new city-building techniques. How do you go about planning and building a city? The most recent example is Columbia, Md. Baltimore developer James Rouse explains it this way:

"Planning and developing a large land area is the essential beginning for orderly urban growth. Half a dozen years ago we began to ask ourselves what would happen if we could assemble enough land to pull together in one community all the bits and pieces of urban sprawl and build a small new city of say 100,000 people. We built a hypothetical model and determined how many jobs it would take to support a population of 100,000, how many schools and churches would be needed, and how much open space would be required to give form and texture and a sense of community to the area. We concluded it would take 15,000 acres and about \$25 million to assemble the land."

Rouse, who heads a publicly-owned company with separate development and mortgage banking divisions, went to the Connecticut General Life Insurance Company and laid the cards on the table.

#### Columbia Financed

"Our comment to the company was this," he said. "If we are able to buy this land at an average cost of \$1,500 an acre, the very worst that can happen to you is that you get rich slowly. Who can get hurt owning 15,000 acres of land midway between Baltimore and Washington?"

Connecticut General put up \$25 million. In nine months, Rouse assembled 165 separate farms and parcels without being identified as the purchaser. One morning, he walked into the office of the county commissioner of Howard County, Md., and identified himself as owner of 10 per cent of the county. It was, he said, "an exciting experience."

"We were determined that this would be a whole city, not a suburb," Rouse said. "We wanted a truly balanced, complete city where as many people would come to work in the morning as would leave to go somewhere else; a place where the corporate janitor and corporate executive would both live. Our second target was that we would genuinely respect the land. We have been able to preserve the three major stream valleys within our property and 3,000 out of 4,000 acres of forest. And we will create five lakes. Two are ready now.

"Our third target was to create the best possible environment for the growth of people. This would seem to be an elementary beginning in urban planning, and yet if you look around, the process of new development is entirely left up to a few

(Continued on Page 21)



# There's nothing new or exciting about brick...except...



## like in this new college complex:

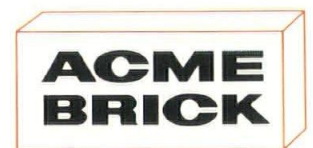
**The use of an Acme Brick Double Wall System in curtain walls** simplifies growth plans for the new Bee County College buildings at Beeville, Texas.

**First of all**, construction time was saved. Walls were finished as they were topped out. The use of Acme King Size Brick meant the laying of 1/3 fewer brick. And brick can be removed for future expansions without jeopardizing the structures.

**Two more plusses:** Insurance rates will be lower because of Double Wall Brick construction, and utility costs will be held to a minimum because of the superior insulative qualities.

**And the beauty**, warmth and informality desired by the architect is there right from the start.

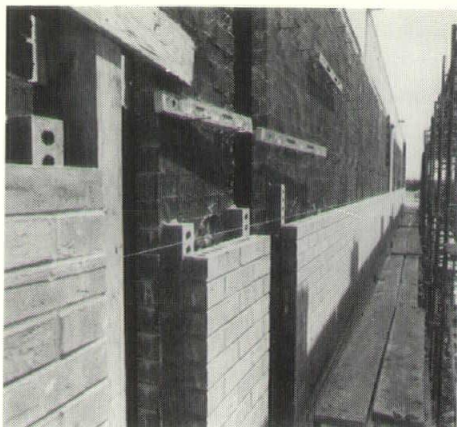
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individuals. We have the most advanced society in the history of the world—a storehouse of knowledge about man which has been developed by doctors, ministers, teachers, psychologists, and psychiatrists — and none of this knowledge is put to work in the planning of a city.

"It wasn't our purpose to plan a utopian society, or even to write a report or necessarily reach agreement," Rouse said. "We simply wanted the physical plan to be guided by a deep awareness of what works well and badly for people. We met every two weeks for two days and a night for six months. It was an enormously productive process and could be applied with even greater force and vitality to the redevelopment of the old central cities."

## Marketplace Proves Worth

The fourth target, Rouse said, was profit. Without the "invigorating discipline" of the marketplace, the ideas formulated might have been impractical rather than workable, he said. We concluded that the design and construction of a better and more rewarding place for people to live should be eminently saleable. Agreeing with him, Teachers Insurance and Annuity Association of America and the Chase Manhattan Bank put up an additional \$25 million to finance land acquisition and development.

Construction began in 1966. It is to be completed by 1980. When fully developed, the city will consist of nine villages clustered around a major downtown center. Each village will have four to six neighborhoods, a wide range of housing types and prices, and a center with a village green. Children will be able to walk to school on walkways that pass under and not across roadways. Each village will have its own schools, churches, convenient shopping, medical facilities, branch library, and village hall. An architectural review board will assure balanced, though diverse, design.

More than 3,200 acres of open land will separate the villages from one another and places of employment. The protected open space will contain lakes, golf courses, playing fields, landscaped stream valleys, woods, and parks.

Most of the villages and the employment centers will be linked together by a transit system of small busses operating on their own roadways. More than 30,000 people are expected to work in Columbia. The downtown center, rimming a lake, is now under construction. Plans call for a multi-level plaza flanked by department stores, shops, stores, office buildings, a hotel, inn, and exhibit center. The center also is expected to have a central library, hospital, newspaper, radio-TV stations, college, and conference center. Cafes, theaters, restaurants, and concert halls will dot the lakeshore.

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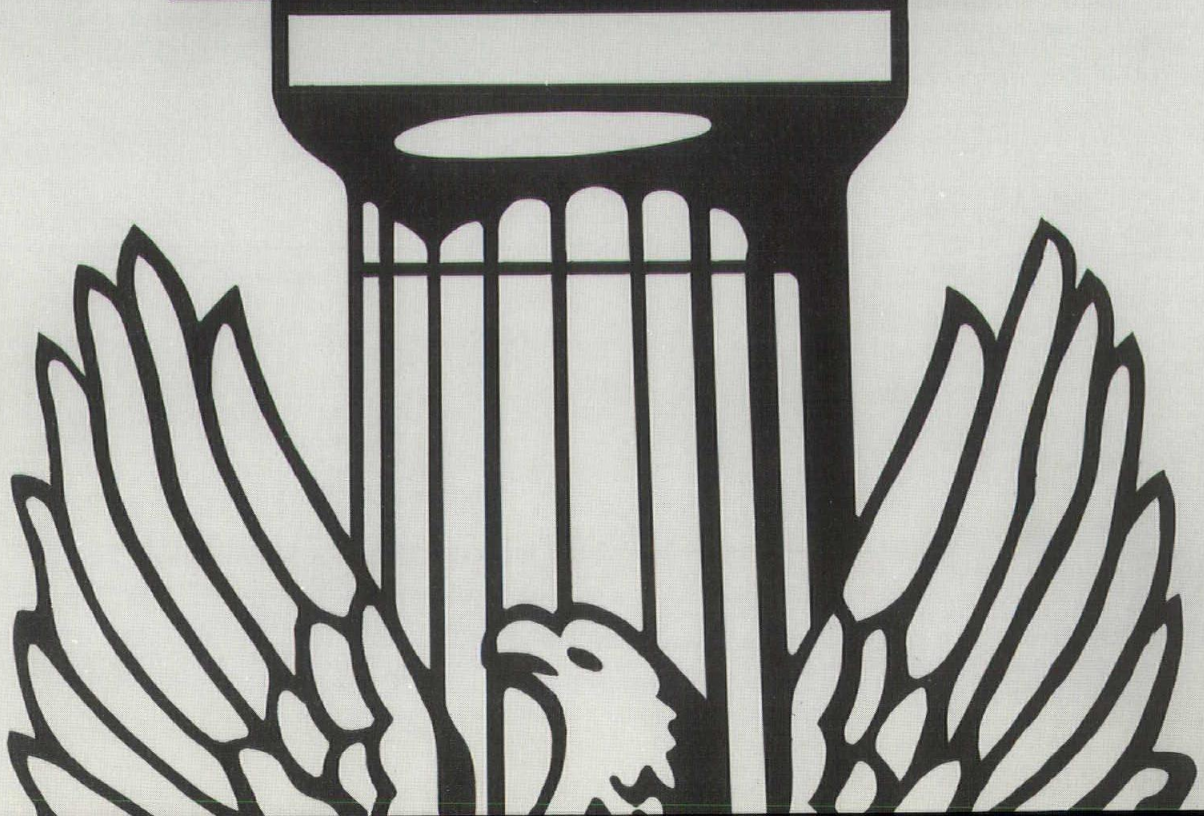
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after his name. These three letters signify that this architect has pledged to practice his profession according to the mandatory standards of the American Institute of Architects.

Do you know why your building should be done by an AIA Architect? It is often said, "first we shape our buildings, then our buildings shape us."

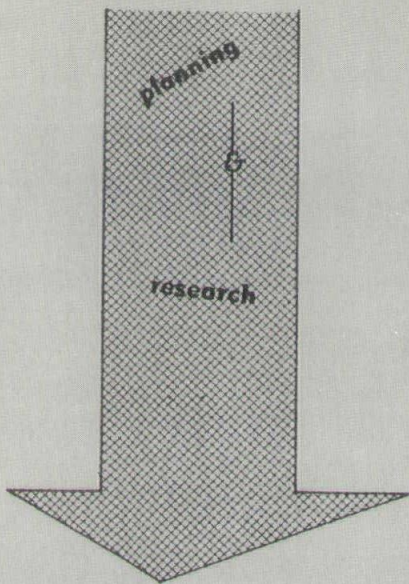
If you are to be master of your building, then you must first create it to be your servant. A smoothly functioning building has these qualities: It makes work efficient and reduces labor cost. It cuts maintenance time and expense. It has a pleasant atmosphere and appearance. You can only expect buildings with these qualities when they are created by a skillfull professional architect who bears the letters AIA after his name.

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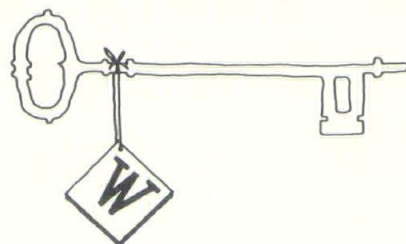
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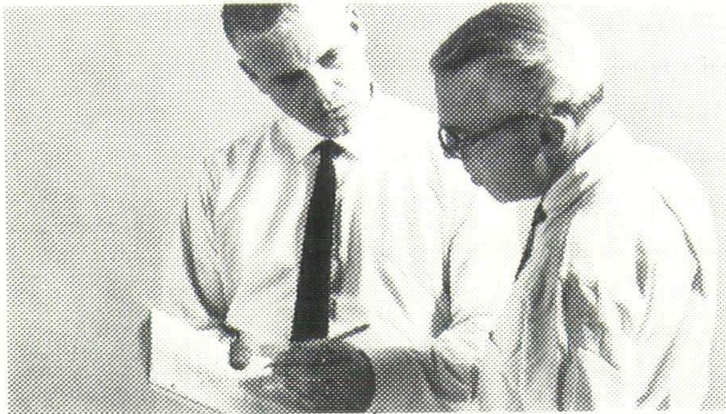
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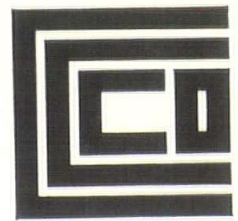
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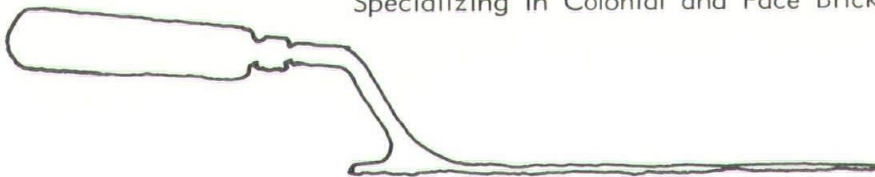
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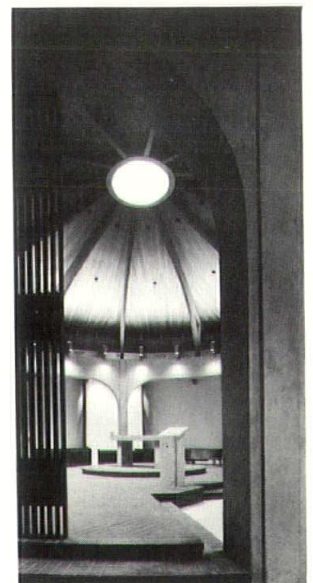


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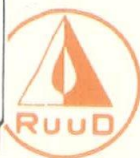


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