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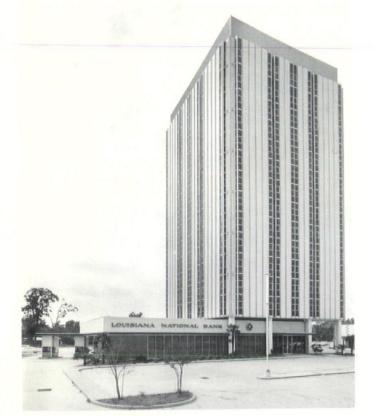


The Louisiana Architect

02

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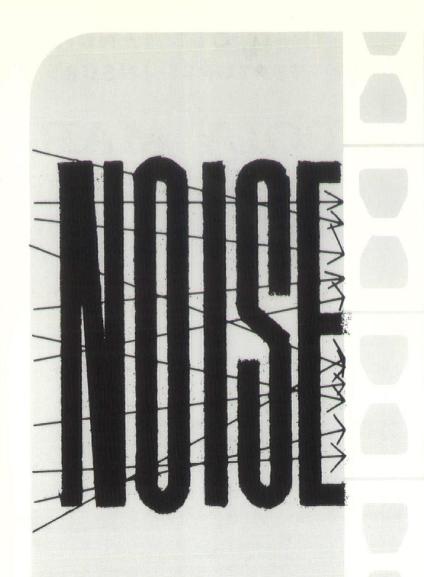
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1. CONFRONT PROBLEMS - DON'T EVADE THEM

It is difficult for most of us to say: "This is my problem." But we gain in many ways if we view them as a part of living. One doctor gave this admonition to persons tempted to side-step difficult situations:

"Don't push your worries behind your back where they can heckle you .

"Bring them out in front of you, line them up and look them over .

Decide which ones you can do something about and which ones you'll have to live with.'

Problems confronted are problems partly solved. Those we close our eyes to-whether personal, family, business, community or national-may be the very ones that come back to plague us in the long run.

2. KEEP IN MIND BASIC PROCEDURES

At the heart of effective problem-solving are certain fundamental steps like these:

a) Get a clear idea of the problem.

b) Search out the roots of the problem; don't confuse symptoms with causes.

c) Keep on the lookout for every potential solution.

d) Examine each possibility until you hit upon the most suitable.

e) Decide on the first step to be taken.

Recall from time to time these fundamentals and you will more readily "get back on the track" when you become befuddled or bewildered by the complexity of problems.

3. CLARIFY THE PROBLEM BY WRITING IT OUT

If you can define a problem, you have a fighting chance to solve it. When it is not crystal-clear just what the difficulty is, many persons find it helpful to write out the problem.

With the aid of pencil and paper, you can rid your mind of unnecessary "clutter" and direct your attention to the core of the matter.

Correct action depends on clear thinking. Take time to think. Divide the problem into its basic elements. Be specific, not fuzzy or ambiguous.

List both positive and negative elements involved in any possible decision. Then you should be able to consider the total problem in a new light.

Continued on Page 12

IN THIS ISSUE

Design Trend Feature 5	
The Palace Northeast	
I Enjoyed Designing	

EDITORIAL AND ADVERTISING CONSULTANTS Piet Kessels, AIA, Chairman

- J. Buchannan Blitch, AIA
 - Francis Kalmbach, AIA
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 - C. E. Newman, AIA
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Design Teams are Remaking America

Men who study people are joining architects and engineers in a new wave of city building led by design teams.

Design teams are at work in dozens of American cities coast to coast unsnarling civic controversy and plugging citizen needs into highways, schools, neighborhood revival and new communities.

The American Institute of Architects says the team concept shows the greatest promise of any recent innovation in providing American cities with variety and choice.

From highway corridors in Seattle, Los Angeles, Boston and other cities to entirely new towns for 125,000 persons, teams are matching building projects with needs of people.

"The horizon for this kind of approach is absolutely unlimited," says architect John Weese, AIA, who managed a massive team attack on Baltimore's freeway problems. "Any project where you're dealing with an impact on the community is subject to the design team treatment," Weese says. Design teams form when architects, engineers, landscape men and decorators — the traditional design profession — join sociologists, economists, psychologists and community workers. Goal: to work with residents, using a variety of skills and experience. Objective: a project that builds individuals and neighborhoods, fills public needs, and protects man and his limited supply of land, air, and water.

"This is the future of urban design," says San Francisco architect John Fisher-Smith, AIA, head of the Institute's Urban Design Committee.

Design teams can spur major improvement of a city, not just "dress up" projects or minimize damage, says Baltimore architect Archibald Rogers, FAIA. Rogers, who first detailed the idea, said: "The end result should be great public architecture which was the case with the Roman aqueducts."

In Chicago, a design team converted an eight-lane elevated "stiltway" into one-way depressed expressways with room in the middle for new homes, stores and light industry. Controversy over the \$157 million first phase of the giant Crosstown Freeway evaporated as citizens helped the design team plan.

At Baltimore, the design team was brought in by the State Roads Commission of Maryland, and in two years won radical change in 18 miles of freeway which would have damaged historic Federal Hill and sliced two other neighborhoods. The team showed how two neighborhoods could be saved by alternate routes and a third revived by building on air rights over the freeway. A tunnel will be used through choicest parts of a park and a freeway diversion will carry around 45 percent of the traffic away from the area.

The \$1.5 billion Cross Brooklyn Linear City spine of houses, schools, clinics proposed along an Interstate Highway line, Phoenix's Papago Freeway joint development and Seattle's 10-mile downtown highway corridor are getting intensive study by design teams.

Smaller cities like Gainesville, Georgia (pop. around 40,000) are using design teams, too. A dozen Georgia Tech architectural majors are working with local residents and officials to redesign a 60-acre poverty pocket.

The Department of Transportation (DOT) has a \$1.4 million team study underway in Atlanta, Pittsburgh, Seattle, Dallas, and Denver "to get transportation improved downtown in a short time." Twenty-one other cities will use this information, DOT Secretary John Volpe said last month.

New York City this spring unveiled \$1.1 billion Battery Park City with room for 55,000 inhabitants and 35,000 workers on Hudson River landfill. It was drawn by a design team and includes low-income housing.

A unique new school that will be scattered through Hartford, Connecticut's South Arsenal neighborhood, was invented by a team. Called the "everywhere school," it will include a community center, clinic, library, adult education as well as instruction for children. The school will become the community.

"Success for the design team," according to architect Weese, "depends on the political environment" even more than money, time or available land. "Is the city interested or not? Will it support and accept the team way?"

Architects have always consulted the people who pay for buildings and often with those who will use them. And architects must collaborate with engineers, market analysts, investors, decorators, contractors, suppliers, and landscape men before a building can be finished.

Design teams are an extension of this consultation plus three added dimensions:

—Architects are calling in social scientists to determine how the project will affect people and the environment. Economists, psychologists, opinion researchers, doctors and teachers have signed in.

Continued Page 13

THE PALACE NORTHEAST

CONSTRUCTION

13" brick walls interior and exterior. Openings at doors and windows bronze anodized aluminum sash w/14" plate glass.

THE PROBLEM

The owner, the Palace Department Store, has been an outstanding institution in downtown Monroe since its founding by the Masur family in 1913. The present Management wanted to open a branch store near the growing Northeast State College which would specialize in clothing and accessories for college students. The site selected was a corner lot one-half block from the college. The problem then consisted in building a structure which would attract attention from three sides of a lot at a busy intersection.

The Client Says:

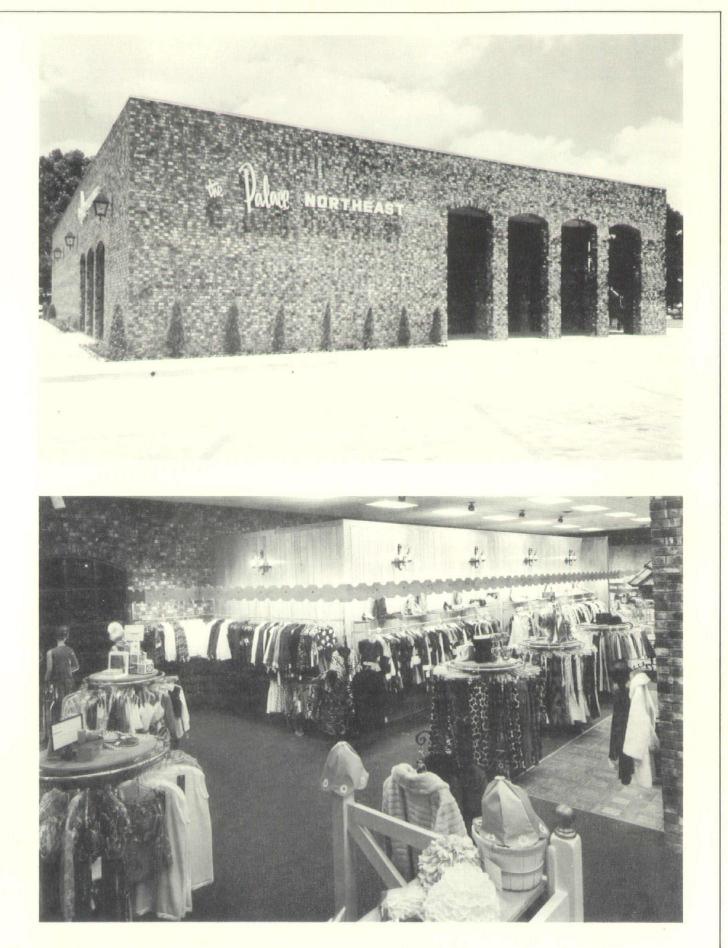
Mr. Rollis Smith, manager of the Palace says, "The college market is very style conscious, and the 'in' thing this week may be replaced by something else two weeks from now. The completely functional design of this new store enables us to call orders in to the big Eastern markets, have the merchandise flown in and on display in only a few days. With only the sales people, we can change displays from hanging to shelving of many varieties all within only 15 minutes. Business is at least 20% better than we expected." Location — Corner Filhoil & De Siard Street — Monroe, La. Project Architects — F. Lestar Martin, AIA

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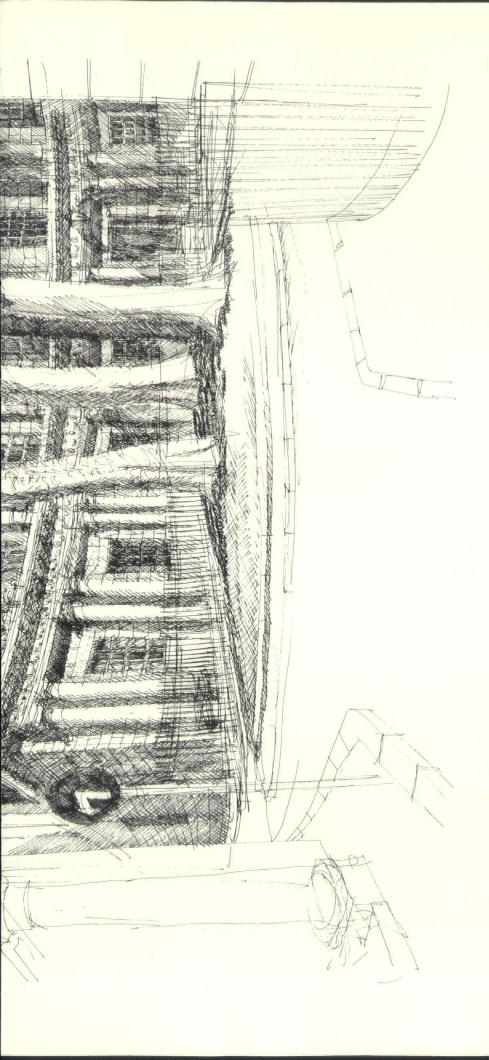




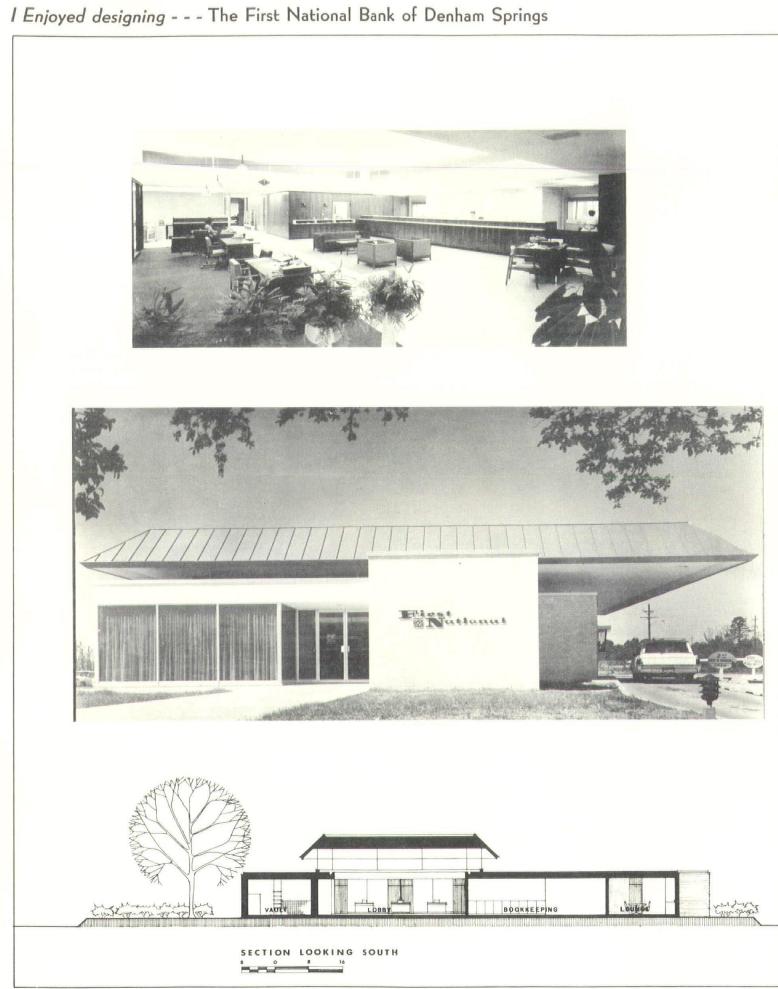


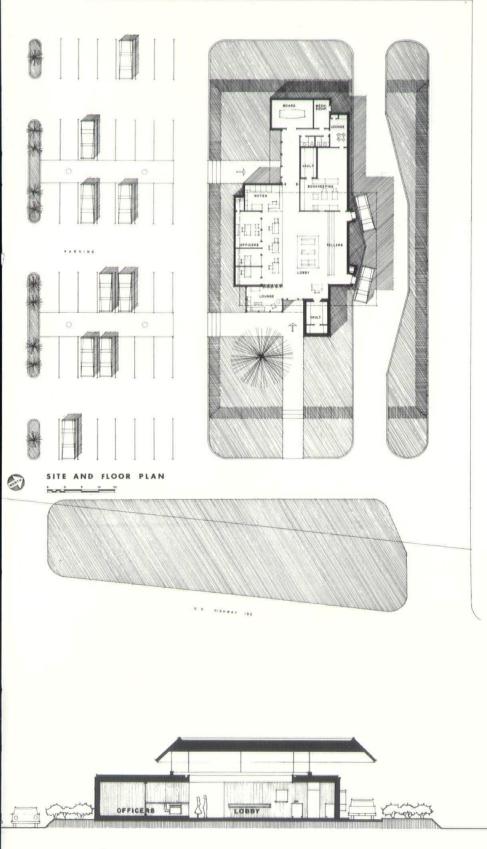






Urban Townhouses - 18th Century The Circus, Bath, England John Wood The Elder, Architect - 1750





SECTION LOOKING WEST

By Wililam R. Brockway, AIA

PROGRAM REQUIREMENTS:

Main office for a newly formed commercial bank in a satellite community near Baton Rouge, Louisiana, which will: Provide complete banking facilities consistent with the anticipated growth of the community.

Establish corporate identity through a building form that can be repeated in future branch offices.

Be immediately and easily identified by passersby on the 6 lane, 55 MPH highway which fronts the property; this to be done without recourse to flashy tricks or neon exhibitionism.

Be buildable within a rather tight budget.

SITE:

Three acres of relatively flat, treeless highway frontage which will be shared with an existing discount shopping center. Access to the shopping center must be provided through the bank property.

DESIGN SOLUTION:

This is a building with no "front" or "back." The customers come from all directions, consequently, it is designed to be seen from all directions.

The building is placed on a raised, landscaped terrace to put the bank "on display" and to divorce it visually from the parking area which surrounds it completely.

The main body of the building is meandering in form, reflecting the disposition of inner spaces. Counterposed against this is the rigidly geometric upper roof, which will be used in future branches for corporate identity.

This is a windowless bank, as befits a building centered in a parking area. The only glass areas are at the entrances and in the clerestories. The clerestories are completely shaded so that no direct sunlight can enter the bank.

The divergent drive-up-windows are a departure from the typical sawtooth pattern and are arranged to allow the passing of a car at either window by a car approaching or leaving the other window.

The lobby is seen as the pivotal space around which all other spaces in the bank are grouped and to which each relates. It is the functional center of the bank and as such, is given greater importance visually; by greater breadth, greater height and by the introduction of natural light via the clerestories.

From the lobby the customer can see at a glance all of the public facilities the bank has to offer. None are hidden. The paying-withdrawing-saving functions are arrayed on one side of the lobby, the administration-loan-credit functions on the other. Each department is placed next to that with which it has the closest functional tie and there is a minimum of backtracking required of either customer or employee.

(Continued on Page 14)

4. GET ALL THE FACTS

"What are you doing here?" demanded a man who found workmen tearing down a wall in his office. "We got orders," they told him.

Looking quickly at the written instructions, the man re-sponded: "The orders are O.K. The room is correct . . . but you're in the wrong building!"

Gather all the pertinent facts about a situation before you try to cope with it.

Rushing headlong into action without sufficient investigation may be worse than indecision. Too often other persons are needlessly hurt-and all because we neglected to take ordinary precautions.

5. OVERCOME YOUR PREJUDICES

A judge's novel approach changed one prisoner's attitude towards the police and courts.

The man, 24, had been found guilty of taunting an officer in Indianapolis and saying "the police department is full of crooks.

In place of a fine or jail sentence, the judge ordered the defendant to sit beside him in municipal court for 10 days

Surprised by the careful weighing of evidence, the man frankly admitted his error concerning the honesty of police and integrity of courts.

Sweeping generalizations are both risky and harmful. They only block solutions to problems.

The more we break out of prejudiced attitudes toward any social, economic, racial or religious groups (to say nothing of political, labor-management or educational issues), the better our chances of finding solutions that benefit everybody. .

6. USE COMMON SENSE

If you had a cow and it fell into a well, how would you get it out?

This challenge confronted a farmer in Auburn, N.Y., when his 900-pound cow fell into a big open well.

His first thought was to raise the animal with a derrick. But this could have resulted in an accident causing permanent injury. So instead, with the help of volunteer firemen, he pumped the well full of water and let the cow float to safety unharmed.

A common-sense approach to problems, big and small, often comes up with simple solutions that might otherwise be overlooked.

7. TACKLE PROBLEMS IN AN ORDERLY WAY

A typewriter company was disturbed by complaints it was getting about: 1) the carrying case for a portable ma-chine and 2) various features of the machine itself.

So an official immediately put two different teams to work on the separate problems.

Some weeks later a completely new and larger machine was designed by one group-but it didn't fit the new carrying case prepared by the other!

Much time and duplication of effort can be avoided in settling personal or organizational problems by establishing an order of priorities.

8. DON'T OVERSIMPLIFY

Setting fire to the local brewery was one housewife's

way of trying to stop her husband's drinking. The angry woman gave police this straight-forward ex-planation: "If the brewery burns down and they don't make beer, my husband can't drink.

Many a person, exasperated by failure in high places or low, jumps to the conclusion that abuses can be cured by one sweep of the hand-or a few matches. Such impatience only compounds the trouble.

Be alert to weaknesses in persons and institutions. But be realistic in trying to win people over or in correcting long-standing abuses.

9. SEE OPPORTUNITIES IN PROBLEMS

Problems are seldom fun. In fact they can test us almost to the breaking point. But rebelling won't make them go away.

A healthy attitude, which looks for whatever footholds may be found in the most unpromising situation, can start us on the road to at least a partial solution.

Moreover, the anguish and trials we endure, especially in activities that promote the betterment of other people, may purify our motives and uncover latent abilities that no amount of "sweetness and light" ever could.

10. AVOID PROBLEMS BY PLANNING AHEAD

Hundreds of telephone conversations between London and Europe abruptly ended when a workman dug a hole outside Bert's Cafe in Swanley, England. As the ditch-digger operated his mechanical shovel on

a drain site, he little realized that-because of faulty instructions-he was severing thousands of connections on the continental cable. International telephone links were thrown into confusion.

After a 10-hour delay, phone calls to Europe were re-sumed, Eurovision's TV was back in action and Early Bird satellite communications between Britain and the Continent were again in operation.

"Where I am told to dig I just dig," the workman later said in defense of himself. "No one told me to look out for

a cable." Persons carrying out instructions have a right to be told in advance of hazards to be avoided.

Parents, teachers and supervisors of all types can forestall innumerable problems by thinking things through before giving orders.

11. BE WILLING TO MAKE REASONABLE ADJUSTMENTS

In seeking solutions for problems, we should be flexible enough to make adjustments without sacrificing principle . . You might ask yourself questions like these: Do I keep an open mind to all proposals? Or do I block

Am I willing to work out a fair compromise? Or do I

insist on having things my own way?

Am I genuinely pleased when somebody else comes up with a bright idea? Or do I regard it is a personal affront. Have I such a clear picture of the goal that I can distinguish between a sensible compromise and an unworthy surrender?

12. GET BEYOND FAULTFINDING

Instead of resorting to the overworked complaint, "Why don't they do something about it?" ask yourself, "What can I do?"

If possible, work out a small portion of the problem. Having done this, you may discover fresh insights into the total problem. New confidence comes from the smallest success.

Remember the Christopher motto: "Better to light one candle than to curse the darkness." Frankly acknowledge defects and abuses, but get beyond mere criticism. Do something by prayer, word and deed to right what is wrong.

13. DON'T HESITATE TO SEEK ADVICE

Goethe, the German philosopher (1749-1832), once said: "To accept good advice is but to increase one's own ability."

Look for guidance from those competent to give itwhether a parent, friend, marriage or career counselor, teacher, lawyer, doctor, or religious adviser.

In all problem-solving processes, moreover, we should humbly request divine help.

14. BE DECISIVE - MAKE UP YOUR MIND

One embarrassed pianist was unable to stand for his final bow after playing a Mozart concerto in an Australian concert hall.

His coattails had become caught in the piano stool. As a packed audience watched in bewilderment, he wrenched, pulled and tugged-all to no avail.

Finally with a flourish, the quick-thinking musician slipped out of his coat and took his bow in his starched white shirt front.

The audience roundly applauded both performances.

15. DO WHAT YOU CAN

A valuable lesson can be learned from these words of a 10-year-old boy in Bismarck, North Dakota, who was

born without arms and legs: "I know there are some things I cannot do. But I think of all the things I can do and I don't worry so much about the rest of it.

Many persons are tempted to think that, because they cannot do everything in coping with the problems of life, they are thereby excused from doing anything.

No matter how limited your range of action may be, do whatever you can-as promptly as you can.

This applies not only to overcoming personal problems, but in a special way to the vast, complicated and growing problems of the modern world.

lesign trend feature

CONTINUED

—Citizens are telling needs, offering ideas and reacting to plans before blueprints are drawn. They are in the process at the start. They become part of the client which formerly may have been solely a banker, public works director, industrialist or school board.

— Joint uses for the new facility are sought. Object: increase economic return and cut waste, build a neighborhood, and save money and space.

What are the extra costs in time and money caused by the new approach?

Construction cost will go up one half to one and one half percent, estimates Weese.

But added returns could more than offset this, he added. Rescuing land can yield property taxes to a financially periled city, Weese said. Social dividends — the preservation of a neighborhood or of institutions like churches and stores — are hard to figure but can be sizeable.

Future use of air rights and surplus rights of way, if thorny legal and financing questions can be settled, might help pay for the project.

Changes in highway and urban renewal plans could save low income housing and thus ease a city's housing shortage. Even in new growth cities like San Jose, Calif. (now the nation's 31st largest), highways have aggravated severe housing shortages by demolishing cheap rentals, social workers claim.

The design team process, particularly the public participation element, does take longer than the old, single planner method, some city officials feel. It also can offer an excuse for officials to avoid decisions.

But if a costly and longwinded law suit is prevented, it could be viewed as a short cut. Bitter public hearings and referendum elections also could be averted. Such suits and elections have stopped needed highway solutions in numerous cities. San Francisco and Washington, D.C., for example, have not yet settled highway battles a design team might be able to resolve.

In Philadelphia, the AIA Chapter is urging Mayor James Tate to "retain an interdisciplinary team" to get the Crosstown Expressway moving in less harmful ways to residents. As long as the project is cloudy, property in the highway zone deteriorates, said the chapter.

A design team uncovers information often overlooked in the past: What persons will use a project? What will it cost in disruption as well as concrete? What alternatives exist? How can it be combined with something else?

A team may set up field offices, hold meetings (the Baltimore team held around 125), survey opinion. "We listen, talk, walk, see, and feel," explained Norman Klein, AIA, on the Baltimore team.

Teams can introduce new technologies and methods in land use, traffic circulation, building materials and construction, or machinery. The DOT study now underway will determine the market for improved central district transit, then go to manufacturers to see if equipment can match demand. DOT is expected to be asking Congress for billions of dollars to help urban transportation in the next decade so those findings could be crucial.

Unexpected fallout from the team's work can include: pressure on a city to adopt a good master 'plan and upgrade its planning staff or changed Federal, state and local regulations. From early opposition, Federal and many state highway departments have swung to firm support for the design team concept.

Even older neighborhoods can benefit from design teams. Pullman, a model city built from 1880 to 1884 on the far south side of Chicago, is getting help from a current team. Here the goal is to safeguard schools, trees, landscaping — the qualities of a contained community from new land uses that threaten them. Renovation of homes is stressed as well as the value of a stable, wellestablished village amid a huge metropolis.

Entirely new cities are being designed by teams.

Columbia, Maryland — a successful 18,000-acre New Town midway between Washington, D.C., and Baltimore — wasn't started until developer James Rouse had a 60member team at work for eight months deciding "what is the ideal system for health, transportation, education . ." "The real shafts of light brought into this discussion came from rather ordinary people," recalls Edwin W. Baker, AIA, manager of planning and design for Columbia.

"A lady suggested a small bus system to safely take children to school" and prospective buyers said schools should be small, Baker said.

AIA's Urban Design Committee says design teams should be widely used in the future. Whatever Federal highway system will follow the \$62 billion Interstate network is a logical arena for the teams. New airports are another target. The Air Transport Association says at least \$2.5 billion will be spent on U.S. airports before 1976. Yet aviation writer Robert Lindsey points out: "There's not an airport in the country that's ready for the Jumbo Jets. And architects should immediately realize they can't design the jetports without much more consultation with airline traffic controllers, users and others."

Already 18 conservation organizations plus the United Auto Workers are battling a proposed \$250 million jetport 50 miles west of Miami. They say it will destroy Everglades National Park.

This latest controversy resembles in some aspects hundreds that have engulfed U.S. cities as money and technology confront people and a tolerable living space. The conflicts — plus some that may not have yet surfaced look like tasks for a design team.

"Public opinion can no longer be ignored and antiquated practices must give way to common sense and changing needs," says AIA's President George E. Kassabaum, FAIA, of St. Louis. "Participation is the order of the day and that's after all the essence of democracy."



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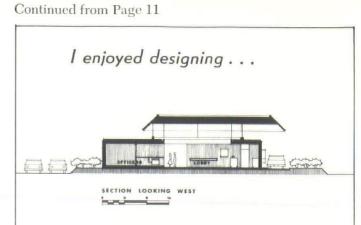
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The Client Says:

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