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In this issue

New Mexico Architecture presents the history, the accomplishments and the future of the prominent Albuquerque architectural firm founded in 1947 by Max Flatow. The firm has grown and prospered; it has also produced architecture of note throughout New Mexico and beyond. The article was prepared by Van Dorn Hooker, FAIA, who just last year retired as University Architect for the University of New Mexico. The University and the citizens of New Mexico owe Van Dorn a sincere and well earned debt of gratitude for his years of service towards the development of the high architectural quality and fine campus planning that is the University of New Mexico.

New Mexico Architecture is pleased to report that the Albuquerque architectural firm of Holmes, Sabatini, Smith and Eeds is the 1988 winner of the Architectural-Engineering Excellence Award presented by the New Mexico Building Branch, Associated General Contractors. The award, which was presented at a recognition banquet sponsored by the AGC on May 11, at the Marriott Hotel, is for “The Presidio”, a 25,000 square foot, two story office complex at 11200 Lomas, NE, Albuquerque.

The cover of this issue of NMA, the Elk Grove Village Suites Hotel in Chicago, was designed by the firm of Flatow, Moore, Bryan, Shaffer, McCabe, Inc. Jon Moore, AIA was the Principal in Charge/Design. Mark Eshelman served as the Senior Project Manager/Design. We thank the Flatow firm for sponsoring this cover.

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by Van Dorn Hooker FAIA

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The 1960s was a decade of greatly diversified activity. In 1961, a long lasting relationship with the Del Webb Corporation was established when they bought the land at San Mateo and Central and hired FMBF to design what became known as the First National Bank East (figure 3). It was one of the first tall buildings in the country designed around a central core that contained all the vertical circulation, mechanical chases and restrooms, but was also a structural element as well. It was so functional and inexpensive to build, Webb asked them to do an

![Figure 2: Rosenweig Center, Phoenix, Arizona, the "identical" building is at the right, see First National Bank Building below.](image1)

![Figure 3: First National Bank East at Central Avenue and San Mateo, Albuquerque, New Mexico.](image2)
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The 1960s was a decade of greatly diversified activity. In 1961, a long lasting relationship with the Del Webb Corporation was established when they bought the land at San Mateo and Central and hired FMBF to design what became known as the First National Bank East (figure 3). It was one of the first tall buildings in the country designed around a central core that contained all the vertical circulation, mechanical chases and restrooms, but was also a structural element as well. It was so functional and inexpensive to build, Webb asked them to do an...
identical building in the Rosenweig Center in Phoenix (figure 2). However, that building had to have a different structural system. FMBF did several projects for Del Webb over a ten-year period, including the design for Clear Lake City, to be an expansion of Houston, Texas, and Fresno Center in California.

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One of the most interesting projects in the last few years is the Willow Creek Office Building in Idaho Falls, Idaho, for EG & G Idaho, Inc (figure 5). It received an Energy Conservation Award in 1980 from Owens-Corning Fiberglas for its energy conservation design. Even though three times larger than EG & G’s previous building, it uses 22 percent less energy. The design included an internal heat-source pump that obtains heat from lights and people and transfers it to a 200,000 gallon water filled storage tank from which water for either heating or cooling is taken as needed. The designers also used many passive solar features for increased energy efficiency as well as some unique methods of maximizing the use of daylighting to save electrical energy.

Other projects of public and sport fans’ interest are the Albuquerque Sports Stadium, recognized as the best AAA Baseball Stadium in the United States, the new UNM Track and Field Facilities and the Los Altos Park and Golf Course.

The most complex project the office has undertaken has to be the Intel microchip manufacturing plant in Rio Rancho, the first unit of which was completed in 1983 as part of an ongoing $150 million project. The 120 foot span manufacturing area uses a laminar flow ceiling system, which is a Class 10 clean room facility and has attained Class 1 at the work benches. The project includes the latest techniques and equipment for the storage, neutralizing and handling various gases and wastes as required by various building and environmental codes.

In my opinion, one of the best projects FMBSM has done in Albuquerque is the recently completed Middle School for the Albuquerque Academy (figure 8). One of the major design considerations was to carefully integrate the new facility into the existing campus which they did by matching materials and building forms used for the original school. The result is a beautiful group of buildings that with well-designed landscaping provides one of the most attractive teaching-learning environments in the region.

Nearby to the Academy is the new Hoffmantown Baptist Church of which Phase I was completed in 1985. It is the largest church in New Mexico with a worship center seating 5,500, a fellowship hall, a full kindergarten through high school, administration and other support facilities. It is described by FMBSM as exemplifying neo-classical architectural forms, material, textures and colors.

In 1970 the principals, cognizant of the fact that the firm has established an excellent reputation and played an important role of leadership in the architectural community, started a promotion program to assure continuance of its services into the future. Key personnel were placed in leadership roles within the corporate structure, and a plan is now firmly in place which assures transition of ownership to younger staff members whereby the qualified architects are given the opportunity to lead the firm.

Figure 8: Albuquerque Academy, Middle School, Albuquerque, New Mexico.
A summary of key events reveals a deliberate and orderly plan of succession aimed at providing growth of the individual and the firm while maintaining the ultimate goal of continuation of the firm:

- Associate level established in early 1970's for the purpose of recognizing key personnel and designating managerial responsibilities.
- Associates promoted to vice presidents and a new group of associates named in 1980 to expand leadership roles.
- The new group of vice presidents became stockholders in 1982 to expand ownership.
- A plan of transition of ownership was implemented in 1984 to the second generation of principals.
- The firm named was changed to Flatow, Moore, Bryan, Shaffer, McCabe, Inc. in 1985 for the purpose of expressing firm ownership.

Tobias Flatow obtained his Master of Architecture degree from Washington University in 1977 and immediately joined the firm. He was acutely aware of the importance of computerizing the operation of the office to take advantage of the opportunities offered in the rapidly developing computer field.

Tobias says that to make the most effective use of CADD you must start at the schematic phase. It is too late to begin at the working drawing stage and not use it on complex remodeling...
jobs such as in hospitals, and it is not effective on jobs under $1 million in scope. He sees the computer aided drafting as allowing more time for design and environmental considerations as the practice of architecture goes through some drastic changes in the years ahead.

Robert R. McCabe holds a Bachelor of Architecture degree from the University of California at Berkeley and a Master of Community Planning from the University of Cincinnati. He joined FMBF in 1973 and because of his background in planning, he immediately became involved in numerous planning projects as well as architectural projects. In 1987 he studied the office as it was operating and presented the idea of establishing a "studio" concept of project management. Each studio would be directed by one of the principals who is particularly interested in that type of work and the principals can move between studios as required. The studios would focus on the strengths of the firm and look at the active markets be they high-technology, education, health care, hospitality or other. The plan was adopted and today Bob directs the environmental design studio and the education/health care studio.

In looking toward the future, McCabe feels FMBSM is fortunate in that the transition from the older partners to the new ones has gone very well. That it is mainly due to the fact that the three partners wanted the firm to continue and they had the people in place to make it happen beginning five years ago. The new partners began running the organization with Max, Jason, and Garlan to back them up. He feels that the firm must continue to expand and to broaden the practice to out-of-state markets. He also thinks that in the process of redefining the direction of FMBSM, it is important that the new principals establish their own identity. McCabe is very active in community affairs, working with the Chamber of Commerce Board of Directors, the Albuquerque Museum Foundation Board, the Governor’s Business Advisory Council and other city planning committees. State gross receipts tax in the past had to be paid by architects on work done out of state for out of state clients, but in the 1988 legislative sessions, Bob led the effort to have this part of the tax code repealed so architects could be more competitive on out of state projects.

Jon Moore says that clients more and more want to pick and choose their design/construction team and want a one point responsibility. He feels that architects have the know how to be the leader of this team if they have the in-house computer capability to back up their academic base. Since returning to Albuquerque with a Bachelor of Architecture from the University of New Mexico, and a Master of Architecture from UCLA in 1976, he has tried to put FMBSM into a competitive position in design and project management. He feels that any project in the $10 million plus category must have “project management” and whoever provides that service must know design and maintain control of design.

Many corporations already have financial management and architectural and construction capability in place so FMBSM provides “design management” only. Much of this service is devoted to working with the site adaptation which includes providing “maximum yield” information to the developer telling him how he can use the site most economically and profitably, something that can be done in fifteen minutes on the computer as opposed to weeks on the drawing board in the past. This capability then gives more time for the design work. Like the other new principals, Jon feels that New Mexico cannot support a firm of this size, so they must market nationally.

Rusty Shaffer is the principal in charge of the technical studio. His other responsibilities include construction administration management, quality assurance/control program development and principal in charge of projects assigned to him. He believes that, if design and contract documents maintain a high level of quality, everyone benefits. Rusty says the architect is responsible for educating the client in what to expect in the area of architectural services. The more sophisticated clientele obtain better results because they have a good understanding of architectural services. Intel, for instance, is a very informed and experienced client with in-house capabilities in planning, programming and construction management. They are very demanding, but fair regarding contract negotiations and performance.

Some of Rusty’s thoughts about architectural practice: A/E firms must be flexible. They must be capable of adjusting quickly and efficiently to the market, client needs and the emergence of new building types. The firm which specializes will be short-lived. In addition, A/E firms need to be adaptable in offering diversified services. Some clients are looking for “one-stop shopping”. For the most part, architects are capable of providing the creative leadership in bringing together a full service team whereby feasibility studies, land acquisition, financing, programming, planning, architectural and engineering design, construction management and facilities management are provided in one organization. The architect of the future must be dedicated to a continuing education program involving all aspects of architectural practice, law, business and management. Being located in Albuquerque, New Mexico, is a great asset, in addition to being the greatest place on earth to live and work, it has a fantastic potential for future, high quality development.

Rusty, a graduate of the University of New Mexico, came to FMIF in 1965. His grandfather, Pop Shaffer, a renown folk artist, homesteaded near Mountainair, New Mexico early on in this century. The Shaffer Hotel and Rancho Bonito, which remain today, are prime examples of his creative work and are listed on the State and National Registers of Historic Places. His father, Don Shaffer, was a general contractor in the Albuquerque area during the 1930s, 40s, and 50s. Among other projects, he constructed homes in the Albuquerque County Club area and spearheaded the development of homes in the Parkland Hills and Ridgecrest areas.

The members of the firm have always been committed to participation in professional and civic organizations, some of which have already been mentioned. Max Flatow, a Fellow of the American Institute of Architects, was Regional Director of the Western Mountain AIA, and served on the National Board of Directors. He was a member of the Public Advisory Board on Architectural Services to GSA and has served on numerous other commissions and committees. Jason and Garlan are long time members of the AIA and have actively participated in its committees. Jon Moore is a past-president of the Albuquerque Chapter, AIA, and Rusty has been a member of the Committee on Education for Architecture. Bob has been a member of the board of the local chapter and has served on the National Planning and Urban Design Committee of the AIA. They have actively supported participation in AIA affairs by employees of the firm.

Many architects and engineers who are now or were in private practice worked for the Flatow firm at one time or another including: Philippe D. Register, John Work, William Matotan, Ray Chambers, Douglas Campbell, John Reed, John Varsa, George Bolling, Wayne Andrews, Leon Ross, Richard Waggner, Gerald Lundein, Jorge de la Torre, George Rainhart, Howard Cottrell, George Bosiljevac, James Ennis, Jack Fickel, Kevin Georges, Harvey Hoshour, Channel Graham, Don Krueger, Patrick McClernon, Tim Miller, David Sloan, Gene Dyer, Robert Biddle, Dayton Molsen, Whit Phillips and Rob Mair.

In looking back over his more than 40 years of practice, Max Flatow said he was proud of his accomplishments as an architect and the success of his organization, but he did have a few regrets. Interestingly, they had more to do with planning than
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architecture. One of the biggest marks he made on the cityscape was the Tijeras Urban Renewal Plan, which Max thinks would have been much better if he could have persuaded the city and the Santa Fe railroad to lower the tracks through the downtown area and if the Civic Plaza had been extended north to Mc-

SMP&C HONORED FOR HOTEL ST. FRANCIS RESTORATION

by Barbara L. Daniels

The Albuquerque firm of Stevens, Mallory, Pearl & Campbell, Architects, recently received two awards for the rehabilitation and rejuvenation of the Hotel St. Francis in Santa Fe. One was a 1987 Award of Merit from the Old Santa Fe Association, the other a 1988 New Mexico Heritage Preservation Award. The recipients of the awards were the Principal-in-Charge, Robert G. Mallory, AIA; Design Architect, George Clayton Pearl, FAIA; and Project Architect, David M. Hassard.

The Hotel St. Francis was built in 1924 to replace the original De Vargas Hotel on Marcy Street, which burned in 1922. The new De Vargas, renamed the St. Francis following the renovation in 1987, is on Don Gaspar Avenue. The 1924 hotel is well remembered as a gathering place for politicians in the 1930s and '40s. The former first class hotel had fallen on hard times in recent years as competition from other hotels and inns increased. Following the rehabilitation of the entire facility - inside and out - the Hotel St. Francis is once again first class.

The program for the renovation of the California Mission Revival style hotel called for SMP&C to restore the exterior and the main public spaces as faithfully as possible to their 1924 condition. Extensive renovation of the interior was necessary to accommodate the expectation of present-day hotel guests, including the addition of private baths to replace communal facilities, as well as other amenities. The architects were asked to build the hotel into compliance with the applicable codes to make all of the rooms not only rentable but choice. The program required extensive remodeling of the ground floor to accommodate guest rooms, a restaurant with patio dining and banquet facilities, a bar and lounge, and general offices. The main lobby, however, was restored to its original size and appearance. An elaborate fireplace, the focal point of the public space, was uncovered and restored.

The architect did the research necessary to restore the exterior and the main interior public spaces to meet the standards of the National Register of Historic Places. New HVAC and plumbing systems were installed in the existing superstructure without compromising historic integrity. The 40,000 SF hotel is fully sprinkled to meet current life safety requirements. Some stairways were added and others removed in order to correct the code violations.

The 1920s ambiance has been retained. The furnishings are a blend of original cherry and mahogany pieces and those newly crafted in the southwestern style. The original light fixtures were refurbished for the public areas, while historical reproductions were also used throughout. Artifacts from the earlier hotel are displayed, enhancing the image of history and tradition featured throughout the hotel.

To compensate for the very small size of some of the rooms, special furniture was designed by the architect, for example, a compact armoire with both hanging space and drawers for clothing, television set, small refrigerator, and writing desk.

The original dining room, kitchen, and bar had been converted to guest rooms. The new service facilities were installed in two other wings of the ground floor, one of which had been devoted to small shops, while the other had been recently remodeled into a large apartment for a former owner. The hotel St. Francis will continue the tradition of the legendary De Vargas and provide a welcoming haven for tourists and locals alike.

The firms responsible for the work are the following:

Architects-Stevens, Mallory, Pearl & Campbell, P.A. Albuquerque
Electrical Engineer-Allied Engineering, Albuquerque
Mechanical Engineer-Bridgers and Paxton, Albuquerque
Structural Engineer-Robert D. Krause Engineering, Santa Fe
Interior Furnishings-Design Force, Vailiant Company, Denver, CO

"The most gratifying aspect of the project is that the hotel is a great success." - David M. Hassard, Project Architect

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has been an active member of the American Institute of Architects Committee on Architecture for Health since 1976. Since designing the Medical Arts Square in 1949, the firm has planned new hospitals, added to existing ones in Farmington, Las Vegas, Deming, Alamogordo, Clovis, Española, Belen, Socorro and Crownpoint in New Mexico and in Scottsdale and Phoenix in Arizona. In Albuquerque they designed Anna Kaseman Hospital, did major additions to the University Hospital, and worked on Memorial Hospital and the Veterans Administration complex. Currently the St. Joseph Rehabilitation Hospital is under construction as is an addition to Phoenix Camelback Hospital in Arizona. Some of their largest hospital commissions have, however, been in Texas: Midland Memorial and the Methodist Hospital in Lubbock. There has been a continuing relationship with these hospitals for many years resulting in some $25 million in projects at Midland and $50 million at Methodist.

Through the years the office has designed many hotels and motels beginning with "A Resort Hotel" proposed for Reno, Nevada, in 1954 to several hotels for the Marriott Hotel chain in the 1980's. Along the way they designed Camelback Inn in Phoenix; the Four Seasons in Albuquerque and Colorado Springs for Dale Bellamah; "The Inns" in Farmington, Artesia and Grants and the Classic Hotel in Albuquerque for George Maloof; the Chamisa in Española; and they did some work on the Arizona Biltmore to mention a few. After completing the Marriott Hotel in Albuquerque, the owners were so impressed, they commissioned the firm for hotels in various parts of the country: Irvine, Costa Mesa, Cupertino and Long Beach, California; Scottsdale, Arizona; Kansas City, Missouri; and Elk Grove, Michigan.

One of the most interesting projects in the last few years is the Willow Creek Office Building in Idaho Falls, Idaho, for EG & G Idaho, Inc (figure 5). It received an Energy Conservation Award in 1980 from Owens-Corning Fiberglas for its energy conservation design. Even though three times larger than EG & G's previous building, it uses 22 percent less energy. The design included an internal heat-source pump that obtains heat from lights and people and transfers it to a 200,000 gallon water filled storage tank from which water for either heating or cooling is taken as needed. The designers also used many passive solar features for increased energy efficiency as well as some unique methods of maximizing the use of daylighting to save electrical energy.

Other projects of public and sport fans' interest are the Albuquerque Sports Stadium, recognized as the best AAA Baseball Stadium in the United States, the new UNM Track and Field Facilities and the Los Altos Park and Golf Course.

The most complex project the office has undertaken has to be the Intel microchip manufacturing plant in Rio Rancho, the first unit of which was completed in 1983 as part of an ongoing $150 million project. The 120 foot span manufacturing area uses a laminar flow ceiling system, which is a Class 10 clean room facility and has attained Class 1 at the work benches. The project includes the latest techniques and equipment for the storage, neutralizing and handling various gases and wastes as required by various building and environmental codes.

In my opinion, one of the best projects FMBSM has done in Albuquerque is the recently completed Middle School for the Albuquerque Academy (figure 8). One of the major design considerations was to carefully integrate the new facility into the existing campus which they did by matching materials and building forms used for the original school. The result is a beautiful group of buildings that with well-designed landscaping provides one of the most attractive teaching-learning environments in the region.

Nearby to the Academy is the new Hoffmantown Baptist Church of which Phase I was completed in 1985. It is the largest church in New Mexico with a worship center seating 5,500, a fellowship hall, a full kindergarten through high school, administration and other support facilities. It is described by FMBSM as exemplifying neo-classical architectural forms, material, textures and colors.

In 1970 the principals, cognizant of the fact that the firm has established an excellent reputation and played an important role of leadership in the architectural community, started a promotion program to assure continuance of its services into the future. Key personnel were placed in leadership roles within the corporate structure, and a plan is now firmly in place which assures transition of ownership to younger staff members whereby the qualified architects are given the opportunity to lead the firm.

Figure 8: Albuquerque Academy, Middle School, Albuquerque, New Mexico.
A summary of key events reveals a deliberate and orderly plan of succession aimed at providing growth of the individual and the firm while maintaining the ultimate goal of continuation of the firm:

- Associate level established in early 1970’s for the purpose of recognizing key personnel and designating managerial responsibilities.
- Associates promoted to vice presidents and a new group of associates named in 1980 to expand leadership roles.
- The new group of vice presidents became stockholders in 1982 to expand ownership.
- A plan of transition of ownership was implemented in 1984 to the second generation of principals.
- The firm named was changed to Flatow, Moore, Bryan, Shaffer, McCabe, Inc. in 1985 for the purpose of expressing firm ownership.

Tobias Flatow obtained his Master of Architecture degree from Washington University in 1977 and immediately joined the firm. He was acutely aware of the importance of computerizing the operation of the office to take advantage of the opportunities offered in the rapidly developing computer field.

Tobias says that to make the most effective use of CADD you must start at the schematic phase. It is too late to begin at the working drawing stage and not use it on complex remodeling.
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