

# COLUMNS

Vol., 2 No. 9

American Institute of Architects, Pittsburgh Chapter

October 1988

## BREAKING GROUND FIVE STORIES UP

How do you break ground for a 1.6 million square foot complex five stories in the air? That's what 35 architects from Burt Hill Kosar Rittelmann have been asking themselves for the past two years as they design five major building projects atop Presbyterian-University Hospital. This \$250 million construction and renovation program, the largest ever attempted in the county, is sponsored by the Partnership for Medical Renaissance. The Partnership, founded in 1986, joins the University of Pittsburgh, through its Medical and Health Care Division (MHCD), with Presbyterian-University and Eye & Ear Hospitals. Ron Forsythe, Vice President of the MHCD is the owner's project executive. According to Forsythe, The Partnership for Medical Renaissance Master Facility Plan "will not only alter the skyline of the city's Oakland section but it will change the face of medicine in Pittsburgh."

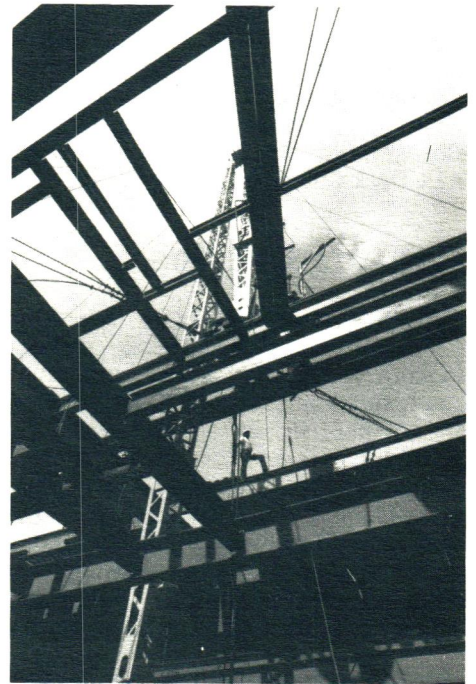
BHKR Principal-in-charge, Dick Rittelmann, FAIA, comments on the sheer size and complexity of the project. "The planning process has just been phenomenal. None of these buildings are really independent projects; rather, they are linked. Flow charts for design and construction were so involved that we hung them on all four planning room walls, a space 7 feet high and 120 feet around."

### The Biomedical Science Tower

Basic and clinical research laboratories will be housed in a new eight-level facility begun in 1988 with occupancy starting in 1990. This is an air-rights building, constructed over an existing eight-level parking garage on Lothrop and Terrace Streets. Although foundations for the garage were designed to accept ten additional stories, the column grid is set in regular bays of 60 by 18 feet, while the bay spacing above goes to 36 foot centers. To accommodate the new building, a large truss was designed to transfer the load of the grid for the research building onto the grid for the garage. Each of the four huge transfer trusses is 22 feet high and weighs approximately 115 tons.

The floor plan was laid out to maximize the amount of laboratory space. The building is designed with identical halves on the east and west sides with a ring of labs around a central core. Conference and office space was also required, so the new structure is cantilevered outside the footprint of the garage. That in turn increased structural requirements on the existing columns, so some were actually stripped of concrete and reinforced.

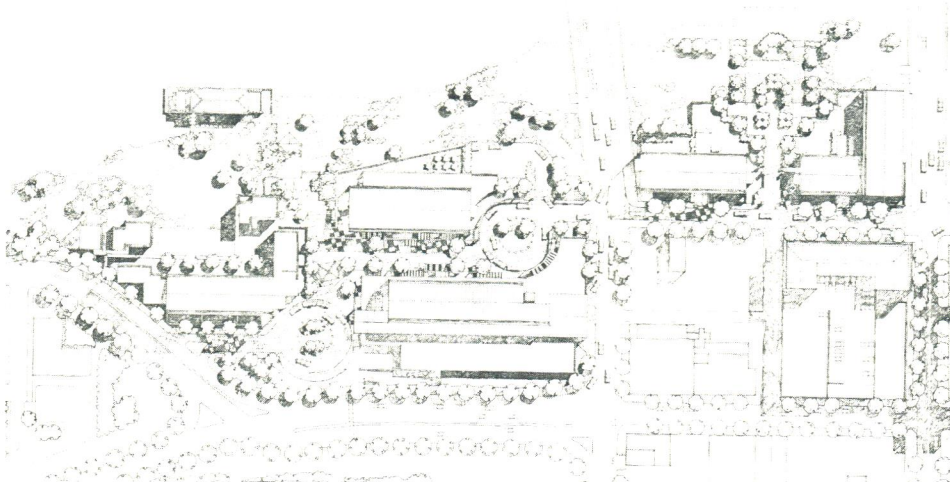
The building was conceived as a "fast-track" project. Architects started design work in 1986 and by November of 1987 a



*Steel goes up on the Biomedical Science Tower, the first of five major projects at the Presbyterian-University Hospital complex in Oakland.*

package of 6500 tons of steel was on the street. One way this fast-tracking was accomplished was by developing generic labs, postponing the time-consuming programming process now underway. The labora-

*(Continued on page 8)*



*"This site is probably one of the best urban waterfront housing sites left in the country. By creating exciting and imaginative destinations, we believe we can attract residents, shoppers and visitors to the North Shore community." Jim Brown, AIA.*

## Asian Trade Center Wins North Shore Design Competition

"We believe that housing on the North Shore is not going to work unless we create a 24-hour destination," says Jim Brown, AIA, James D. Brown Associates. Brown's firm has been selected as the master architects for the North Shore Place Project in a lengthy competition sponsored by the Urban Redevelopment Authority. Brown has been working with businessmen from Pittsburgh and Hong Kong for nearly three years to plan the Asian Trade Center, a mixed-use development for the riverfront land east of Allegheny Landing and North Shore Center. Key to the success of the project was the active

*(Continued on page 7)*



## BREAKING GROUND

### Kudos

Actually it's *double kudos* for **Hugh Hachmeister AIA**, Principal Architect for the Allegheny County Department of Aviation, who was honored twice this month by separate organizations. The **American Association of Airport Executives** awarded Hachmeister one of its five annual prizes for Terminal Signage Change/Revision. Hachmeister is also a winner of the **AIA Photo Contest** sponsored by the St. Louis Chapter. His photo *Canals*, taken in Prague, Czechoslovakia, will be featured in the 1990 AIA Desk Calendar. Watch for it!

### Call for Entries

**Better Homes & Gardens** is looking for better homes! Specifically, they are looking for quality starter, mid-range and luxury homes from 1200 to 4000 sq. ft. to publish in a new quarterly publication *Home Plan Ideas*. Selected designs will be developed into a marketable kit sold through the magazine. The architect will receive a 30% commission on each plan sold after development costs have been recovered. Editor Jeff Abugel asks that architects forward a

floor plan, slides or snapshots of their entries directly to him at Better Homes and Gardens, Locust at 17th Streets, Des Moines, Iowa 50336. He promises a quick reply.

A \$1000 dollar honorarium will be awarded to proposals that best exemplify collaboration between visual artists, engineers, architects and landscape architects in the design of public works projects. Sponsoring the competition is the national conference, **Art, Architecture and Engineering: A Blueprint for Change** to be held April 13-14 in Minneapolis. The conference will bring together nationally and internationally recognized planners, architects, artists and engineers to develop strategies for collaboration in the design of public places. Entered projects should be team designed and should visually express the concerns of at least two professions. Both built and unbuilt submissions are acceptable. Send 8-20 labeled slides along with a brief narrative statement describing the project to: Department of Studio Arts, 216 21st Avenue South, University of Minnesota, Minneapolis, MN 55455. Deadline is December 15.

### Here and There

**Williams Trebilcock Whitehead** has been selected by the project developer, Ruef & Associates, Inc., to design the new district office for Siemens Medical Systems, Inc. The building, located on Gamma Drive in the RIDC Park in O'Hara Township, will have a brick and acrylic cement plaster exterior, a flat bal-lusted member roof with a large skylight at the entry lobby and high bay clerestory windows in the warehouse area.

**WTW** has also been selected to design 300 Oxford Drive, a \$7 million complex in Monroeville. John R. Hess Inc. is the general contractor.

**Glen-Gery Brick** is offering six technical seminars at its Brickwork Design Center in Philadelphia. The company will also schedule seminars for groups of 20 or more in your office by advance reservation. For more information, call 215-732-6600.

**Pittsburgh Corning Corporation** has published a four-page technical report, *Glass Block Fire Rating Facts: Window Assemblies Wall Assemblies*. The report documents testing procedures, makes comparisons of window vs. wall fire rat-

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## UPDATE

### Women In Architecture

ings and clarifies the current confusion over glass block fire ratings. In addition, the Pittsburgh Corning literature provides pertinent code information. For a copy, write: Pittsburgh Corning Corporation, Technical Systems, 800 Presque Isle Drive, Pittsburgh, PA 15239, or call 800-992-5769.

A new consulting firm, **Specialized Helath Care Consultants, Inc.** provides hospital and medical facility planning services to architects and designers. Owner Peter M. Vercilla, Registered Respiratory Therapist, brings his clinical user experience to health care facility design. For more information, call 412-444-6915.

### Members' Corner

by John Nolan, Associate

When did you decide to become an architect? Many of us reached the decision at a young age; others are still trying to make up their minds.

Making a career decision is not easy. It can be very scary, especially for a high school student preparing for college. The Pittsburgh Chapter, AIA sponsors an award winning **Career Exploring Post** for high school students interested in architecture. The students meet twice a month to explore various aspects of architecture and to get a feel for what it is like to be an architect. The program includes presentations, tours, design problems, sketching and hands-on-work. This exposure has helped many of these young people choose architecture as their profession. It has also given them a greater sensitivity to the built environment.

Several students from the program have worked in local offices during the summer. At the end of this school year, a number of students from the Post's first program will graduate from architectural school.

This year's activities begin in October. **Volunteers are needed to present an architectural topic of their choice at one of the meetings.** The one night commitment involves minimal time yet offers great rewards. These eager students are our future colleagues. They benefit from your interaction with this worthwhile program. If you would like to become involved or wish to know more about the Career Exploring Post, contact John Nolan, Associate, Westinghouse Electric Construction Department: 642-3640.

The results are in! **Karen Madigan, AIA**, Pittsburgh Chapter Liaison to the AIA Women in Architecture Committee, thanks all who filled out the *Women in Architecture Survey* for their valuable input. The survey (below) grew out of an informal reception Karen hosted last spring for more than 60 women architects and students in the Pittsburgh area.

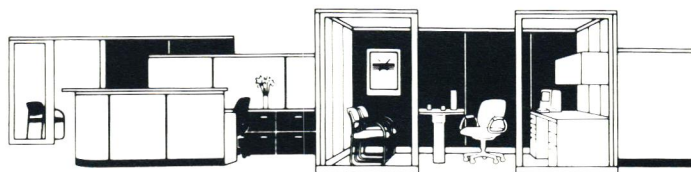
Possible Activities:	Poor Idea	Interesting Idea	Very Exciting Idea
•Form WIA Committee in Pittsburgh	8%	38%	54%
•Serve on chapter committees	4%	58%	38%
•Sponsor events	12%	40%	48%
•Organize regular meetings	4%	36%	60%
•Form a speakers bureau	16%	60%	24%
•Develop relationships with other professional women's organizations	10%	24%	66%
•Write a column in COLUMNS	7%	44%	39%

Since the majority of those surveyed expressed an interest in forming a task force or committee, there will be an **Organizational Meeting on Tuesday, October 4, 1988 at 5:30 PM at the office of Poli & Madigan, One Market Street (Corner of Fort Pitt Boulevard) third floor.** The purpose of the meeting is to set goals, establish a time frame, select a chairperson, define a framework or structure (i.e. committee versus task force, etc.) and to establish a budget. If you would like to attend, please call Karen Madigan at 471-8008.



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## REVIEW

## The AIA Marketing Architectural Services Survey

by Janet McCarthy, Vice President, Marketing, IKM, Inc.

*Ninety percent of the nation's architecture firms consider a marketing program essential to new business development, yet fewer than half have a marketing plan in place or expect to prepare one in the future.*

*This finding is one of many revealed in the first nationwide survey of architectural marketing practice recently published by the AIA Press. The AIA Marketing Architectural Services Survey was conducted by the AIA's Office of Research and Planning in collaboration with Georgia State University's College of Business Administration. Sent to 4,000 of the nation's 15,500 AIA member-owned-firms, the survey questioned principals/partners about their marketing efforts and attitudes. The final report represents a 16% response rate from 639 architects.*

*Below, IKM Vice President of Marketing Janet McCarthy shares with us her review of the AIA report. Janet has been involved in the architectural profession for more than twelve years, and has been a member of the Society for Marketing Professional Services for the past seven years. She is one of the founding members of Pittsburgh Design Marketing Professionals.*

"Where are we now?" This question is the genesis of any marketing plan or marketing strategy. It is the first question that must be asked before an effective planning process can begin.

Yet this question, "Where are we now?"

is also the essence of a benchmark survey recently conducted by the AIA. The intent of this major undertaking was to understand how architects market their professional services. With this knowledge, others in the profession could assess where they stand in comparison to firms of similar size, firms in nearby geographic regions, and the industry overall. Survey results were seen not only as a means to comparatively evaluate one's position, but as a tool to propel one's marketing efforts. A noble idea. A comprehensive survey. Reliable and valuable data.

The report is not a dry assemblage of facts and figures. Not only is it organized to provide a balanced view of how marketing is conducted now, it also includes comments from four marketing gurus: Weld Coxe, Stuart Rose, Gerry Jones and Joan Capelin. Their remarks are insightful and reflect years of hands-on involvement with marketing architectural services.

The Introduction is much more than the title implies---it covers the history of architectural marketing, marketing strategy, marketing planning, and those all-important and often-confused definitions: Marketing vs. Selling vs. Public Relations vs. Advertising.

The three chapters which follow---

Marketing Activities in Architectural Firms, The Economics of Marketing, The Role of Professional Marketers---are the crux of the study. Twenty-seven statistical charts illustrate the survey response.

Patience is important here to allow a careful review of the data. The temptation is to focus only on the column identifying your firm's size, to seek out your geographic region or to focus on the line item that strikes a controversial chord. Is our firm on target/in line? Are we over/under the statistical norm? Are we ahead of the pack, with it, or falling behind? One can only gain a complete picture however, with a thorough, comprehensive review. A few interesting examples:

- Of 11 factors leading to new client development, "Referral by current and former clients" was rated extremely important by 77% of respondents, well ahead of "Social contacts and friends" (23%) and "Fee structure" (8%). **Comment:** The conclusion here appears to be: DO GOOD WORK.

- Of firms with more than 10 employees, only 31% had a formal public relations program, yet over 50% of them distributed brochures or newsletters, published articles for exposure, and distributed reprints.

(Continued on page 16)

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in an accredited architecture program. The Charitable Association plans a fund raising event so that this award too, may begin to be supported by endowment money, as well as by annual contributions. Bassett urges Chapter Members to consider including the AIA Charitable in their own estate planning, as Mr. Berner did, thus contributing to the future of the profession. For more on this subject, see "Point of View," p. 5.

## Membership/IDP

Chair: Kent Edwards, AIA, Michael Baker Jr., Inc. 495-7711.

The final Deferred Dues Cancellation Date was September 9, 1988. Members have a 30-day grace period for any remaining balance on dues until October 9. After that date membership will be cancelled! Questions? Call the Chapter Office at 471-9548.

The Pennsylvania State Licensure Board has changed its effective date of implementation for mandatory IDP from July 1, 1990 to July 1, 1991. This means that candidates taking the examination in 1992 will need a completed IDP record. The NCARB Fee Schedule has been changed as follows: Initial Fee-\$50; Record Updating- \$25; Transmittal Fee- \$75.

The committee announces the first of its IDP Seminars for the fall. On October 15, a panel discussion on Salary Administration will feature Doug Berryman, AIA, David Ross, AIA, and Jane Rosenberger, Personnel Director at Michael Baker Jr., Inc. The November 12 seminar will discuss Construction Cost Estimating, and in December or January the committee will sponsor the first in a series of seminars tracking a single project. Seminar participants will examine the construction of the Three Rivers Rowing Association Boat House on Herr's Island, following the entire job after the drawings are done. Watch for date confirmations and other details in COLUMNS calendars.

Please welcome our newest member:

Joseph C. Beerens, AIA  
132 La Belle Street  
Pittsburgh, Pa. 15211

And add these corrections to your Membership Directory:

Charles McConnell Jr., AIA  
412-242-0449

Elmer Dattola Jr., AIA  
Hob Nob Hill  
Box 230 R D 2  
Cheswick, Pa. 15024

*Trade Center (continued from page 1)*  
participation of the North Side Civic Development Council, and the Oliver Tyrone Pulver Corporation, master developer.

Tenants of the Trade Center will offer more than the usual mix for a festival marketplace. There will be a cultural exchange center, a floating Chinese restaurant, unique specialty shops from Hong Kong, as well as a hotel, offices and housing. The new hotel is a luxury, limited-service hotel which features elegant rooms but depends on the rest of the development for services.

Housing, aimed at market rate, middle income rentals, was the most difficult part of the development package to put together according to Brown. "We secured a \$4 million commitment from the Hong Kong investors to make this happen. Then we interviewed developers from this area and all over the country, trying to interest them in the site. Every developer we talked to thought it was a terribly interesting project, but they felt that the market for housing growth in Pittsburgh was not located downtown. Each of them said, they'd never had anyone come in the door with anything other than an idea. 'You've got \$4 million dollars, you have to get it going,' they said."

One organization, the National Corpora-

tion for Housing Partnerships in Washington, D.C., thinks otherwise. They feel they can create a middle- to upper middle-class market for housing in a mixed-use context.

Several features make the project interesting. It's a modest scale, \$30 million project, instead of a hundred million dollar project. It will entail the moving of very few existing businesses. It will have the types of retail businesses that will not compete with any shops downtown. And the shops will have to work together, to succeed and to make the hotel work.

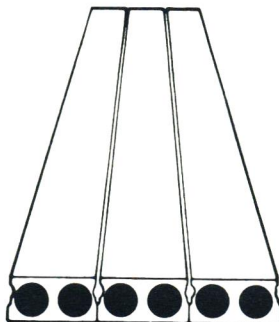
Although dubbed "Chinatown" by the media, the Asian Trade Center will not be just Chinese. In fact, the only Asian component to the development is the retail area, but even it will be quite diverse. At a planning meeting last spring, thirteen different Asian-American nationalities were represented. All the various groups involved in the project, from the American businessmen to the Hong Kong merchants and investors, agree that it's very important that the architecture reflect the function of the development, its place and its context—not the fact that it happens to include Asian retailing. "It should be a fine example of modern architecture," says Brown. "It should not mimic Epcot Center."

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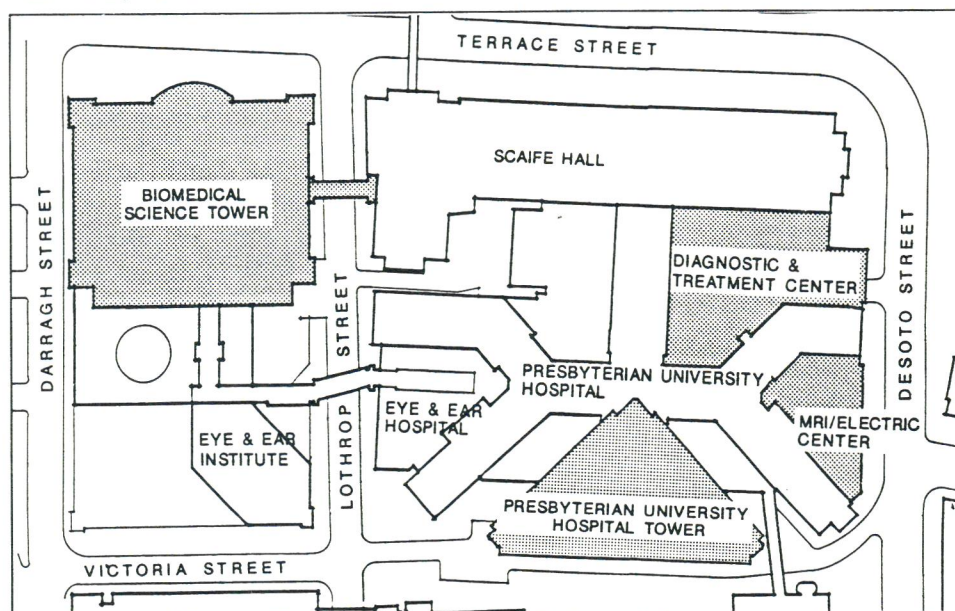


### *Hospital Expansion (Continued from page 1)*

tory tower will be constructed like an office building, with a tenant fit-up phase.

Although these generic labs were planned to speed up design and construction, Rittelmann cites another reason for the trend away from customized labs: "Typically, you program for what people are doing currently. But when you build an academic research

program. Magnetic resonance imaging is a highly specialized technology that provides detailed views of the body's soft tissues without the use of radiation. Like the Laboratory Tower, the MRI Center is also an air rights building; it will be constructed above an existing electrical vault. Ideally, such a building would be built on vacant land



*Four new buildings (above, shaded) and one renovation project together comprise the largest development Allegheny county has seen to date. The additions to the Presbyterian-University Hospital complex will be under construction for the next five years.*

building, how many of the people are still doing (at the end of construction) what they were doing when you started the design? What about five years from now? Five years isn't that long in the life of a building, but by then 75% of them will be doing something new. Maybe flexible laboratories is a better word than generic, because change is the one thing that's constant."

The labs in the Biomedical Science Tower can range from 200 to 2400 square feet in increments of 200 square feet. Major changes can be made in a weekend, or at most a week, instead of the months usually required. In addition, all utilities and supplies are fed individually to the labs. This allows modification of one lab without affecting the labs on either side, above or below. Rittelmann sees this as crucial in today's competitive environment. "University labs, because they're dependent on grants, ought to be more flexible than corporate labs. We found that the university labs were slow to innovate—corporate labs were setting the pace in lab flexibility. We now have one of the best buildings in the country for accommodating changes."

### **Magnetic Resonance Imaging Center**

Architects at Burt Hill are nearing the final design phase on the MRI Center, the second structure in this complex building pro-

gram. Magnetic resonance imaging is a highly specialized technology that provides detailed views of the body's soft tissues without the use of radiation. However, in the crowded urban space adjacent to the medical center, such land is nonexistent. Thus heavy shielding is required: three inch steel plates on all four sides, top and bottom, with additional protection from radio frequencies.

One unique aspect of this MRI Center is its strong inpatient orientation. Between 75 and 80% of the use will be for inpatients, acute care people, for whom even a short trip across town for diagnostic procedures is not advisable. Two additional magnets will be built as the whole hospital project nears completion: a smaller unit in the Radiology Department, adjacent to Children's Hospital, and two small but very high-power magnets for research purposes.

### **Diagnostic and Treatment Center**

Situated between DeSoto Street and Scaife Hall, the Diagnostic and Treatment Center will house operating rooms, a radiation oncology center and future clinical programs. Scheduled for completion in 1991, it will also provide needed "float" space during construction of the hospital. For example, the center's ten new operating rooms will allow Presbyterian-University Hospital to clear out a number of existing O-Rs that are located at the site of the columns and elevator core for the new hospi-



tal tower.

Some of the new operating rooms in the Diagnostic and Treatment Center will be especially designed for transplant surgery. Adjacent to these an upgraded intensive care unit will serve transplant patients. Transplant surgery requires long, complex procedures, sometimes lasting 12 to 14 hours, so systems have been designed into these new O-Rs to provide additional support for the transplant teams. Rittelmann: "Some of Presby's operating rooms are approaching 30 years old. But the procedures they're doing right now are state-of-the-art. One of the reasons for the building project is to bring the facilities into line with their extraordinary medical work."

The Diagnostic and Treatment Center is not an air-rights building. While it will be built over an existing loading dock, its foundations will be independent of the dock. Like the air-rights buildings however, the center will include a protection layer over the dock, and then go up to a transfer truss at level five. Below the truss, the Joint Radiation Oncology Center has four treatment rooms containing linear accelerators which require heavy shielding of thick lead plus three feet of concrete on all six sides. The heavy transfer trusses will serve two critical functions for the Center. First, they will take the structure from relatively few columns on the lower level to a more regular building grid above the truss level. They will also make the building a rigid, very heavy structure, well protected from vibration which can disrupt delicate surgical procedures or radiation treatments.

### Presbyterian-University Hospital Tower

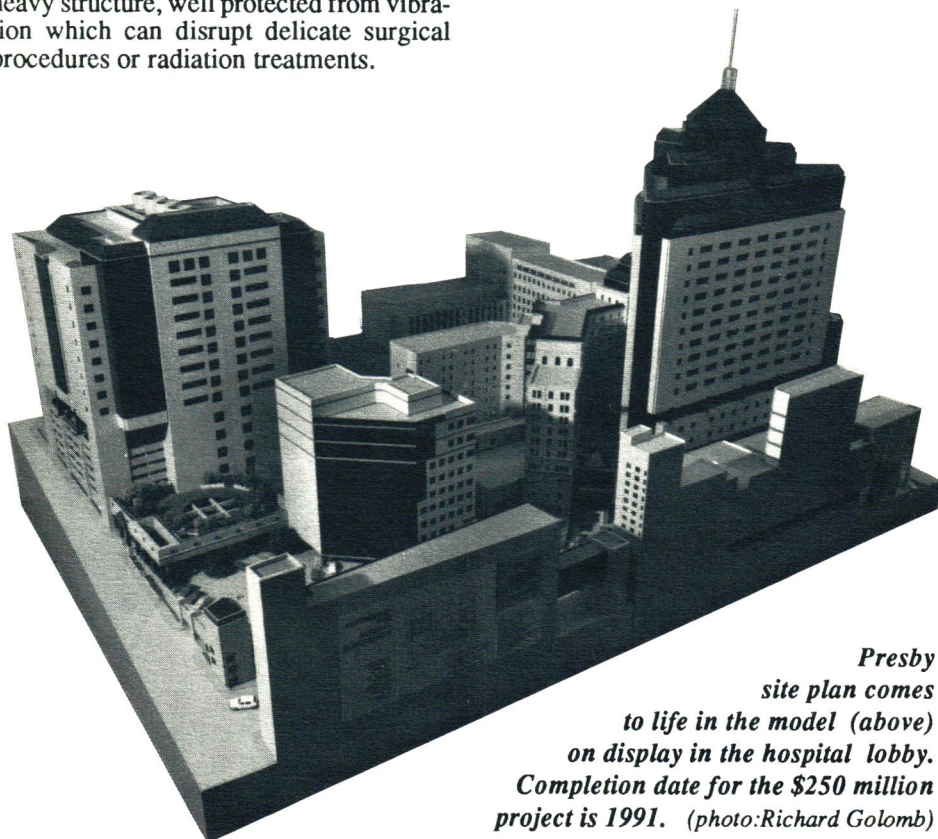
When the Diagnostic and Treatment Center nears completion, construction of the hospital tower will begin. The tower will be a patient care facility including acute care beds, medical and surgical intensive care units and a special cancer treatment unit. The major planning challenge for this project is that it must be built above the center wing of Presbyterian-University Hospital, an existing 4-story building which was not designed to carry additional weight. The hospital will continue to function throughout construction.

The foundation work will start quite early. In fact, most of the foundations will be *hand excavated* in the basement of the existing hospital to the bedrock level, seven to fifteen feet below, since machinery cannot be brought inside to dig the holes for the columns.

Another design challenge was to generate the shape of the new building around the existing layout. While the new tower will be structurally independent of the current hospital structure, it's foundations will be constructed through holes in the hospital which reach from basement to roof.

Every interference point of a new column with an existing building will be treated as a new project with its own timetable and budget. These small projects will be staged.

(continued on page 16)



*Presby  
site plan comes  
to life in the model (above)  
on display in the hospital lobby.  
Completion date for the \$250 million  
project is 1991. (photo: Richard Golomb)*

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## PROFILE

### G. Thomas Williams, FAIA

**Firm:** Williams Trebilcock Whitehead Architects, Planners, Interior Designers.

**Training:** B. Arch. Rennselaer Polytechnic Institute.

**Personals:** Married, two children.

**Awards/Honors:** College of Fellows, AIA, twice elected Architect of the Year by the Subcontractors Association. Over the years WTW has been frequently cited for outstanding architectural design by the AIA, American Concrete Institute, The Masonry Institute of Western Pa., *Research and Development Magazine* and BOMA.

**Chapter and Community Activities:** Past President of the Pittsburgh Chapter AIA; Three Rivers Arts Festival; Pittsburgh Builders Exchange; Architectural Review Committees, Sewickley, Ambridge; Pittsburgh History and Landmarks Foundation; American Arbitration Association; National Trust for Historic Preservation; Director, Sweetwater Arts Center.

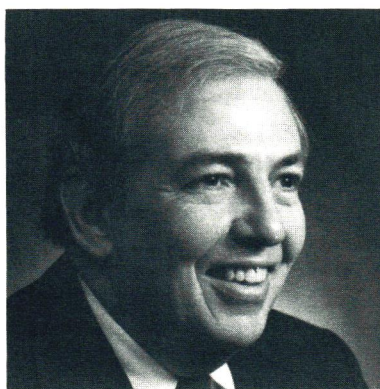
**Leisure Time Interests:** I've been involved in preservation in Sewickley and Ambridge, and I still serve on the board of Harmony Associates at Old Economy Village. I spend as much time as I can trout fishing. I'm in the process of trying to play golf, but not very successfully. I've been an avid antique collector for a number of years.

**Specialty:** The way we're structured, Tom Trebilcock is primarily in charge of production and Paul Whitehead is primarily in charge of design. My strengths are more in administration and marketing.

**When and Why You Chose Architecture as a Career:** When I was in grade school I liked to draw pictures of houses and bridges. My mother always said, "Oh I think he should be an architect. He's always drawing those pictures." So I grew up with that in mind. The other inspiration was reading books about architecture. When I went to Rennselaer, I figured if I didn't make it in architecture, I could make it in engineering.

**Favorite Project:** When we first started our practice in 1959, our original clients were Mobay Chemical and Calgon. Today we still do work for those clients, so I guess it's fair to say that both those clients and their projects have been a favorite subject of mine. In addition, I've always been fond of the work we did for Penn State University—we master planned their new Kensington Campus and we've designed every building on that campus to date.

**Favorite Pittsburgh Building:** I love the Fulton Building downtown. It has all those arches and a courtyard—a great old building. Of the new buildings, I like Fifth Avenue Place and some aspects of the CNG Tower. I like PPG Place, the way the facade reflects sunlight—there's always a continuing change in the colors of the reflections.



*"I think there's a good future for the profession. People generally are becoming more educated—they're demanding good architecture. Architects are going to continue to be wanted and needed." Tom Williams, FAIA*

#### **Most Enjoyable Aspect of Architecture:**

The pleasure of being involved as a partner in a firm and seeing a building from conception through completion. That's very rewarding to me.

**Least Enjoyable:** Collecting invoices.

**World's Greatest Architect:** Gropius. I've always thought that his work expressed the structure of a building, it was very honest and direct. His architecture is related to the human being, more so than a lot of the things we're

doing today.

**Most Aesthetically Pleasing City:** I love Paris; it's absolutely beautiful. It's a city of old grandeur, one of the greatest old cities I've been to. Why at the Louvre alone, I could spend a week. Toronto is a cosmopolitan, newer city with a lot of good looking buildings. And San Francisco is very handsome.

**Advice to a Student of Architecture:** To be an architect, the first thing one must know and understand is how to put a building together. Not only how to design it, but to design it to *go together*. My advice is to join a firm and learn absolutely as much as you can. Not only from the work that is given you, but by the dialogue with your associates. I think that can be done in all sizes of firms. Some feel that in a large firm, you may not get the responsibilities you get in a smaller firm. Perhaps that's true to a degree, but it's also true that in a larger firm, chances are you're working on larger, more exciting projects. There are pros and cons.

**What Gives You Itchy Fingers:** The city needs to develop but its growth is limited by geography. It can go out the strip, up past the Civic Arena to the Hill, but it's really limited to downtown, Northside and Southside. If I were given the opportunity to pick a site, I would address the area between the Civic Arena and Oakland. To me, that's a prime site with a need for major development.

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## FORUM

### Good Things Come in Small Practices

*This is the third in a series of occasional forums which tries to capture the flavor of the architectural profession as it is practiced in and around Pittsburgh.*

**The Question:** *Could you describe your work in a small practice? What are the plus and minus sides? The challenges, the limitations? The size and complexity of your projects?*

**Tony Poli, AIA, Poli & Madigan:** You don't make a decision to start small—it's just not possible to start big. Anyone who starts a practice starts small. We feel our firm fills a void in the Pittsburgh market by handling projects which may be too large for the individual practitioner and too small for the large corporate architectural firm.

In a small firm I'm a principal. That allows me to oversee the project from conceptual planning to the development of small details. Karen and I control all phases of our practice; partnership allows us to divide tasks and concentrate on our strengths. Sometimes we provide interior design services only, and other times we provide only architectural services. But we really enjoy doing the whole job, architecture and interior design.

**"Now is the time in my life when I do all of architecture: I go get the job, design the job, supervise construction, and hopefully, get happy clients out of the whole deal."**  
**Tony Poli, AIA.**

Some of our current projects include the design of a commercial building addition and the interiors of the entire expanded fa-

cility; several residential renovations; the interiors of a school; and a new organ loft for a church.

The negative side of a small practice? You can't delegate without enough help. You do everything—spec writing and all the drafting. In terms of time, the work load is heavier. I've always worked more than 40 hours a week—most architects do. But there's a difference in commitment. The work is always very close to the surface because it's my work. Sometimes there aren't enough hours in the day, but as we grow, we're becoming more efficient.

My ideal size for a firm is between 10 and 15 architects. That's a small firm, but it's big enough to do some nice-sized projects. I don't want branch offices in Boca Raton; that's not interesting to me. For right now, I'd like to have a core of people to do significant work, without getting so big that it gets out of hand. If the firm gets too large, you can lose touch with a project.

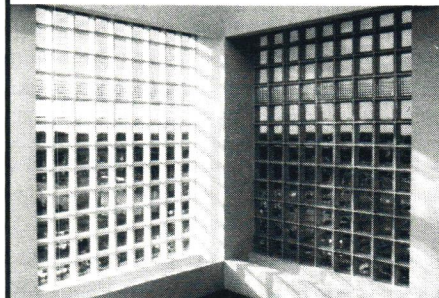
Now is the time in my life when I do all of architecture: I go get the job, design the job, supervise construction, and hopefully, get happy clients out of the whole deal.

**Stefanie Ledewitz, AIA, Quick Ledewitz Architects, Assistant Professor of Architecture, CMU:** There are a couple of advantages for us in small practice. One is the people side and the other is the nature of the projects. We've been able to work with people who are not the typical architectural clients—particularly community groups and small business people who have significant needs for architecture without the resources to hire a large firm. Some of our clients have not had any experience with architects before and are looking to learn about the process. We've had really good relationships with both clients and contractors. We spend a lot of time with clients on each job. It's a good investment for the firm, but it also gives us a great deal of personal satisfaction.

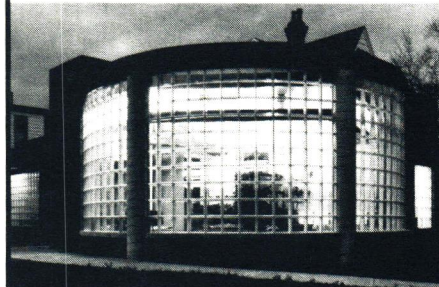
*(continued on page 12)*

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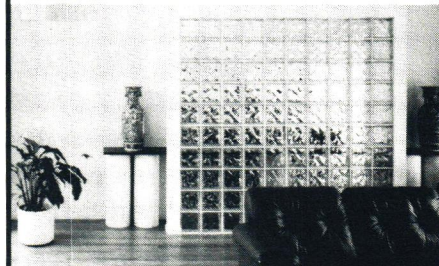
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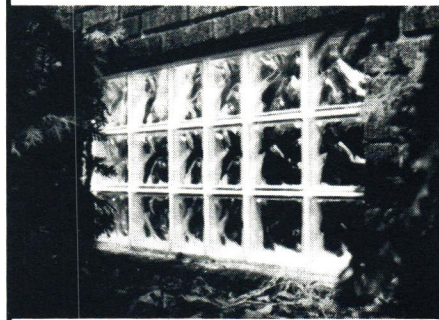
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### Small Practices

(Continued from page 11)

We have a real diversity of projects and experiences in our firm. It's a jack-of-all-trades practice. We control what goes on in each project; we do most of the work ourselves. Steve and I enjoy the dialogue on architectural ideas which is possible because we both know all the projects in the office very thoroughly. As we share ideas, we open up some of our own controversies about design.

As a small practice, we're not widely known. We distinguish ourselves by the quality of the work we do and the quality of the service we give. Quality control takes time and energy, days and evenings and weekends. It's a seven day a week job. I've made the decision to commit more time to the office, so I'll become part-time faculty at CMU next term.

I've always felt that my teaching depends on practice. When I teach design, I see myself as a model for students. I had the most respect for my own teachers who were in practice as well. They were the most effective, so I didn't ever want to become a theoretical teacher.

Our projects are wide ranging and include renovations, interior improvements and new construction of homes, churches and production facilities. Costs go from \$50 thousand to 3.5 million.

***"As a small practice,  
we're not widely known.  
We distinguish ourselves  
by the quality of the  
work we do and  
the quality of service  
we give."***

***Stefanie Ledewitz, AIA.***

What's the ideal firm size? Under ten people. I'd like to maintain a tight hand on the practice. Neither Steve nor I really look for the financial benefit that comes from a large firm. It's the satisfaction of the work. The larger the firm, the more the partners become managers. That's not our goal.

I guess the reason we started this practice was to learn from it: to use the practice as a vehicle for developing and testing our ideas and particularly to include a process of evaluation. That's very hard to do, to manage the time for evaluation, but it's part of our commitment to give clients good service. More than that, it builds our own expertise based on experiences of success or failure. We document our intentions—it's just the way we like to approach our work. We think that way in the classroom and in our practice.

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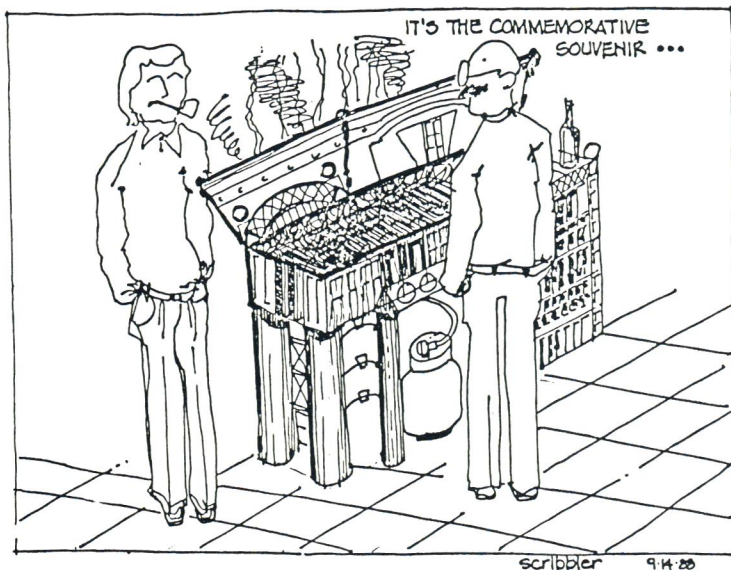
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### Marketing Survey (from page 4)

**Comment:** Many firms, unfortunately, *act* without the benefit of *planning*.

- Only 54% of firms with more than 10 employees in the Middle Atlantic Region (Pennsylvania, New York, New Jersey) have a Marketing Director, the lowest percentage of any other region (average for all regions is 72%). **Comment:** A puzzling statistic.

- Of all the factors listed to measure the success of their firm, principals rate "Quality of firm's design work" highest at 25%, "Profitability" at 16%. **Comment:** This finding has implications for marketing. If marketing is intended to help a firm achieve success, the results or rewards of that effort can be more than financial. A firm can seek the types of projects it *wants* to do rather than projects it *has* to do to stay in business.

- Designing office buildings is the largest single source of income for architectural firms, accounting for 16% of total billings. Education and health care facility designs are the next most important sources. **Comment:** While it is not done in the report, it would be interesting to look at this statistic over different geographic regions.

- For firms with 35+ employees, the average revenue per employee is \$60,400; marketing expense as a percentage of operating revenue is 6.2%; marketing expense per employee is \$3,800. For firms with 10-19 employees, the average revenue per employee is \$58,200; marketing expense as a percentage of operating revenue is 4.5%; marketing expense per employee is \$2,400. **Comment:** Only two examples are given here for comparison purposes. Statistics for other firm sizes are listed in the Report. Results indicate that larger firms devote a greater proportion of their operating revenue to marketing than do smaller firms. The often quoted average of 5.5% to 6.5% appears to be valid. There will always be exceptions.

Included in the Appendix is the survey itself, the Marketing and Public Relations Chapter of the AIA Architect's Handbook of Professional Practice, and a whopping yet valuable bibliography (nearly eighty books, and 300 articles). Obviously a great deal has been written about this emotion-laden business topic.

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[The 71-page Report on the AIA Marketing Architectural Services Survey is available for \$95 (\$50 for AIA members) from the AIA Press, 1735 New York Ave., N.W., Washington DC, 20006.]

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### Hospital (from page 9)

gered so that people can move to new locations in the hospital while construction proceeds. "We're building what we call 'dog houses' around those interference areas," explains Rittelmann. "These are containers that seal off the areas for noise, dust, water, fumes. We're putting them under negative pressure, so the work being done will be independent of the environment in which it occurs."

Four main support columns will be constructed in driveway areas outside the perimeter of the hospital. While not constrained by the needs of working hospital staff, these are important traffic and emergency access areas which will be widened and then shut down in turn as foundations are excavated and poured. Once the foundations are in, a protection mat of heavy timber will be constructed at the top of the building, level four. Then, at level's seven through ten, transfer trusses will be installed. The transfer truss allows fewer columns below the truss, therefore fewer interferences with the existing building. Three new levels will be hung from the transfer trusses, the truss will include three more with fifteen additional levels at the top to complete

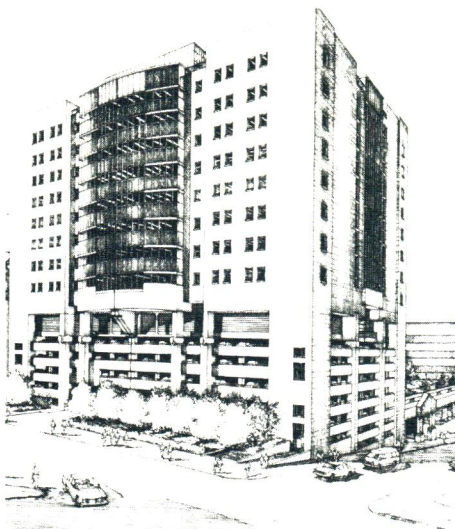
the 21 story addition. Rittelmann: "In an attempt to minimize the disruptions and penetrations to the existing building, we're running down through with a third the number of columns we would use if we were out in an open field. This means that each column has essentially three times more weight per column than a normal structure would have. For 21 floors, the columns are really the equivalent you would use for a 63 story tower. That's part of what determined how large the tower could be. We calculated exactly what envelope could be built there, governed by structural and elevator requirements."

The complexity of construction for the project is increased by the tight space surrounding the hospital. According to Rittelmann, "We have all the complications of working down through an existing structure, working in confined space, keeping the driveways open and the emergency access clear. On top of that, we have no lay-down space. We're going to build it right off the trucks."

The fifth stage of the program is a gradual renovation of the existing hospital after the construction of the hospital tower is finished. The existing operating rooms, for example, will become a Same Day Surgery center for the growing number of outpatient procedures.

Dick Rittelmann views this enormous and intricate building project with great respect, but also with humor. When asked to describe the whole complex assembly to doctors and hospital administrators, he suggested this analogy: "Get up in the morning, get your underwear out, fold it up and put it on a pile on the floor. Next get your pants out, fold them and put them on the pile. Same with your shirt and your coat. Now *stand on the pile and get dressed*. Then you'll have some idea of what it takes to build this thing!"

[The editors extend special thanks to architects John Brock and Paul Sokolak. These project managers for two of the largest hospital buildings, for member firm Burt Hill Kosar Rittelmann, have generously shared their time and expertise.]



Elevation showing cantilevered facade of the Biomedical Science Tower, Burt Hill Kosar Rittelmann, Architects.