COLUMNS



VOLUME 5, NO. 10 THE PITTSBURGH CHAPTER, AMERICAN INSTITUTE OF ARCHITECTS

NOVEMBER 1991

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The Pittsburgh Chapter AIA serves 12 Western Pennsylvania counties as the local component of the American Institute of Architects and the Pennsylvania Society of Architects. The objective of the Chapter is to improve, for society, the quality of the built environment by further raising the standards of architectural education, training and practice; fostering design excellence; and promoting the value of architectural services to the public. AIA membership is open to all registered architects, architectural interns, and a limited number of professionals in supporting fields. Chapter Headquarters: CNG Tower, 625 Liberty Ave., Pittsburgh, PA 15222 Telephone: 412/ 471-9548; FAX: 412/471-9501.

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Connie Cantor/Executive Editor Becky Fenoglietto/Feature Writer Drue Miller/Production Manager Tom Lavelle/Advertising Manager

Editorial Board

Douglas L. Shuck, AIA Marsha Berger, AIA William Brocious, AIA Edward Dapper, assoc. member Alan L. Fishman, AIA Shashi Patel, AIA Anthony G. Poli, AIA Deepak Wadhwani, AIA

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Opinions expressed by editors and contributors are not necessarily those of the Pittsburgh Chapter, AIA. The Chapter has made every reasonable effort to provide accurate and authoritative information, but assumes no liability for the contents.

View Point: The Juggling Exercise Douglas C. Berryman, AIA, President



I've been drawing this little figurative Santa Claus for over 20 years, using him in one situation or another to send holiday greetings at this time of year. The one you see pictured is that which I sent out two or three years ago (and I include it here, where I have a modicum of editorial control, lest it had not made the grade elsewhere in this issue). I find it somehow appropriate, now, as I sign off as President of the Chapter, to use the little guy as a symbol of this past year.

There have been times when the juggling exercise has gone along nicely, like S.C. in the top drawing. Benign assistance in the background, watching, entertained, as one deftly manages to control personal relationships, a practice, AIA

work, free time (or other pursuits) — with the constant reminder that they are all, after all, up in the air. Then comes a time when you're just not sure how to keep it all going — and may not know where the time

has gone. In those cases, the support from around you is there to catch at least some of the snowballs. The unflinching efforts of the staff at the Chapter office caught more of my snowballs than I can now remember — and I'm sure they'd like to throw them back at me now and then. I'd like to thank them anyway: Nancy Tragard and Susan Dornburg have been oftimes unsung heroines in their untiring efforts to take care of the needs of the members, and I'm especially grateful for their humor and willingness to work with me; and Anne Swager, Executive Director — I could *never* say she's unsung (certainly not now, anyway) and it's

impossible for me to use the term "quiet diligence" when describing her. But she made my year sing; and, with Nancy and Susan, made this year easy. I'm truly grateful to them — terrific ladies, and, I hope, lasting friends. Remember how much they do — for all of us.

My practice suffered its own ups and downs this year, as I'm sure did your businesses (nice to know the government says the recession ended last Spring who writes that stuff?) But the practice didn't suffer due to excess or extraordinary time spent on AIA business — mostly because of my good fortune and fore-



sight in employing Gwen Williams, who just "happens" to also be Membership Chair. Because of her knowledge of the AIA, locally, statewide and nationally, I could rely on Gwen for the support anyone could need in order to do this job. She, too, made it easy (most of the time) to be President.

There's another group that made it easy — you all. You make this organization, after all. And your involvement, activity and professionalism, especially the committee chairs and their hardworking members, have been an inspiration. Thank you for that.

So here's to the next year! I hope you all will be healthy and happy — and your businesses will be *immensely* successful. Happy Holidays!

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Grading the "Boss" Anne Swager, Executive Director

was ill-prepared for a number of the challenges I faced when I began my career in non-profit management. The pluses I brought with me included my finance background from my years as a banker and my ability to simultaneously do numerous unrelated activities from my time as a mom. But, like anybody else I come with my own boatload of negatives, too.

Patience has never been my forte. Rather than allowing the volunteer process to take hold I would grab at the project only to find myself overwhelmed in the end. Enabling versus doing is a vital art form to master in a primarily volunteer organization. But hardest of all for me has always been the constant change of "masters." Just about the time you figure out the pluses and minuses of your "boss" the president, a new one is elected and you are back to square one. The only constant in this process is that each president is different and comes in varying forms of difficulty. Thankfully the good generally far outweighs the bad.

One of my favorite associations was with a fellow who worked right down the hall from my office; he was supportive of our efforts, worked hard, and was very bright. He only had one drawback. He'd come to my door whenever he needed to talk with me and if I happened to be on the phone or otherwise occupied he would snap the fingers on his right hand and then sweep his hand over his shoulder with his thumb in the upright position. This disconcerting gesture meant to convey that my urgent attention was needed as soon as I was finished. It worked but I always began these conferences somewhat annoyed. I could probably fill a whole book with horror stories but I'd have a hard time with the usual disclaimer that none of my "characters" were meant to resemble anyone living or dead.

Working successfully with a president depends on a few key elements. Most of them are obvious but difficult to attain. Good communication and listening skills, accessibility, patience, and realistic plans top my list. Taking time on both sides is a necessity. Wrap all this in a great sense of humor and you have at least a B+ situation. I used to think I could tell who would be "good" and who I could work with well. After numerous bad picks, I decided to let fate take its course. Of course, I had no choice when I arrived at the AIA. One president was already in office and she was a gem and the next was predetermined. Boy, did I luck out!

Doug Berryman has not only been terrific fun to work with and for but he also kept all of us, staff. Board, and committees on track and moving forward. We will finish this year with a list of accomplishments. His thoughts and plans have often been provocative and, at the very least, made sense. As a result, I dumped many a days frustrations on him and in return got a laugh and words of encouragement. He has been a great cheerleader. His sense of humor is legendary. Read his column or attend a meeting where he speaks and you know what I mean. Time is always short but this year's lousy economy must have made running a practice and a chapter office truly burdensome. If so, I never knew but I sure am grateful that Doug took the time. Doug, you were tremendous fun, a terrific motivator, and an A+ President.

I started the year guessing I'd gotten a great "boss." I was right. The part I never guessed was that I'd get such a super friend, too. Thanks Doug!



Anne Swager

See the winning entries in this year's Chapter Design Competition at the Awards Ceremony on Thursday, November 14. Full details and reservation form appear on page 19.

Louis Astorino, FAIA An architect in love with Pittsburgh

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ouis Astorino, FAIA, looks out from his downtown office, across the Monongahela River and over to Mt. Washington where the deserted St. Mary's school sits.

If his plans fall into place, the school will be transformed into Pointview, a 12-unit residential building: angular two and three-bedroom units on a diamond-shaped grid, characteristics of its famous architect, Frank Lloyd Wright.

Pointview has one unit per floor, with pricetags between \$1 and \$1.2 million. Astorino says four have been presold already.

The project first caught Astorino's eye some 10 years ago when he was researching Wright's Fallingwater as one of the site's restoration architects. He had been commissioned to not only restore but to make record drawings of the home. The firm still is involved in Fallingwater, and is now investigating adding air conditioning to the offices housed in what was the garage/guest wing.

"Frank Lloyd Wright was undoubtedly America's greatest architect. It's been a privilege to work on Fallingwater."

"Education in architecture never ceases. To me, the in-depth study of Frank Lloyd Wright is one of those architectural courses. I truly believe studying him will enhance the quality of my work and my staff and help to make us better architects."

Astorino discovered, during that in-depth research, that Edgar Kaufmann Sr. commissioned Wright to design Pointview, but it had never been built and eventually was forgotten, probably, he says, because of a lack of amenities in the neighborhood at the time.

"There were complete working drawings," says Astorino. "I think it's a treasure that deserves to be built for Pittsburgh—for the world. As an architect, you look for ways to make a difference in life, ways that will improve the quality of life."

"That's our job, to make Pittsburgh a better place to live."

Astorino's passion for Pittsburgh has been a lifetime in the making. L.D. Astorino & Associates Ltd. started as an architectural firm 20 years ago. In 1984, they introduced engineering services as a way to produce consistently good projects and control quality in-house.

In late 1988, Astorino added environmental services for the same reasons. The firm offers asbestos management, lead-based paint management, environmental impact reports, regulatory guidance, indoor air quality evaluations and laboratory analysis.

As for liability, especially in the face of environmental hazards, Astorino carries insurance—and conviction.

"Architects, over the last 25 years, have been giving away their services to other disciplines. It's time for our profession to take full responsibility for the building industry."

"Give me the responsibility. If there are rewards and liabilities, I'll tackle them both."

Today, Astorino & Associates tackles real estate, architecture, interior design, architectural engineering and environmental consulting services.

"As an architect, you look for ways to make a difference in life, ways that will improve the quality of life. That's our job, to make Pittsburgh a better place to live." Louis Astorino, FAIA Principal, LD Astorino Architects



The view is "panoramic" from L.D. Astorino & Associates Ltd.'s headquarters at 227 Fort Pitt Blvd. in downtown's historic Firstside. Cuurrently under renovation by the firm, parts of the original building date back to 1846, when it was a produce warehouse. Inside, glass-walled offices overlook a flowerfilled garden beneath arched skylights.

The diversification has paid off, he says. This approach allows all disciplines to work together to arrive at better solutions earlier in the design process.

For example, if a client wants to find an existing building in which to move their headquarters, the firm handles the property search from the start. Next, the building is analyzed environmentally. When the environmental engineers are satisfied, a team of architects and engineers move in to design the interior and install all systems.

"Then," says Astorino, "we turn over a quality building the client is happy with."

The firm acts as a holding company for three separate companies: L.D. Astorino & Associates Ltd Architects; Astorino Branch Architects & Engineers Inc. and Astorino Branch Environmental Inc. The companies are owned by Astorino, his brother Dennis, and Patrick Branch, P.E. Together they employ 50 architects, 20 engineers and 10 environmental engineers.

Vice presidents William Hartlep, AIA, Elmer Burger, AIA, Bernard Quinn, CIH, and Suzanne Genter Shorall share responsibilities of all projects and usually function as principals.

Like most established firms, Astorino & Associates generates business on the strength of its reputation, through word of mouth and repeat business. "It takes 20 years to market your firm," he says. "There's no bright light that comes on and says 'Hey, I got the marketing answer.' It's hard work and persistence."



L.D. Astorino & Associates are changing the face of Pittsburgh with their work on the new Public Safety complex on the Monongahela. The model above includes the following components: A. Public Safety Building B. Intermodal Transportation Center C. Courts Building D. Jail E. Old Main F. Future Development. A Riverfront Walk will connect the complex to Point State Park. Inset photo: Louis Astorino, FAIA

Astorino & Associates currently is involved in what he calls "one of the most exciting projects ever in the city"—the new Public Safety Building/parking garage/court facility and its by-product, the riverfront development of the Monongahela.

Situated on the Monongahela River, between the LRT/Panhandle and Liberty bridges, the new 200,000 sq. ft. facility will house the functions of the Public Safety Building and city and magistrate courts. The garage will have spaces for 2,800 automobiles. The riverfront walk will be built between the site and Point State Park, with access to all perpendicular streets. At a cost of between \$70 and \$100 million, Astorino says the project is "the most significant piece of public architecture since the City/County Building was built almost 100 years ago." He hopes to break ground late this year or early next spring. Construction should take anywhere from three to five years.

The project allows him to work toward his ultimate goal: to produce the best quality buildings a group could produce in Pittsburgh.

"I'm intensely proud of Pittsburgh," he says. "I want to continue to make it a great place to live, for my children and generations of Pittsburghers." COLUMNS

Undercurrents

Architects' Roundtable Highlights Riverweek

R

iverweek cruised to a successful completion when an audience of more than 170 gathered at the Strip District's Down by the Riverside for Undercurrents: A Roundtable Discussion, held Thursday, September 12.

Presented jointly by the Western Section PA/ DE Chapter of the American Society of Landscape Architects and AIA Pittsburgh, the discussion brought together seven experts from divergent fields to speak on one topic: Pittsburgh riverside development.

Chaired by state Rep. Thomas J. Murphy, the panelists were: Robert C. Baldis, vice chair, Riverfront Development Study and President, Board of Directors, Citizens League of Southwestern Pa.; Robert Erickson, project coordinator, Steel Valley Authority; Frank Gustine

> Jr., president, Gustine Co.; Thomas Jayson, president, WETCO Development Inc.; Martin J. O'Malley, chairman, Friends of the Riverfront and chairman, Sierra Waterfront Planning Committee; Larry Ridenour, project manager and landscape architect, Allegheny County Department of Planning; and Dan

Sentz, Senior Environmental Planner, City of Pittsburgh Department of City Planning.

Topics covered all aspects of riverfront development, from grassroots involvement like the proposed Three Rivers Heritage Trail—running from Herrs Island to Sandcastle Park in Homestead to McKeesport and eventually to Washington D.C.—to the nuts and bolts of getting a project like Down by the Riverside completed, to working with the city, to environmental issues. "There are bold initiatives on the riverfront," said O'Malley. "One of our goals is to improve linear access to the riverfronts using more parks and greenways. We have to convince developers that we're enhancing the riverfront. It makes sense to couple nature and development."

Panelists spoke frequently of the opportunities on the riverfront, and of the challenges in front of them.

"The city and county governments can help," said Ridenour, "but (the majority of the effort) must come from the communities, from the developers. All we can do is show by example, help communities redevelop."

That melding of different disciplines and expertise was what the roundtable was all about, said Kevin Silson, AIA, project architect in the department of engineering and construction for the City of Pittsburgh. Silson, along with Fred Bonci, principal of LaQuatra Bonci Landscape Architects, co-chaired the roundtable.

"The program achieved what it set out to do," said Silson. "And that was to raise awareness and get involvement in riverfront projects. The purpose was to say to everyone 'here's what's out here."

What's out there, says Bonci, is a real need for a master plan.

"Basically, the main riverfront issue is the need for good planning efforts to pull together all concerns. Now, everything is built in a vacuum. But (successful riverfront development) takes a long time, and every decision affects something else."



More than 170 people turned out to hear a panel of seven experts discuss riverfront development at the Chapter's September meeting. Riverweek, sponsored by AIA Pittsburgh, was a three-day event that ran Tuesday through Thursday, Sept. 10 through 12. Also included was a presentation by the Urban Land Institute at Carnegie Science Center, and a Pittsburgh Center for the Arts' exhibition, "On the Waterfront: Projects for Three Rivers."

UDA Architects' Don Carter, AIA, and Gretchen Jacobs (daughter of late Pittsburgh architect and

songster Robert Schmertz) lead the crowd in singing Schmertz's own "Monongahela Sal," prompting smiles and laughter from panelists Robert C. Baldis, Robert Erickson, Frank Gustine, Jr., Thomas Jayson, Martin J. O'Malley, Larry Ridenour, Dan Sentz, and Thomas J. Murphy, chair of the roundtable discussion.





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Fanciful animals take flight from the fertile imagination of David Lewis, FAIA, principal of UDA.



An elegant cut-out is worth 1000 words, as in this piece designed by William Brocious, AIA, of Williams Trebilcock Whitehead.

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TWAS THE STHE S



um, O Tannenbaum... Offering a business-oriented abled Christmas tree is Tony Poli, AIA, principal of ri Architects.

A star sheds light on a snow-covered church penned by John Eberhard, FAIA, Head of the Department of Architecture

at Carnegie Mellon University.



Inc. sends out a big greeting olidays—literally. Each year repares a handsome 13 x 19 ing, such as this depiction of eny County Office Building by Ken Kuligowski, AIA.

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A black-tied Santa Claus and Rudolph toast the 25th Anniversary of Williams Trebilcock Whitehead in this clever invitation from 1984, created by Kerry Solomon, AIA. His whimsical design earned a spot in the book "Design Communication: Developing Promotional Material for Design Professionals."



bricks and mortar: committee news

Urban Design

Chair: Steven Hawkins, AIA Steven G. Hawkins/Architects, 521-9399

Our newly re-formed committee will hold its first meeting in late November, and you're invited to join us and help define our purpose and mission! We welcome anyone interested in learning how the Pittsburgh Chapter, and our state and national organizations, can serve as planning and design resources in our community and region. Please call 521-9399 for details.

Possible opportunities for architect involvement include planning for development and growth in the Hill District and sponsorship of a design competition for the Hot Metal Bridge over the Mon River, adjacent to the Pittsburgh Technology Center (an idea of Dan Rothschild, AIA). We are open to ideas and suggestions.

Intern Development

Chair: Rich Bamburak, AIA

Williams Trebilcock Whitehead, 321-0550

We will be meeting Tuesday, November 19 at 5 PM in the Chapter office. If you are interested in intern education, please join us as we formulate our goals for the year. All members, interns and IDP coordinators are encouraged to attend.

Exhibit

Chair: Karl Backus, AIA Bohlin Cywinski Jackson, 765-3890

Our thanks to those of you who have visited the Chapter office to view the September and October exhibits.

If you missed the Palladian Ball, don't despair: the 100 Years of Pittsburgh Places exhibit will be on display in the Chapter office throughout the month of November. In December, we'll mount a show of holiday cards created by Pittsburgh architects. Both exhibits are free and open to the public during regular business hours. The Chapter office is located on the mezzanine of CNG Tower, 625 Liberty Avenue.

If you would like to help prepare an exhibit, come to our meetings on Thursday, November 14 and Thursday, December 12 at noon in the Chapter office.

Women in Architecture

Chair: Susan Tusick, AIA

Burt Hill Kosar Rittelmann, 394-7069

Want to learn more about the WIA Committee? Then come to our general meeting on Tuesday, November 5 at 5:30 PM at Burt Hill's downtown office. We'll be planning events for the coming year, and all interested parties are welcome.



Professional Development

Chair: Dave Brenenborg, AIA Brenenborg Brown Group, 683-0202

Our program questionnaire is tucked inside this issue of COLUMNS. Please take a few minutes to answer these questions — your input is important to us.

We are exploring several program topics for the coming year. They are:

• Seminar on the Americans with Disabilities Act (ADA). Bob Lynch, AIA, who is involved in preparation of an ADA seminar to be presented nationally, has discussed holding a similar program locally. Our tentative date is November 19 at the Engineer's Club.

• Energy Program. Conservation Consultants, Inc., a non-profit educational service organization, has recently completed a house in Highland Park using innovative energy conservation techniques. We are looking into holding an energy program, possibly to include a tour of this house, in January or February.

• Landscape Architecture Program. Fred Fargotstein, AIA, has consulted with Henry Hanson, AIA, and Bill Mullin on organizing a seminar in the spring that addresses such issues as stormwater management, street trees and the interaction between architects and landscape architects. An exhibit of landscape collaborations might be part of the seminar.

• AIA Gold Medal Lecture. Once again we anticipate bringing the annual Gold Medal winner to Pittsburgh in July for a lecture. We will begin work on this when the winner is announced.

• Management Seminar. Deepak Wadhwani, AIA, is investigating management topics for a seminar to be held next autumn.

Carnegie Mellon University 5000 Forbes Ave. Pittsburgh, PA 15213 Raymond Harry Meucci, prof. affiliate Meucci Engineering, Inc. 164 E. Edgewood Dr. McMurray, PA 15317 James B. Fath, prof. affiliate Meucci Engineering, Inc. 409 Elk Ave. Carnegie, PA 15106 ခြ Costulis & Staudacher, Inc. **Engineering and Design Consultants** HVAC PLUMBING FIRE PROTECTION

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GRATULATIONS to the Pittsburgh Chapter for having more (yes - 5 more) new members than Philly (in the last quarter) for the first time since, maybe, Nixon was president. A BIG THANK YOU to the firms who encourage membership, a REAL BIG THANK YOU to firms who pay part of the dues, THANKS to

sense is probably something that society and our mentors have taught. To that end, and be-

ing a "joiner" at heart, I would like to say CON-

the new members for being motivated to support an organization that truly is there to work on their behalf, and of course, THANK YOU ALWAYS for the excellent job done by Connie, Drue, and the Communications Committee

who put out a first class publication that keeps our little corner of the world so well informed.

With that in mind, please welcome the Chapter's newest members:

(412) 364-4645

November 1991 ▲ 13

Linda Parker Gates, assoc. member

bricks and mortar: committee news

COLUMNS

Ed Govtia, assoc. member, is handling arrangements for the 1992 Architects Refresher Course, which runs from March until June.

Our Explorer Post needs you! John Nolan, assoc. member, has run the Post for several vears now, and would welcome assistance from other members in planning programs and presentations. If you are interested in helping, please call John at 642-3640.

Our next meeting will be held on Thursday, November 21 at 5:30 PM at Brenenborg Brown. All members are welcome to attend.

AIA/CMU Liaison

Chair: Steve Quick, AIA Quick Ledewitz Architects, 687-7070

Many CMU architecture students will attend the Chapter's November Design Awards Ceremony; please welcome them.

We are currently coordinating a number of activities, including lectures and a speaker for the Hornbostel lecture in April; we are also working with the PA Concrete and Masonry Association (PCMA) to establish a student competition and award to be given at the Hornbostel lecture.

The students will host four Friday afternoon Happy Hours this year: the first two will be held November 1 and 15. All area firms and Chapter members are invited to attend. Ken Kuligowski, AIA, will be contacting firms.

On February 3, 1992, CMU's Departments of Art and Architecture will hold a student ball at Metropol.

Our winter meetings will be held Thursday, November 21, December 12 and January 16 at 5:30 PM in the Department of Architecture office, College of Fine Arts building. All are welcome to attend.

Leaislative

Chair: Chuck Parker, AIA Tri-Mark Engineers, 471-5900

The Subcommittee on A/E Selection is sending out follow-up letters to local government agencies, as reported in the October COLUMNS.

All members are welcome to attend our next meeting on Monday, November 18 at 4:30 PM in the Chapter office.

Interiors

Chair: Charles DeLisio, AIA STUDIO DeLisio, 488-0307

We will hold a meeting Monday, November 18 at 6:00 PM in the Chapter office to plan for 1992. All members are invited to attend.

Membership

Chair: Gwen Williams, assoc. member, Douglas C. Berryman Associates, 363-4622

It did not take long when I arrived back in Pittsburgh from my all-too-brief stay in college to realize that there is an intriguing (and sometimes just plain silly) feeling of competition between the Pittsburgh and Philadelphia AIA Chapters. It seems to be a bit more pronounced at the other end of the state, but I'm sure we've done our part.

Typical of any biased feeling, this competitive

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Architects' Top Ten Lists

Fallingwater is the best all-time work of American architecture, said respondents to a nationwide survey conducted by AIA National. Frank Lloyd Wright was also honored as the greatest American architect of all time. Some 829 architects participated in the survey, held earlier this year.

Survey questions yielded the following Top 10 lists:

Best works of American architecture completed since 1980:

- 1. Thorncrown Chapel (Eureka Springs)
- 2. United Airlines Terminal 1 Complex at
- O'Hare International Airport
- High Museum of Art (Atlanta)
 Vietnam Veterans Memorial
- 5. 333 Wacker Drive (Chicago)
- 6. Master Plan for the community of
- Seaside, Florida
- 7. The Humana Building (Louisville)
- 8. The Museum of Contemporary Art (LA)
- 9. World Financial Center/Winter Garden at Battery Park City
- 10. State of Illinois Center (Chicago)

Best works of American architecture:

- 1. Fallingwater
- 2. University of Virginia
- 3. Chrysler Building
- 4. Monticello
- 5. Dulles International Airport
- 6. Gateway Arch
- 7. Robie House
- 8. Seagram Building
- 9. Trinity Church (Boston)
- 10. East Building of the National Gallery of Art

Greatest American architects of all time:

- 1. Frank Lloyd Wright
- 2. Louis Henri Sullivan
- 3. Henry Hobson Richardson

- 4. Louis Isadore Kahn
- 5. Thomas Jefferson
- 6. Eero Saarinen
- 7. Ludwig Mies van der Rohe
- 8. leoh Ming (I.M.) Pei, FAIA
- 9. Bernard Maybeck
- 10. Frank Furness

Most influential living American architects:

- 1. leoh Ming (I.M.) Pei, FAIA
- 2. Robert Venturi, FAIA
- 3. Charles Moore, FAIA
- 4. Michael Graves, FAIA
- 5. Frank Gehry, FAIA
- 6. Philip Johnson, FAIA
- 7. Richard Meier, FAIA
- 8. Fay Jones, FAIA
- 9. Helmut Jahn, FAIA
- 10. Cesar Pelli, FAIA

Top American cities based on architectural quality and innovation:

- 1. Chicago
- 2. New York City
- 3. San Francisco
- 4. Boston
- 5. Washington, D.C.
- 6. Columbus, Ind.
- 7. Portland, Ore.
- 8. Seattle
- 9. Philadelphia
- 10. Minneapolis



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Mark W. McCormick, AIA, was recently elected Chair of the City's Art Commission.

▲ From the Firms

Steven G. Hawkins/Architects has been selected as architect for extensive interior and exterior renovation work on 140 three- and four-bedroom townhouses in the East Hills. The project includes replacement of windows, siding, roofing, and entry doors, new kitchen and bath cabinets and interior work, exterior lighting, and parking area paving. The firm developed a scheme of exterior materials and colors that lend individuality to each unit and enliven the street appearance of the HUD-financed project.

Reid & Stuhldreher recently completed an addition and renovations project to a Bloomfield building housing Hanger Orthopedics, a full-service prosthetics company. The project entailed 2000 sq. ft. of new construction to accommodate a production area. The original 2700 sq. ft. building was divided into a waiting area, registration, casting rooms, exam rooms and a "walking room" where artificial legs are tried out.

Michael Baker Corporation has completed its acquisition of certain assets and contracts of Mellon Stuart Company. The firm has acquired 13 construction and construction-management services contracts with an uncompleted value of approximately \$100 million, along with three projects for which Mellon Stuart has been selected but is not yet under contract, with an additional value of approximately \$70 million. Also acquired were equipment and property related to the operations of Mellon Stuart and its subsidiary, Cameron Construction Company, which specializes in highway, bridge and rail transit construction. The contracts will be assigned to a newly created subsidiary called Mellon Stuart Construction, Inc.

Legent Corporation has moved 50 employees into its new 30,000 sq. ft. Data Center at the Campbell's Run Road Business Center. Architect was **Williams Trebilcock Whitehead**. The facility includes special heating, ventilation and cooling systems as well as a reinforced raised floor and uninterruptible power supply system to accommodate a new mainframe computer. Other features of the \$2.4 million project include administrative offices, conference rooms and a dining area. Project Manager was **Deepak Wadhwani, AIA**.

In West Virginia, WTW is designing an aviation training & education center at Fairmont State College. Located at Benedum Airport near Clarksburg, the Mid-Atlantic Aviation Training & Education Center is a joint venture between WTW and Omni Associates of Fairmont. Phase One of the project includes design and construction of a 35,000 sq. ft. building with classrooms, offices, teaching laboratories, shops and a hangar in which students will be given hands-on opportunities to repair and maintain aircraft and engines. Project Director is **Paul Zippel, AIA**.

▲ Transitions

Polly J. Cooper has been named Marketing Coordinator for the Pittsburgh office of Burt Hill Kosar Rittelmann Associates. Ms. Coo-

> Send your news to: Breaking Ground COLUMNS 1225 Farragut St. Pittsburgh, PA 15206 or fax to 661-6287.

per will be responsible for coordinating the office's marketing functions and resources including public relations.

Integrated Architectural Services Corp. (IAS) has moved to 1700 Arrott Building, 401 Wood Street, Pgh., PA 15222, 227-6100, fax: 227-6104.

▲ Call for Entries

AIA National is seeking nominations for the 1992 Intern Development Program Outstanding Firm Award. The award recognizes firms that support interns by providing wellrounded training opportunitites, promoting mentorship, participating as advisors, and encouraging supplementary education activities. Five firms, ranging in size from eight to over 600 employees, were honored last year. Nominations are due January 10. Call 202/626-7356 for details. Im

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Insites: Letter to the Editor

Contrary to the statement in Breaking Ground in the September, 1991 issue, the Carnegie Mellon University architecture student project was not "done independently of the Architecture Department."

The twelve-student effort was funded by CMU and was undertaken as part of the fifth year design studio as an undergraduate design-build project; all students shared equally in the design and construction of this significant and successful addition to the campus.

Michael Chirigos Adjunct Associate Professor CMU Department of Architecture

COLUMNS welcomes your input! Send your letters, articles and comments to:

COLUMNS c/o The Cantor Group 1225 Farragut Street Pittsburgh, PA 15206 telephone: 412/661-3734 fax: 412/661-6287

Deadline for submissions is the 25th of the month prior to publication. (Deadline for January 1992 issue is *November 25*.)

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Dossier: Deepak Wadhwani, AIA



Firm: Williams Trebilcock Whitehead. Family: Wife, Catherine.

Years in Practice: 10.

Education: B.Arch., Indian Institute of Technology; M.Arch., State University of New York; MBA, University of Pittsburgh.

First Job: Internship at a Bombay firm, working on Philip Johnson's National Centre for the Performing Arts, his only project in India.

Project you're proudest of: Pulling off three weddings, two receptions and two honeymoons (all with the same woman), on three continents in three months, squeezed between her law school finals, my business school finals, my full-time architectural job and surgery to remove her wisdom teeth!

Most Embarrassing Project/Moment: When I first moved to Pittsburgh, a friendly colleague tried to engage me in a lunchroom conversation about the Steelers. Not wanting to sound ignorant about Steeler trivia, I muttered something about the declining fortunes of steelworkers unions in Pittsburgh's rapidly changing labor market. All conversation at the table halted while heads turned toward me with looks that ranged from bemused to puzzled to indignant. I have since found out what the Steelers do for a living!

Building you wish you had designed: Hong Kong & Shanghai Bank Headquarters by Norman Foster Associates.

Building you'd like to tear down: David Lawrence Convention Center; Kaufmann's Warehouse, North Side.

If someone made a movie of your life, who would play you? Hulk Hogan, naturally!

If you could live anywhere in the world, where? Any sun-bathed swinging resort cradled between lush mountains and a crystal-blue ocean would do just fine.

What have you always wanted to tell your boss? "This firm would be much better off with me as a partner," but maybe I've already told him that!

Your clients? "Just keep the checks coming... and don't call me, I'll call you!"

What's the most annoying thing architects do? Attempt to solve all the world's problems with the help of fat colored markers.

Advice to young architects: Choose your role models carefully. The heroic architect of yore is completely irrelevant today.

The thing you wish they'd teach in school is: Underwater basket weaving.

Favorite cities: Paris (not the one in Texas) and Hong Kong.

Favorite architecture book: Paul Goldberger's On The Rise – Architecture and Design in a Postmodern Age.

Favorite Pittsburgh neighborhood: Oakland academic/cultural district.

Most architecturally-appealing restaurant in Pittsburgh: Grand Concourse. Best gift to give an architect: Your client list.

Wish list for Pittsburgh/downtown: Invited competitions among international architectural firms for significant publicly-funded projects. I think Pittsburgh has recently had more than its share of mediocre civic buildings designed by local firms.

What's the next big architectural trend? Teal brick.

Someday I'd like to: Take a year's sabbatical.

I want to be remembered for: I don't! The less I'm remembered, the less likely it is I'll be sued!

People would be surprised to know that: I'm a closet rock drummer.

The secret to my success is: My daily chhota peg of scotch!

I belong to the AIA because: I have a drinking problem... No, seriously, I think that without the AIA, the practice of architecture in the U.S. would be mired in the middle ages; besides, it's the only voice we have on Capitol Hill and we need some clout now, more than ever.

NOV/DEC CALENDAR

AIA ACTIVITIES

TUESDAY, NOVEMBER 5 WIA Committee Meeting, general planning session, 5:30 PM

at Burt Hill Kosar Rittelmann. Susan Tusick, AIA, 394-7069. TUESDAY, NOVEMBER 12 & DECEMBER 10

Pittsburgh Chapter AIA Board Meeting, 5 PM at the Chapter office. All members are welcome. Anne Swager, 471-9548.

THURSDAY, NOVEMBER 14

Pittsburgh Chapter AIA November Meeting, Design Awards Ceremony with Jury Chair William Rawn, FAIA. 6 PM, Frick Fine Arts Building, University of Pittsburgh. *Invitation & RSVP* on page 19.

THURSDAY, NOVEMBER 14 & DECEMBER 12 Exhibit Committee Meeting, noon at the Chapter office. Karl Backus, AIA, 765-3890.

MONDAY, NOVEMBER 18 Legislative Committee Meeting, 4:30 PM at the Chapter office. Chuck Parker, AIA, 471-5900.

MONDAY, NOVEMBER 18 Interiors Committee Meeting, planning for 1992, 6:00 PM at the Chapter office. Charles DeLisio, AIA, 488-0307.

TUESDAY, NOVEMBER 19 IDP Committee Meeting, 5 PM in the Chapter office. Rich Bamburak, AIA, 321-0550.

THURSDAY, NOVEMBER 21 & DECEMBER 12 AIA/CMU Liaison Committee Meeting, 5:30 PM in the Department of Architecture office, College of Fine Arts, CMU. Steve Quick, AIA, 687-7070.

THURSDAY, NOVEMBER 21 Professional Development Committee Meeting, 5:30 PM at Brenenborg Brown. Dave Brenenborg, AIA, 683-0202.

AROUND TOWN

TUESDAY, NOVEMBER 12 & DECEMBER 10 Society of Architectural Administrators monthly luncheon meeting at the HYP Club. Cost is \$12.50. Call Jeanette Smith, 281-6568.

SATURDAY, NOVEMBER 16

Preserving a Sense of Place: Urban Design Advocacy in the Pittsburgh Region. Annual conference of the Committee on Pittsburgh Archaeology & History. 9 AM - 3:30 PM, Soldiers & Sailors Memorial. Call CPAH for details, 441-3027.

SUNDAY & MONDAY, DECEMBER 8 & 9

International Carpentry Apprenticeship Contest Committee. Sponsored by the Carpenters International. David L. Lawrence Convention Center, 8 AM - 5 PM. Free and open to public. Call 922-1155 for information. *Details on page 19.*

TUESDAY & WEDNESDAY, DECEMBER 10 & 11 Construction Specifications Institute Monthly Meeting: Masonry Design & Detailing lecture by Christine Beall, author of Masonry Design & Detailing. Master class with Ms. Beall,

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A Whirlwind of Events

There's plenty of activity to be found in Pittsburgh this season, and we're not just talking about the windows at Kaufmann's! Here are three don'tmiss events that should be on every architect's calendar:

> Learn the answer to the question on everyone's lips—"Who won the Chapter's Design Award this year?"—at the **1991 DesignAwards Presentation** on Thursday, November 14 at the University of Pittsburgh's Frick Fine Arts Building. Jury Chair William Rawn, AIA, of the Boston Society of Architects will address the crowd at 6 PM, followed by announcement of the winners, a reception and unveiling of the exhibition. Register *now* by mailing or faxing the form at right—this is always a very popular meeting.

William Rawn, AIA, has been principal of his own Boston firm since 1983. The firm's work, ranging from urban design and college master plans to commercial and resort buildings, has concentrated on design issues related to regional building and town-making forms. His current projects include a new enclosed 1200 seat concert hall for Tanglewood, which focuses on these design issues in a broader landscape setting. His Charlestown Navy Yard Rowhouses were recognized by both *Time* and *The New York Times* as one of the best designs of 1988, and received one of the AIA's six Excellence in Housing Awards in 1990 (a second award went to his Back of the Hill Rowhouses). The firm received a *Progressive Architecture* citation in 1987 for its Urban Design Plan for the Cultural District in Rochester, NY. In the last five years, the firm has won five Boston Society of Architects Awards.

Rawn holds an M.Arch. from MIT, a J.D. from Harvard, and a B.A. in Political Science from Yale. He is a mayoral appointee to the Boston Civic Design Commission.

> The **1991 Presidents Reception** will be held at the Allegheny Brewery on Monday, December 9. Join your friends and colleagues in toasting outgoing Chapter President Doug Berryman, AIA, and welcoming the new year. Invitations will be mailed within the next few weeks.

> Looking for something more "constructive"? Stop by the David Lawrence Convention Center on Sunday and Monday, December 8 and 9, and watch as some 80 apprentices compete for the title "Best Apprentice of 1991" in carpentry, millwrighting, cabinetmaking and floorcovering.

The International Apprenticeship Contest and Exhibition pits local and state competition winning apprentices from the U.S. and Canada against one another in a series of challenges. One day the contestants will take a four-hour written exam, followed by a 30-minute project testing special skills. On the other day, each competitor will complete a project from blueprint to finish in eight hours.

In addition to the contest, 25 working exhibits will be on display, including interior systems, asbestos abatement and concrete form work. The AIAS will also have a booth at the exhibition.

The two-day event is free and open to the public. Call 922-1155 for more information. The event is cosponsored by the United Brotherhood of Carpenters and Joiners of America, the Associated General Contractors of America, National Association of Home Builders of the United States, Specialized Carriers & Rigging Association and Association of the Wall & Ceiling Industries. The Master Builders Association is donating materials and providing organizational services.

The Pittsburgh Chapter AIA Cordially Invites You To The November Meeting

Design Awards Presentation Jury Chair William Rawn, AIA Boston Society of Architects

Thursday, November 14 Frick Fine Arts Building University of Pittsburgh

6 PM Lecture by William Rawn, AIA 7 PM Awards Presentation 7:30 PM Hors d'ouerves and viewing of exhibit

Members: \$20 Guests: \$30

The Chapter thanks the Masonry Institute of Western PA for underwriting William Rawn's lecture and the Mechanical Contractors Association of Western PA for sponsoring the bar.

RSVP by Monday, November 11

RSVP Design Awards	
Frick Fine Arts Building	
Thursday, November 14	
name	
fim	
Oddress	
city/state/zip	
telephone	
No. of members @ \$20 Name of Member(s):	
No. of guests @ \$30	
Name of Guest(s):	



DDRESS CORRECTION REQUESTED

DETAILS ON PAGE 19.

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A one-day seminar for consulting engineering. architecture & environmental consulting firms

O A LOT OF PEOPLE in the A/E/Pand environmental business, small projects are still something to be avoided. In fact, many business plans we read contain some sort of strategy statement that say the firm will be seeking larger projects and do small jobs only if necessary.

But the fact is, there are never enough large projects to go around. Too many firms are set up to only handle large jobs. These companies will tell you that they lose money on

every small job they Managing small projects, do- that the accounting system/project initiation/set-up costs are too high on small jobs as a percentage of project revenue. There's some truth to what they say.

Yet, if you take a look at darn near any company's list of active projects, what you'll find is a whole lot of small jobs and very few big ones. Usually, there's also some misconception at the top about how much of the firm's work consists of large projects. Top management may think average project fees are \$100,000 plus, and we often find out that the average project is closer to \$12,000!

The reality of the situation today in our business is that you are probably going to be doing lots of smaller jobs.

That's why we're offering this new day-long program on small projects. Whether you define small fees as \$1,500, \$15,000, or more, you need to attend.

Your course instructor, Bob Maxman, P.E., brings the perspective of a project manager, department and regional manager, and president of two ENR top 500 firms. No one is better equipped to show you how to maximize the

potential of small projects.



managing all projects

N THIS FULL-DAY WORKSHOP, Bob will debunk some of the misconceptions about small projects, and show how your firm can turn them into big opportunities:

1. You can make money on small jobs. If you are doing Phase I site assessments for \$1800 fees, and the raw labor to do the job costs you \$500, you are making a 3.6 multiplier. That's entirely possible if you are organized, and a 3.6 is not bad. Of course, it's a lot easier to make money on small jobs when you are working for repeat clients.

2. Small projects equal big client relationships. Although it does happen occasionally, it's rare that a firm will be hired for the first time continued \rightarrow

Fact— The average A/E/P or environmental consulting firm does far more small projects than large ones. Why not take one day to find out how to make small projects- and all projects- pay off big?

Who should attend

- Presidents and CEOs...
- Principals and Partners...
- Experienced Project Managers...
- New Project Managers...
- **Division Managers...**
- Department Managers...
- Branch Managers...
- Engineers, architects, planners, environmental consultants...
- Anyone who wants to learn to maximize the big potential of small projects for their firms...

Seminar locations

- Chicago Hyatt Regency Chicago Tuesday, May 13th
- Detroit Hyatt Regency Dearborn Wednesday, May 14th
- Kansas City Adam's Mark KC Thursday, May 15th
- Pittsburgh DoubleTree Hotel Tuesday, May 20th
- Norfolk/Va. Beach Norfolk Waterside Marriott • Wednesday. May 21st
- ~ Raleigh/Durham • Marriott Crabtree Valley • Thursday, May 22nd

Register and pay by April 30th and save \$30. Call 1-800-466-6275 for registration information.

Managing Small Projects

(continued from front)

by a client to do a big job. What's far more likely is that the firm will be tested on one or more small jobs first, because it's risky for a client to hire an engineering, architecture, or environmental firm that they don't know.

3. Many clients want to deal with fewer A/E/P and environmental

consulting firms. This means that

these few companies have to do whatever comes up for their client, do it well, not complain about it, and be able to make enough money on it to stay in business. Obviously, there are firms doing this successfully.



4. Just because a job is small doesn't mean that you don't need

to manage it. The average percentage of a fee allocated to project management in our industry is 10%. That means that even on a \$2,000 job, there should be \$200 worth of management time. At a typical PM's billing rate of \$90 per hour, that's a little over two hours

Course Instructor— Meet Bob Maxman, P.E.

Let Bob Maxman show you how to "maxmanize" your small projects for big payoff! Bob has been involved in the management of design, planning, and environmental projects large and small for the past 26 years.



Bob Maxman

He brings the perspective of a project manager, department manager, regional manager, and president of two ENR 500 firms.

At **Metcalf & Eddy**, Bob served a Project Manager, Department Manager and Regional Vice President responsible for M&E's operations in nineteen states in the Midwest. He also served as Project Manager and Principal in Charge of numerous transportation design and construction projects throughout the U.S. to devote to planning, scheduling, controlling, and other management activities on the job.

LEARLY, TO REAP THE REWARDS of small projects, you've got to get yourself organized, your tools ready to use, and your systems clearly defined. The best way to start is by signing up for this new day-long course.

The cost of the program is \$295. This includes lunch and all course materials. But if you sign

get smalli you'll pay just \$265, \$30

you'll pay just \$265, <u>\$30</u> off. Additional attendees from the same firm are \$195 each, or just \$165 until the early registration deadline. Payment by check or credit card

welcomed. Phone registrations must be paid by date of seminar (or by the early registration deadline for discount). Registrants may cancel and receive a full refund until 7 days prior to the day of their session.

See the course outline on the facing page for details. Then call 1-800-466-6275 to reserve your place! ■

As President of **Consoer, Townsend, & Associates** in Chicago, Illinois, Bob implemented comprehensive project management and control procedures, in addition to establishing a firm -wide marketing plan, and strategic and operating plans.

Bob also served as President and CEO of **T.Y. Lin International**, where he was responsible for the administration and man-

agement of 550 people and developed a strategic plan for T.Y. Lin that resulted in more than 50% growth in three years. At the same time, Bob established project management procedures, marketing procedures and implemented new, comprehensive financial reporting procedures. During this time, he also was principal-in-charge of several large freeway and bridge design and construction projects.

And Bob has served as Chief Operating Officer for a small consulting firm in Florida, where he implemented a project-focused organizational structure and established pro-



The fact is, the average A/E/P or environmental consulting firm does far more small projects than large ones.

Maybe that's because almost all of the prevailing wisdom on project management is aimed primarily at large, megaprojects. And what works for large projects doesn't work on small jobs.

This new, day-long seminar will show you why small projects aren't a problem, they're a huge opportunity— if you know how to manage them.

Bob Maxman, your instructor, knows project management from top to bottom, having served in roles ranging from project manager, to department manager, to regional manager, to president of two ENR top 500 firms.

You know the program is on target for A/E/P and environmental consulting firms, because it's produced by Zweig White & Associates, the premier management consulting and publishing firm for the industry.

Whether you're a project manager, a department manager, a firm president, or anyone who cares about project management, we urge you to register now for this brand-new program.

Call 1-800-466-6275 to take advantage of the early-bird discount (\$30 off).

ject management and control procedures for the execution of small projects. He established comprehensive marketing and operational procedures which allowed this firm of 125 people to execute more than 200 projects per year and improve project performance by more than 12%.

Bob now serves as Principal of Century Consulting where he provides management

and financial support services to consulting, environmental and architectural firms, including project management training, accounting services, and support in marketing consulting services.

He serves as Adjunct Professor at the University of Florida, where he teaches courses in construction management and lectures to graduate students on the business aspects of engineering.



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YES! Zweig White & Associates is the premier consulting, publishing, and training firm dedicated exclusively to serving A/E/P and environmental consulting firms. We make our living helping firms like yours succeed.

is it really necessary?

YES! Your firm lives or dies on project management. Register today!

Quick Outline

Introduction

- Introduction of presenter and class. Seminar outline and agenda.
- Definition of small projects . and why they are of big significance

Existing Organizational Structures

- Why project managers hate to manage
- How existing organizational structures are set up to make small projects fail
- What is wrong with project management today

The Project-Focused Organization

What characteristics must be present in an organization to

Yes! Registered with **AIA/CES; NSPE Approved**

ZWA is registered with the AIA Continuing Education System (AIA/CES) and is committed to developing quality learning activities in accordance with the CES criteria. The NSPE has approved this seminar for 6 PDH's.

support small project management

- What the role of PM must be to effectively manage small projects
- Why the project king or queen is necessary and what authority/responsibility go with the job
- The functions Project Managers should perform
- What you, as Department Manager, Office Manager or Project Manager can do to minimize or turn around the negative effects of traditional management structures
- What "Principal-in-Charge" as a title and function is now doing wrong and what it can do to support small projects
- The unique requirements of small projects on the manager and support functions
- · The key characteristics of a successful manager of small projects

Project Planning and Control

- Project knowledge / time curve
- Problem definition and formulation

- The life cycle of a construction project
- The special needs of small projects: what to do to make the existing organizational structure support small project success

Project Management Skills

- The two matrix method of management
- Time management for the small project manager
- The use of a project plan and what it should contain
- Project manager task assignment
- Project communication needs, and the way to meet these requirements
- Key elements of a project team meeting

Marketing Small Projects

- Selling follow-on work
- Using small projects as the bread and butter rather than the fill in

Conclusion

- 10 things to do when you get back to your firm
- 0&A

To Register:

NAME

- The cost of the program is \$295 (only \$265 if registered and paid by April 30th)
- Additional attendees from same firm are \$195 each (only \$165 if registered and paid by April 30th)

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Save S30 **Register & pay by April 30th** Call 800-466-6275 Fax 508-653-6522

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