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GENERAL CONTRACTORS BUILDING SUCCESS
Of History and the Great Divide  
by Michelle Fanzo, Editor

I recently had the opportunity to talk to

a segment of our membership that is not often highlighted
but is an integral part of the architecture profession. Intern
architects take center stage in this month’s feature exploring
a new perspective on the ongoing debate between ar-
chitecture schools and firms. Do schools prepare their stu-
dents for the challenges of the work place? According to a
September 1995 Progressive Architecture article, they do
not. “The rift between architecture schools and practitio-
ners has never been greater, and the profession as a whole
suffers,” said Michael Croesbe in the opening of his PA
article. The story makes a case for its point of view that the
schools are failing the profession, but, as Stephen Lee,
AIA, Professor of Architecture at CMU said in a recent in-
terview, “It didn’t tell me anything new.”

Columns decided to take a different approach and talk to
the people that are being talked about in this debate. Intern
architects provided an additional perspective to the de-
cades-old concern, pointing out repeatedly that the gap
between their education and workplace expectations var-
ies from firm to firm as much as from school to school.

As a follow-up to last month’s cover story on suburban
land-use issues, we offer yet another perspective on growth
on page 12. Guest writer Marcia Taylor of Mt. Lebanon
raises some thoughtful questions about another kind of
gap: the difference between the desired outcome of de-
velopment and its actual impact. The costs of develop-
ment may manifest themselves in ways wholly unexpected,
says Taylor, who explores why growth and development
are not necessarily synonymous.

We also have good news to report on the historic preser-
vation front this year. As May is Historic Preservation
Month, we usually take a look at what the city has gained
and lost historically in the last year. In addition to an up-
date on many of the buildings we identified as “most en-
dangered” in past issues, Columns also talks to one of
the city’s most active historic preservationists: Joedd
Sampson. As this issue goes to press, the Sampson fam-
ily is in the process of moving from their North Side Vic-
torian to the newly renovated Gwinner-Harter house in
Shadyside. The Second Empire home on Fifth Avenue was
slated to be demolished in less than a week when it was
purchased by the Sampsons, happily removing one of
Pittsburgh’s most prominent structures from our annual
Endangered Buildings list.

Finally, David Vater offers his insightful comments on the
recently reissued edition of the classic book, Architecture
of Western Pennsylvania on page 17; don’t miss it.
Explorer Scouts Learn About Architecture

Did you know the Explorer Scouts—AIA-Westinghouse program has been a success for many years? Exploring is the young adult division of the Boy Scouts of America and is open to men and women ages 14 to 20. Each Explorer Post is chartered by a business or community group which matches the interests of young adults with the program resources of a particular organization. AIA Pittsburgh and Westinghouse provide adult leaders, program resources, and meeting facilities to help students “explore” a career interest in architecture. AIA members involved include: Chip Desmone, AIA, chair, Claire Bassett, AIA, John Nolan, AIA, Jeff Kline, AIA, Peter Brown, AIA, and Paula Vorkapich, Associate AIA.

The 1995-96 programs have included a tour of an architect's office, designing a fast food restaurant, computers in architecture, city planning, interior design and landscape architecture. Is there a better way to familiarize high school students and their parents with architecture? Call Chip Desmone with questions or input. The group extends its thanks to Westinghouse, AIA Pittsburgh and the Explorers for this excellent opportunity.

Building Commissioning Program

The Engineers Society of Western Pennsylvania in conjunction with the Pittsburgh Chapter of ASHRAE and AIA Pittsburgh has arranged a special training program. Rick Cassault, P.E., an experienced commissioning engineer and facilities engineer from the University of Washington, will present a one-day program on Tuesday, May 21 at the Engineers Society, 337 Fourth Avenue in Pittsburgh. Due to low fee pressure on the design and build team and increasing complexity of architectural and engineering systems, owners are finding that they are occupying buildings in which systems are not operating as intended. This situation has spawned a new building process, called “Building Commissioning.”

Registration and continental breakfast will begin at 8:30 a.m. and the seminar will end at 4:30 p.m. Registration fee includes program, handouts, breakfast, lunch and afternoon refreshments. Phone 251-0710 for more information or to register. AIA, ESWP and ASHRAE members, $145.

Call for Student Housing Project Entries

The Association of College and University Housing Officers International is seeking entries for its Gallery of the Future exhibit to be held July 14-16 in the Rhode Island Convention Center, Providence, RI. The exhibit is being staged as part of the 4th annual conference of ACUHO-I. The Gallery of the Future is intended to serve as an educational opportunity for ACUHO-I members attending the conference depicting student housing of the future.

Student housing projects of any type are eligible, including traditional residence hall, apartment and family housing, and special purpose housing. The Association is seeking both new construction and major renovation projects. All built projects must have been completed after January 1, 1994 and proposals in progress and proposed projects must have a completion date of January 1, 2000. For more information call ACUHO-I, 614-292-0099.
In the Nick of Time  by Michelle Fanzo

One of Pittsburgh’s most prominent historic properties is reborn.

The phone rang at 6 a.m. one morning during Joedda Sampson’s family vacation in Santa Fe. A doctor was on the line. “You know what you think when a doctor you don’t know tracks you down and calls you at dawn,” says Sampson. In a twist or the expected, it was the doctor who was panicked and calling Joedda for help. Dr. Earl Harter, then the owner of the fire damaged Gwinner-Harter House on Fifth Avenue in Shadyside, was making a last ditch effort to have something saved from his Second Empire mansion that was scheduled to be demolished in less than two weeks. He asked if Sampson would visit the property and see if she could salvage anything, in the hopes that all the historic elements of the home would not be lost.

“He asked me if I couldn’t come back to Pittsburgh early so I wouldn’t be too late,” recalls Sampson. A week later she met Dr. Harter, walked through two of the house’s 17 rooms, and announced she was buying it. She called City Councilman Dan Cohen and the mayor’s office and told them to hold off demolition, she was going to purchase the property within three days. “The mayor’s office was incredulous,” says Sampson, known for her renovations of well-placed Pittsburgh historic properties, such as Café Victoria on the North Side and Victoria Hall in Bloomfield.

Work began in late September last year and most renovations were completed in late April. Sampson anticipates completing exterior painting and landscaping, including a Victorian garden, will be complete by the end of May. John Martine, AIA provided drawings for the third floor reconstruction and Sampson has used the services of architect Ellis Schmidlapp on a number of past projects. The Gwinner-Harter House marks the fourteenth historic home Sampson has renovated in the last seven years, when she began restoring significant Pittsburgh houses.

How does she do it? “I’m on the job every day. I make decisions very quickly and make sure we don’t lose time because we don’t have supplies or don’t know what we’re doing,” Sampson says weeks can be lost because of misdirection and waiting for answers. “Keeping your crew motivated is a big part of it. If there’s no one in charge on-site, it sends a message that you don’t care.”

While there are many programs that help with the costs of home refurbishment, there is little or no assistance for renovations of very large houses that could be city assets, both in taxes and historic presence. “I’m not complaining personally, but it is a dilemma that no one has dealt with,” says Sampson. “It’s a shame that more people who have the money don’t do major renovations, but I understand why. There is no benefit to the individual. How many people who have money want to tie it up in totally condemned, debilitated real estate? I just happen to be crazy and love this. Most people feel it’s easier to build a brand new home out in the suburbs.”

The Gwinner-Harter House will be open to the public May 19 for Preservation Week, with proceeds going to Preservation Pittsburgh. There will be another tour June 1 and 2 to benefit the Women’s Center and Shelter in Shadyside, and a Christmas tour in December to benefit the Shadyside Garden Center.
Preservation Progress

In the last year Pittsburgh has moved forward with positive results on a number of historic properties.

"We've definitely won more than we've lost," says Mike Eversmeyer, AIA, Principal Historic Preservation Planner for the City, about local preservation efforts over the last year. Among the winners are some of Pittsburgh's most notable properties that have been highlighted as endangered in past issues of Columns.

- The Gwinner-Harter House on Fifth Avenue in Shadyside was purchased by Joedda Sampson, who has almost completed restoration.
- Sunnyledge on Fifth Avenue in Shadyside will become a bed and breakfast.
- The Sellers-Carnahan House on the corner of Walnut and Shady in Shadyside is currently being renovated by Samuel Land Co. for single-family occupancy.
- The Mamoux Building on First Avenue downtown, one of the city's few remaining structures from its waterfront commercial period, has been purchased, saving it from a future as a parking lot.
- The old Guckenheimer Whiskey Warehouse on Chancery Way downtown has also been purchased for renovation.
- The Greek Revival Burke's Building on Fourth Avenue by PPG Place has undergone an exterior renovation and was purchased by the Western Pennsylvania Conservancy as its headquarters, with plans to renovate the interior.
- Renovation of the Smithfield Street Bridge has been completed.
- The fire-damaged John Brashear House in Perry Hilltop is slated for renovation after a six year vacancy.
- The former St. Mary's Church on the North Side has been renovated into an elegant banquet facility, Pittsburgh's Grand Hall at the Priory.

Bell Federal, on the corner of Wood Street, and Oliver Avenue is one of nine buildings that will likely be demolished to make way for the proposed Lazarus store downtown.
As the facade of the Zimmerman Building, better known as the site of Hot Diggity Dog, was removed during demolition, a historic structure was discovered underneath. The building was razed to ease traffic flow around William Penn Way and Liberty Avenue.

- The Bloomfield-Garfield Corporation and Friendship Development Associates have purchased a row of historic townhomes in the 5400 block of Penn Avenue, saving them from demolition.
- Alpha Terrace in East Liberty has been designated a historic neighborhood.
- The Western Pennsylvania Historical Society has completed renovation of the Chataqua Ice House as a new regional history museum.
- The Armstrong Cork building was sold in March. Renovation plans are for a mix of apartments and commercial space.

A number of sites are still left in limbo, such as the Weinberg House on Woodland Road in Squirrel Hill, the Lowen-Shaffer House in Beechview, the white, terracotta buildings on Fifth and Wood Street where the new Lazarus store is planned, the Lawrence Paint Building in South Shore, the rowhomes on General Robinson Street, and the old jail.

One historic building that has been lost is the former Hot Diggity Dog site across from the Doubletree Hotel downtown. Leveled to make the intersection straighter, the building had been wrapped in a corrugated false facade. When it was unwrapped for demolition, the Spanish Romanesque Kappel's Jewelers was discovered. "It was a charming early 20th century building with character," says Mary McDonough of Preservation Pittsburgh. "The lesson is to know what you are tearing down before you tear it down."

Pittsburgh History and Landmark's Foundation has been busy in the past year, assisting with the preservation of a number of projects such as the rowhomes in Garfield/Friendship and Sunnyledge in Shadyside. Among other initiatives, PHLF is: working with the mayor's office and the Cultural Trust on assessing the economics of restoring historic downtown buildings; working with PennDOT on the design of the new Wabash Bridge; providing technical assistance on the Federal/North Project; and completing Landmark's Historic Parks and Gardens Survey, revealing Pittsburgh had an extremely rich landscaping tradition.

Additionally, Landmark's Working in Neighborhoods (WIN) initiative is proving quite successful. The program is designed to provide loans to small businesses located in or moving to low to moderate income or historic neighborhoods in Allegheny County. The Morning Glory Inn, a bed and breakfast at 2119 Sarah Street on the South Side, is but one of the projects that has benefited from the program. PHLF also has plans to publish a new edition of Landmark Architecture this fall, complete with updated text and new photographs.

Preservation Legislation Update
Councilman Alan Herbert recently introduced a bill that would provide compensation for property owners who claim their properties lost value because of historic designation. Preservationists oppose the bill, which they see as part of a larger nationwide movement to eradicate land-use control. "It's one of the first taking bills at the municipal level," says Michael Eversmeyer, AIA. "Preservationists are critical of the extension of the law. Nowhere else do people get compensation for reduction of value, plus the city may be opening itself up for litigation because of the implications the bill has for zoning designation."

The Board of Code Review recently recommended against the passage of this legislation. City Council is expected to address the issue in coming months.

Nationally, a bill has been introduced in Congress that would extend historic renovation tax credits to owner-occupied houses. Since 1981 the 20 percent rehabilitation tax credit has only applied to income producing property. The National Trust strongly supports the bill but Eversmeyer senses it will be hard to pass through Congress if it is seen as producing a revenue loss for the government.
Intern Perspective

by Michelle Fanzo

What do the newest members of Pittsburgh's architecture community think about their education, first jobs, and architecture community?

When applying for a job, an entry-level architect is expected to have some skills that will quickly develop further—skills such as drafting, producing working drawings, model building, and lettering, says Dana Cuff in his book, Architecture: The Story of Practice. These expectations stand in sharp contrast to academia's high regard for talent, knowledge and commitment. "The dramatic shift in focus from academia to practice is characterized as the contrast between theory and practice, or mystical and technical expertise. The transition from school to work is rarely graceful, as even the most advanced student can be entirely lacking in that trait most valued by architect-employers: experience."

Cuff argues the most valuable education in architecture school is socialization into the architecture culture. What do the people caught in the middle—the interns—think of this and the ongoing debate between schools and firms? Eighteen Pittsburgh-based interns who attended a variety of schools were contacted, along with academics, practitioners and those who bridge both fields, to get a better understanding of the issues facing interns in our area today.

While design and theory were identified as the key components to all interns' education, the amount of technical information provided varied widely from program to program, with Carnegie Mellon University seeming to have the highest ratio of design to technical courses offered. Overall satisfaction with interns' education varied. Some would not change anything in their programs, while a few were openly disappointed in their education.

One of the most extreme cases of school to work discord occurred to Mark Penniga, a recent graduate of Miami University who works for Gerald Morosco Architects. It wasn't until he had graduated with a degree in environmental design and architecture, and moved to Pittsburgh to find a job as an architecture intern, that he discovered through AIA Pittsburgh that he had the wrong degree to become an architect. "It wasn't a professional program. It was a four-year program. They really didn't make that clear. I was stunned," he says.

According to those interviewed, the most valuable skills acquired in school were problem-solving, greater appreciation of their surroundings, time-management ability, teamwork, and how to integrate different concepts into a cohesive whole. While what interns would like to change about their education covers a wider breadth of topics, most cited greater technical information as one of their key recommendations. "It does make me feel somewhat useless in the office that I don't know so much of the day-to-day technical side of the profession," says Liza Wellman, a 1994 Masters recipient of Virginia Polytechnic who now works for EDGE Architects. "I need more help than I want to ask for."

Numerous views on what should be changed about architecture education can be distilled to include making the technical courses less abstract; more nuts and bolts of construction, accompanied by more construction site visits and familiarization with office lingo; more computer skills, as interns feel they are more marketable with these skills than having to acquire them on the job; and more interaction between practitioners and students.

"So many professors never practiced or only built a couple of buildings," says Steve Watson, who received his Bachelor's in Architecture from Penn State in 1993 and is now working at Bohlin Cywinski Jackson. "We're supposed to be learning how to create buildings from people who have never built them themselves? That's a little dubious. I think it's important to do theoretical work too, but the emphasis should be on getting practitioners to teach."

continued on page 10
Just how deep is the rift between architecture schools and practice? Columns asks those who are bridging the gap.

Samantha Ciotti
KSBH Architects
Carnegie Mellon University '95
The argument is a double-edged sword. Both sides have points. You don't need to take a class in AutoCAD. I don't feel all that stuff should be taught in school. School should be about exploring ideas and learning what you can and can't do as a designer. So I'll take interns a few days to learn programs and we'll work slower than more experienced people, but we're interns and we get paid less because it takes us longer to do things. If we could do everything right out of school that registered architects do, they'd have to pay us the same as registered architects, and then there'd be no reason to take the exam and get licensed.

Doug Cruze
Indovina Associates
Virginia Polytechnic '90
My education? It didn't help me at all. I think it's the nature of the schools. Even as I graduated I was attempting to overcome shortcomings in the education. Part of it is the school being more aesthetic and design oriented. Technical and pragmatic questions weren't discussed. It's frustrating for everyone at some point. You think you're going to be doing one thing and you get out and you do something else. The schools are failing when it comes to preparing interns for practice. The structure is set up wrong. Some people who teach aren't into practicing architecture. At the same time, the profession has problems in terms of its focus. It's too much about business while school is too much about fantasyland architecture. It's not surprising there's a rift between the two.

Doug Lieb
Perkins Eastman Architects
Miami University of Ohio '95
I think there needs to be something of a balance. Employers need to have interns out of school who have basic functioning skills like how to do a drawing and create documents. Theory should be a very important backbone, but I often don't think faculty acknowledge that. They have their own agendas as to what architecture is, unrelated to the profession of practicing. The very first time I worked for a firm, the summer after sophomore year, the thing that helped me the most was the drafting I learned in high school, not something I learned in the architecture program. I felt there was a lot of pressure on the intern to perform. It frustrated me a little.

Matthew Pfennig
Gerald Morasco Architects
Miami University of Ohio '95
I'd like everyone to just take it easy a little bit with this debate. In school I learned how to be disciplined and use my mind in a different way. I learned why architecture is around me and the reasons behind it. My skills improved, but you need the respect for the field before you can work in it. I know what feels good to me, what spaces feel good. I think I can have some valuable words to add. However, school is a little bit blown out of proportion. My professors were much more concerned with big spaces and grand projects. It was sort of delusional. But I was always prepared. I knew when I came out I wouldn't be designing those things.

Julie Reker
Lami•Grubb Architects
Carnegie Mellon University '93
I think some schools really lead students down the wrong path. They think very theoretically, conceptually, and they have no basis in reality. I have worked with people who went to schools like this and they really struggle. If someone asks you to draw a wall plan and you can't, that's a real problem. I don't see why schools can't teach how a building is put together.

Margaret Steckel
WTW Architects
University of Virginia '92
I'm thrilled with my education and I wouldn't have wanted it to be anything different. It was very theoretical and history oriented. It would be horrible to be stuck in the mundane world of everyday practice and not know where it fit into the larger context of centuries of history and civilization. My education definitely didn't prepare me for practice as far as specific tasks in the office. But it really depends on who you wind up working for and how well they explain the task at hand. As far as basic understanding of the general goal of building a building, I was well prepared.

Steve Watson
Bohlin Cywinski Jackson
Penn State University '94
I love what I do—but I have to admit it is not at all what I expected when I was in school. I thought I would graduate and wouldn't care about working long hours or the pay. I'd just want to work around the clock to get great buildings built. I now realize I'm not willing to do that anymore. We're taught that architecture can solve all these social problems—the human condition, housing the soul, you know. I thought that it could do that, and I was willing to devote my life to it. Now, I know that it can't. I've confined my job to normal working hours. The student has to take responsibility for himself and understand that the schools are extremely limited in what they can provide. In school you get to focus on design, so it's a lot of fun. You don't have a client, so you can do what you want. You can't beat it. It's not that the two are so incompatible, it's that priorities are different.

Liza Wellman
EDGE Architects
Virginia Polytechnic '94
I'd have liked a lot more technical information integrated into the classes. You studied, passed your test, and forgot the technical information. By the same token I wouldn't have given up the design base we had. If practitioners say schools are just about dreaming, then maybe it's too bad there's not more dreaming in the practice.
Mark Pfennig concurs. “A lot of my professors didn’t work as architects. After two years in the program I started to lose a little respect for them and respect more the ones that were practicing. Their studios were always better, more realistic.”

Additionally, many students wished their professional practice courses had better emphasized what to expect once they had secured a job, rather than focusing on resume preparation and interviewing skills.

A call for more practical experience was the most common suggestion, though a number of people said they would not want less time studying theory and design in exchange for more technical courses. One suggestion was to have more technical information integrated into existing courses as opposed to taught separately. Many interns expressed a willingness to extend the number of years of study for the addition of more co-op programs or to work for a year and then return to school for another year or two and apply what was learned in the workplace. The idea of six or seven year programs, as long as they entailed hands-on work, appealed to a number of interviewees, but financing the additional years of education was a concern.

A number of interns who studied in Europe as well as the U.S. spoke highly of what they felt was a more hands-on and contextual approach to architecture education. “My experience in Europe was that they start with the city and work in, as opposed to starting with the space and working out,” says Heather Wasilowsky, a graduate of both CMU and Washington University architecture programs who works for Burt Hill Kosar Rittelmann Associates. “It’s a broader paradigm, but at the same time the students also seemed to know more about details than we do.”

The Intern Development Program administered by NCARB in Washington DC, created to help interns gain a wide array of skills on the job, received mixed reviews. While a few interns feel that it is useful and valuable, especially in preparing for the licensing exam, a few others found it burdensome, useless and expensive. Most interns came down somewhere in the middle, mainly identifying administration as the biggest problem with the program. “The folks at NCARB are slower than molasses and inconsistent with their answers,” says Bruce Pollock, a CMU graduate working at Design 3 Architects. “But the program itself is useful in that it gives a framework for the kinds of activities that you should be thinking about doing to get a wide range of experience.”

Others acknowledge that their employer’s interest in the program makes a big difference. “I believe regardless of what IDP requires, it all boils down to where you work. If they care about developing an intern, great. If they don’t care, they’ll sign the papers and send it along,” says Doug Lieb.

The Pittsburgh architecture “scene” received high marks from those interviewed, though it was mentioned that the interns who did not like Pittsburgh probably aren’t the ones who are working here. Many interns felt the architecture community was more active than in other places they had worked, such as Florida, Texas, Ohio and Allentown, PA. Architects’ participation in the writing of the new City zoning code, an active AIA, and the recent environmental design forums were all praised as visible and meaningful aspects of the architecture community in Pittsburgh.

“I think Pittsburgh architects are pretty prominent,” says Julie Reker, a CMU graduate now working at Lam Grubb Architects. “They actually build things here using local architects, which is not necessarily the case in other cities. I think it’s good to have local architects do the work here because there is such a unique fabric to the city. It’s also easier to work here. It’s very hard being female in the industry. It was even harder in Florida, where I worked before Pittsburgh. I deal with developers and large construction companies there. Different world! Going to CMU was helpful because the class was 50 percent women and I had a number of women professors, which friends tell me is unusual. It’s helpful to work for a woman also.”

Across the board interns said they were aware of the pay scale for architecture and that they were not deterred by it. They also said that does not mean they are happy about it. One intern explained that he has come to the realization that he will make most of his money from outside endeavors, like real estate investments, as he does not think architecture practice alone will provide enough support.
Two firm principals and two architects who straddle the worlds of academia and practice comment on the Great Divide.

As an employer, I want to hire interns who can work in a team, understand computer-based systems, and have interpersonal skills,” says Tom Briney, AIA, principal of Pierce Design. “Architecture is a highly interactive field and those kinds of personal skills make a difference.” Unfortunately, he says, there’s been a lack of opportunity for students to acquire office experience as there has been little room for interns in the highly competitive marketplace of recent years.

“There have been a lot of changes in the profession in the last decade or more. Part of what architecture has always had to offer students is some level of on-the-job-training. Due to increased competitiveness and tighter schedules and budgets, it has been harder to follow through with the mentoring or training that used to happen naturally.” He suggests that architecture schools may need to formally incorporate hands-on training in their programs, extending the time it takes to become an architect.

“I think the schools and a number of practitioners are unwilling to accept or acknowledge the depth to which most practicing professionals have allowed architecture to fall,” suggests Arthur Lubetz, principal of his own firm and a CMU architecture professor. “To blame the ills of the profession on architecture schools alone is an exercise in self-denial. At the same time, some of the schools are guilty of not preparing people as well as they should. For example, I’m surprised at the number of architecture schools that not only do not encourage their students to deal with the computer, but almost discourage it. The computer is a major component in any architecture office.”

Lubetz points out any kind of relationship is a two way street, and he feels firms sometimes forget that they have an obligation to younger architects to help them learn and develop. “The IDP program has helped that along but it still hasn’t changed the view of many firms.”

“I think it’s the ambiguity of the profession that does a lot of people in,” says Stephen Lee, AIA, both a Professor of Architecture at CMU and principal at Tai + Lee Architects, when discussing architecture programs’ high attrition rates and interns’ disillusionment with practice. “There is nothing in high school to prepare students for the multi-disciplinary problem solving skills architecture demands. I see them struggling with this all the time. Students design something and want to know, ‘Is this building OK or not OK?’ The answer is a discussion of the building’s strengths and weaknesses, there is no black and white answer. Many people need that clarity.” Lee feels CMU prepares students to think in broader concepts necessary for working in the field and is increasing its connections to the practice, “yet, there still is a big void because there just isn’t time in five years to go through all the routine tasks performed in an architecture office.”

John Radelet, principal of Radelet McCarthy, says he takes the middle ground in the debate between schools and practice. “I don’t have a lot of sympathy for the usual professional argument that schools are failing because interns can’t sit down immediately and do a set of drawings, or some other technical task. That assumes the schools should be some kind of technical academies. However, I don’t feel schools have fully recognized the broad view of professional life. They often fall short in providing an understanding of the complete services architects perform. It doesn’t do us any good if we’re superb designers but don’t know how to get any clients or manage the business we get.”

Offices must remember, he says, that they have to fill a teaching function. Radelet feels the most meaningful mentoring programs are those that put interns to work with the most skilled professionals in their firms, not with architects who only have a few years experience. “In many offices there is a reluctance to put such people in teaching positions as they are the ones whose time is most valuable and who are the most busy—but they are also the ones with the most to offer.” Just as offices need to recognize their role and schools need to adapt their education to reflect a changing market, Radelet feels interns need to be proactive. “They can’t expect their education in the workplace to be handed to them the same way that it is in school.”

An additional pressure is that students face multiple opportunities today. “It’s part of what makes education so difficult,” he says. “Are schools preparing people to work for 400 person firms in Los Angeles and New York, in an institutional setting, for government, for a three person firm? To a degree, you can see why the schools are confused; there are so many possibilities.” —M.F.
Be Careful What You Wish For...

The real impact of development upon a community is not always what you think.

by Marcia L. Taylor, C. P. A.

Picture this: you are in a community which has allowed development to flourish over the last few years. Developers paid their share of the initial infrastructure, but now the community needs to improve traffic controls due to the congestion resulting from the development. From where does the money come? Unfortunately, this scenario is a common one for many communities. There will always be development, and controlling the future financial impact on the community is as important as the control gained from zoning. Residential and commercial development have different impacts on the future costs to a community; it is not a simple decision of one type of development being "better" than the other.

The fundamental question that must be asked is: "Do you want to be a victim of growth or do you want to manage development?" Growth can be defined as an increase in size, and development can be defined as an increase in quality and diversity. With development, the value of investment will increase for both the public and private sectors. Growth, on the other hand, may or may not generate an increase in value of these investments but will require an increase in the investment itself.

Numerous studies have come to the conclusion that growth alone does not necessarily pay for itself. In a recent article published by the Rocky Mountain Institute, two studies are quoted which discuss the ongoing costs of development. A Boulder, Colorado study found that the public cost of maintaining developed land was $2,500-3,200 an acre annually, compared to a cost of $75 an acre annually for undeveloped land. A Vermont study concluded that "towns with the most taxable commercial industrial property have, on average, higher taxes."

Community leaders, officials, and residents have the obligation to ask questions about the future impact of any development, including:

- What are the needs of current residents?
- Do current residents benefit from this particular development?
- Does the development serve a need or create an "attractive nuisance?"
- Will the development increase traffic, crime or a demand for services without a direct benefit to the residents?
- Are you attracting a great number of outsiders?
- What do you want the community to look like in a few years or decades?
- Who will pay later for maintenance and renewal of facilities and infrastructure?
- Will a neighboring community's development demand your services without generating any revenues?
- Will the development maintain its property value? Or will the lack of maintenance cause deterioration of property values in the area?
- What economic sector is the development supporting?
- Where is the development to be located (commercial vs. residential vs. current residents)?

The last two questions deserve a closer look. If commercial development is being considered, will it attract high paying jobs, which will attract new residents (wage tax payers), or will it attract the low-end wage scale (employees who will never live in your community but will add to the commuter traffic flow)? If residential development is under consideration, what population/income brackets will it attract? Service demands will vary depending on the response.
Some communities try to separate commercial from residential development by, for example, placing commercial development only on a border and then saying “this will not impact our residents.” Others areas have commercial development running in a strip through the center of the community. Yet others have no commercial center, instead they have pockets of commercial development. The only effect that location patterns will have on services is the future mix and level required.

Development of any kind affects community services. Often developers pay for the new facilities and infrastructure—the costs to accommodate the development. This is true for both residential and commercial development and has been true in the western portion of Allegheny County. The Transportation Districts setup in Moon and North Fayette are one example of a public private partnership to provide initial infrastructure.

The cost of a project does not end with this initial investment. The impact to a community is on both services and future renewal and replacement items. Each community will feel a different impact, depending on the services offered. Examples of future service considerations include administrative, equipment, insurance and legal costs, public work services, traffic control and fire safety. Recreation and school costs may also be affected by residential development.

Fire service is a good example of a not-so-obvious impact of development. Most fire service in this area is provided by volunteer departments. They may or may not receive support from the municipality, but they are supported by local fundraising, and that comes from the same group of people. Development can affect both the equipment needs and personnel needs of the fire service. A significant high-rise development, for example, could require a platform truck—estimated cost $500,000. Does the existing volunteer company have the personnel necessary to respond to the increased daytime demand caused by commercial development?

Two other examples of this not-so-obvious development impact are police service and inspection needs. Each year the state publishes crime statistics summarizing certain crimes. For 1993, the Uniform Crime Report (UCR) index in Mt. Lebanon, McCandless, Shaler, and Moon was in the 300 range. Each one is a mixed residential and business community. The UCR in Ross was 893, West Mifflin 1,051, and Monroeville 1,306. Each community therefore is experiencing demands on police services, which must be funded by all property owners. According to a recent Executive Report article, Ross Township spends one-third of its budget on public safety. Contrast that with twenty percent in Mt. Lebanon.

Contrast also the staffing of the inspection departments in Cranberry and Mt. Lebanon. The former has seven inspectors and two secretaries while Mt. Lebanon has two inspectors, one code officer, and one secretary. Cranberry is “growing,” Mt. Lebanon is not, yet it had $32 million in “development” last year. The difference is not just the raw dollars; it is the type of development, or in Mt. Lebanon’s case, redevelopment.

Unfortunately, most communities do not analyze these costs. Often the budget and finance systems are not in place to determine the impact of a certain action. Municipalities in Pennsylvania are not required to either follow generally accepted accounting principals (GAAP) or to have an independent audit. The officials in a municipality must insist that the government develop the budget and financial systems to enable analysis and decision-making.

The cost of development includes one final consideration—future capital needs. Capital costs can be generated in the future for both renewal of the initial investment and for items not planned for originally, but needed later. Roads do not last forever. The cost of ongoing repair and eventual replacement must be borne by the community. These costs are not minor—road construction costs are approximately $750,000 per mile and a four-way traffic installation can run in excess of $50,000.

An example of the later impact of capital upon a community can be seen in Cranberry Township. A 1991 ordinance identifies work needed to the transportation system—$3.1 million based on past development and $33 million to accommodate future development. The former amount is to be paid primarily from the township revenues with a small portion from the developers fees and the latter is to be paid by state and federal funds and by developers. Taxpayers therefore have no choice but to pay for the costs associated with prior development.

It is not widely understood how capital assets, such as roads, buildings, and major equipment, are funded by government. Two possibilities exist: fund the capital assets out of current revenues (taxes), or issue debt to pay for the asset and then pay debt services over the life of use of the asset. In the former scenario, the current users of the government foot the entire bill, disproportionate to the use of the assets. In the latter, the users will receive the benefit of the asset as they pay for it, but a question of fairness still must be considered. Will the users be paying for their fair share, or more than their fair share, of the asset? If a road is built to relieve traffic congestion to a shopping center, do the taxpayers benefit from the road or do they just pay for it?

Let’s look at the other side of the equation: taxes. The primary tax source for local government in Pennsylvania are real estate tax and Act 511 taxes. Act 511 includes earned income, occupation, per capita, business privilege and deed transfer taxes, among others. Most governments in this area fund the largest portion of their budgets using real estate tax, followed by earned income tax. Under state law, the rate of taxation (millage) applied to real estate must be the same for commercial and residential property.

An assessment of $1 million, therefore, generates the same tax revenue to a government regardless of whether the money is from a residential or commercial development. Additionally, residential development often generates earned income tax. Commercial development will only generate additional taxes if the community has a business tax currently in place. A municipality may not initiate a business gross receipts tax after November 30, 1988.

To many, a $1 million assessment would represent a “large” development. In fact, a residential development of 20 $200,000 homes would generate a $1 million assessment.
A Sam's Club is valued at $1.3 million in one community. Residents and elected officials must ask themselves what services will these projects require? What future demands will be placed upon the budget? Will the tax revenue generated cover the costs? Let's look at the tax revenue generated by local commercial development. The tax rate of North Fayette, 13.5 mills, has been used in these examples. If Mt. Lebanon's Virginia Manor Shops were located in North Fayette, $8,100 per year would be generated in municipal real estate tax. West Mifflin's Sam's Club would generate $17,550. And the Miracle Mile Shopping Center in Monroeville would add $75,600 to the coffers. A responsible government must view these revenues in light of budgetary demands.

The example above does not include the added school taxes generated by commercial development with no added demands on the district. Certainly the entire tax picture must be analyzed. Will any added municipal taxes be offset by a savings in school taxes? Will the resident pay more or less in total taxes? Both the municipality and school district must have accounting systems in place to do the analysis necessary to answer this for the taxpayers.

Often communities have tax abatement, or forgiveness programs, in place to attract development. Under these programs, real estate taxes are eliminated or reduced for a specified period of time. The developer gets a tax break in the early years of the project, the community gets the long-term benefit of a development. Studies have shown governments often do not analyze the results of such programs. Do they really attract development or do they put money into the developer's pocket, instead of the municipal treasury? Are the long-term benefits worth the short-term cost to the government?

Development is necessary to sustain a community and region. Successful development must be controlled, with a good balance between residential and commercial, residents' needs and available government resources. Control should not just apply to the zoning aspects of a project—the future financial demands on the community must be analyzed and weighed in the decision making process. An effective government should require revenues from any new growth to be sufficient to pay for all services as well as capital demands. It is the responsibility of citizens and elected officials to make sure that the right questions are asked.

Marcia Taylor, CPA, is the Assistant Manager for Mt. Lebanon, having served previously as Mt. Lebanon's Director of Finance. She spoke at the second of four AIA sponsored public forums on Restaping the Region. Ms. Taylor is also an Adjunct Professor of Public Finance at the Heinz School of Public Policy at Carnegie Mellon University.
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Transitions

IKM Incorporated has promoted John C. Schrott, III, AIA to Principal and Vice President of the firm.

From the firms

P. Richard Rittelmann, FAIA, Executive Vice President of Burt Hill Kosar Rittelmann Associates, presented at the National IFMA conference in Miami. The conference theme was World Workplace 1995 and his presentation was on "Architectural Technologies for the 21st Century."

John E. Kosar, AIA, President of Burt Hill Kosar Rittelmann Associates, has been named to the Board of Directors of DPRCG, a design professionals' risk control group insurance company.

KSBH Architects announces the hiring of Samantha Ciotti, a 1995 graduate of Carnegie Mellon University, as an architectural intern. She is a former National Director of the American Institute of Architecture Students.

Second Annual Building Green Conference to be held on May 23rd

The Green Building Alliance has announced that the Second Annual Building Green Conference will be held on May 23rd at Hamburg Hall, the H.J. Heinz School of Public Policy and Management, Carnegie-Mellon University.

The conference is designed to be a primer for municipal officials, builders, architects and anyone contributing to Pittsburgh's future growth. Panelists will be practitioners implementing local environmentally responsible developments.

The morning session will focus on regional land use issues and is designed for municipal officials designing codes and architects, builders and community activists interpreting them. The afternoon session will focus on the built structure and environmental efficiency and restoration.

The conference begins at 8:00 a.m. with registration and refreshments. The first panel is at 9:00 a.m. Exhibitors have been invited to display environmentally responsible products. Tours will be provided on Friday morning to environmentally responsible developments and rehabilitations, including the Intelligent Workplace at Carnegie-Mellon's Center for Building Performance and Diagnostics and the Western Pennsylvania Conservancy's rehabilitation of the historic Burke Building.

Conference fees are $45 for a half day and $85 for the full day. The fee includes refreshments, lunch, reception (cash bar) and tours to project sites on Friday morning. For more information contact John Stephen at the Pennsylvania Resources Council, 661-4447, or Chris Leinenger at Conservation Consultants, Inc., 431-4449.

News

THE OWNER/CONTRACTOR AGREEMENT AND RELATED AIA DOCUMENTS

SEMINAR This seminar, the third in our Projects Management Series, is offered to help all participants in the construction process understand how the architect's role in the construction process is formed and affected by this contract. Discussion will primarily focus on the Owner/Contractor Agreement, The General Conditions, and The Supplementary Conditions. David Raves, Esq., AIA and Robert Trench, AIA. CSI, Burt Hill Kosar Rittelmann Associates are the speakers at this 5 - 7:30 p.m. events on May 30 at the Chapter office. AIA members, $25, non-members, $35. 471-9548 for more information and reservations. Space is limited and payment must be made to reserve a seat.

FANNING/HOWEY ASSOCIATES, INC. OPENS PITTSBURGH OFFICE Fanning/Howey Associates, Inc., Architects/Engineers/Consultants, is pleased to announce that they have opened a Pittsburgh office, effective January 1, 1996. The office is located at 1500 Arrrott Building, Pittsburgh, Pennsylvania 15222. In addition to merging with well-known local architects James S. Akers, AIA; Joseph R. Gasparella, AIA; and James R. Thompson, AIA, top staff have been relocated from other Fanning/Howey regional offices. It is anticipated that there will be a total staff of 15 by the end of the year. The Pittsburgh office is managed by James R. Thompson, AIA.
Review: The Early Architecture of Western Pennsylvania

Those interested in the historic architecture of this region are indeed fortunate to now have available to them a new edition of the book which has come to be regarded as the finest publication on its topic. The Early Architecture of Western Pennsylvania by Charles Morse Stotz, is a large format tome of 296 pages and nearly 400 photographs. It took me several years of searching rare book shops before I was able to purchase a second-hand copy of one of the 1,000 originally printed in 1936, which seldom make their way into the marketplace. Since then it has held an honored place amid the rows and stacks of volumes somewhat haphazardly shelved in my library.

This is the same book that may be known to some by its long sold-out 1966 AIA reprint produced by the University of Pittsburgh Press, who wickedly retitled it, The Architectural History of Early Western Pennsylvania. Not only is the original title restored, but the exceptional black and white photography was painstakingly reprinted from the original negatives. Also included is the original text and drawings, the 1936 introduction, and the 1966 introduction and appendix. This edition begins with a new introductory essay by Dell Upton, Professor of Architectural History at the University of California, Berkeley, which places this book within the context of other similar publications of that era, and provides background into the life and career of Charles Stotz and the process used to produce the work.

This monumental pictorial history was co-sponsored in 1932 by the Pittsburgh Chapter of the American Institute of Architects and the Buhl Foundation. It took four years of work by a team known as the Western Pennsylvania Architectural Survey (WPAS), which engaged a number of local architects whose professional duties had diminished during the slowdown caused by the Great Depression.

The credits read like a Who's Who of local talent, with Charles Stotz as chairman and author, Rod F. Patterson as secretary, and drawings by such well-known names as Stewart L. Brown, William Boyd, Herbert Dowden, Mario and Raymond Celli, Raymond M. Marler, C. J. Pellegrini, Thomas Pringle, Robert W. Schmetz, and Laurence Wolfe, among others.

Beginning in 1932, the WPAS mailed 2,500 copies of an announcement brochure, placed advertisements in 250 daily and weekly newspapers and even went on the radio asking for information on the location of buildings constructed before 1860. The committee followed up by visiting over a thousand sites, dispatching knowledgeable teams to interview, measure and photograph qualifying structures throughout the 22,000 square miles of the western half of the state.

From accurate on-site measurements, the architects drew precise scale drawings of plans, elevations and details. The resulting handsome pen and ink drawings are examples of exceptional beauty and clarity. If the existing structures were partly in ruin, they were photographed as such, but the drawings were made to show them in their once complete state by "informed conjectural reconstruction." The most outstanding buildings were then rephotographed by the noted Pittsburgh photographer Luke Swank, whose work would later attract national notice on the pages of Life magazine.

The Early Architecture of Western Pennsylvania was immediately valued as being the first effort to document the architecture of the region. It even preceded the work of the Historic American Building Survey, which was organized a year later in 1933 and eventually enlisted Mr. Stotz to serve as one of its regional chairmen.

Today, the work undertaken by this groundbreaking study takes on increased importance as it is now the sole remaining documentation of many of the buildings irretrievably lost to demolition. Many local structures are among those no longer available to us. Pittsburgh has lost the building that was once our "Monticello," the grand Greek Revival residence of Judge Wilkins, called Homewood. Also gone are some of the area's finest homes, those of Samuel Church, John Shoenberger and William Croghan.

The splendid Croghan Ballroom was pursued by the Metropolitan Museum of Art who wanted to carry it off to New York for installation in their collection of period American rooms, but fortunately it stayed in Pittsburgh and is now rebuilt on the first floor of Pitt's Cathedral of Learning. Luckily the crown jewel of Western Pennsylvania architecture, the Meason House in Fayette County, still stands today.

Page after page, this book reveals these many old buildings with solid historical scholarship tinged with the excitement of fruitful discovery. In 1937, shortly after its initial publication, the noted author, historian and curator, Dr. Fiske Kimball, observed that this volume was "the finest and most complete book on the architecture of any region of America."

In the six decades since its original publication, it has remained the single most important record for most of the finest buildings constructed during the era in Western Pennsylvania. If the shelves of your library do not carry a copy of this essential book, I suggest you hurry to obtain one. Anything this good is sure to once again become a rarity.
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AIA Pittsburgh welcomes two new members this month:

Donald Kaliszewski, AIA
UDA Architects

SCHOOLS: Washington University in St. Louis; Ohio State University
SPouse: Amanda Singleton Kaliszewski
CHILDREN: Oisin, four months.

PAST PROJECTS: Columbia and Tristar Television Headquarters, Culver City, CA; Celebration Town Center Master Plan, Ococoa, Fl.

INTERESTS: Old cities, the beach, Weber Grille cuisine.

Paul R. Sieber, Jr., Associate AIA
Pittsburgh Technical Institute

SCHOOLS: Case Western Reserve University; Triangle Tech
SPouse: Heather Sieber

PAST PROJECTS: Freelance rendering artist for local real estate agencies; drafting and design work for department stores and banks for previous employer.

INTERESTS: Art, computer graphics, 3-D design and animation, historic preservation

COMMITTEE INTERESTS: Interiors, Legislative, Urban Design, Education/Professional Development (Quick, some one sign this guy up!)

AIA ACTIVITIES

May 1, Wednesday
Committee of Committees Meeting
12 noon at the Chapter office, Anne Swager, 471-9548.

May 3, Friday
Communications Committee Meeting
12 noon at the Chapter office, Anne Swager, 471-9548.

May 8, Wednesday
Professional Development Committee Meeting
12 noon at the Chapter office, Carl Freedman, AIA, 281-6568.

May 9-10, Thursday & Friday
Community Design Workshop, the conclusion of AIA Pittsburgh's forum series Reshaping the Region: Planning for a Sustainable Future, at Sewall Center, Robert Morris College, Moon Township, 8:30-10 p.m.

May 14, Tuesday
AIA Pittsburgh Board Meeting
5 p.m. at the Chapter office. All members are welcome, Anne Swager, 471-9548.

May 21, Tuesday
Legislative Committee Meeting 4:30 p.m. at the Chapter office, Jim Sheehan, AIA, 682-6006.

May 22, Wednesday
Public Relations Committee Meeting
12 noon at the Chapter office, Dewey Nichols, AIA, 394-7000.

May 27, Monday
Architrave Board Meeting
5:15 p.m. at the Chapter office, John Martine, AIA, 227-6100.

May 30, Thursday
The Owner/Contractor Agreement and Related AIA Documents Seminar. Chapter office, 5-7:30 p.m. David Roves, Esq., AIA and Robert Trench, AIA, CSI, will speak. $25 members, $35 non-members; 471-9548 for more information.

*Note
There will not be a C.O.T.E. meeting this month because of the Community Design Workshop.

CALENDAR

AROUND TOWN

Ongoing
CMU Fifth Year Architecture Students' Exhibit. April 25 through May 20 in the AIA Gallery, 471-9548 for more information.

May 1, Wednesday
City of Pittsburgh Department of City Planning will hold an informational public meeting to discuss the Rivers Conservation Planning effort which is about to commence. This planning effort complements the Riverfront Development Plan currently underway. 7 p.m., first floor, 200 Ross Street, call Dan Szent, 255-2233 for more information.

May 2, Thursday
Opening reception for "The Parthenon Project" by architect Paul Rosenblatt, AIA and photographer Judith Turner in the Hewlett Gallery in CMU's College of Fine Arts; 5-7 p.m. The exhibit runs through May 29.

May 15, Wednesday
The third annual SMPS 8 on 8 Lunch Program. It's your chance to have lunch with and ask questions of individuals responsible for selecting architects, engineers and contractors. Place TBA. For more information, call Paul Messline at 823-2020.

May 19, Sunday
Public tour of the newly renovated Sunnyledge House and afternoon tea and tour at neighboring Sunnyledge in Shadyside, 2:30-6:00 p.m. Tickets are $10 for Preservation Pittsburgh members, $14 for non-members. Proceeds benefit Preservation Pittsburgh. Reservations highly suggested, call 456-2233.

May 23, Thursday
Building Green Conference. 8 a.m. at CMU. Focus: land use issues and built structure and environmental efficiency and restoration. $45/half day, $85/full day. For information call 651-4447. (See page 16 for details.)
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WIDMERS ENGINEERING
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Upcoming Issues

The following is a preview of the feature articles in upcoming issues of Columns. We encourage all firms to submit projects for our portfolio issues, or call if you think you have something to contribute to a topic. We encourage members to write articles and call with story ideas. When submitting photographs please submit a self-addressed stamped envelope for their return, and write firm and project name on back of drawings or photographs. The deadline for submission is always five weeks prior to publication date.

June—Inside/Outside Portfolio. In addition to our annual interiors portfolio we are adding a look at the Wrightian concept of outside space inside and inside space outside. Patios, terraces, gardens as an extension of the structure and related projects are encouraged for submission.


August—we all go to Paris (we wish); see you in September.
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