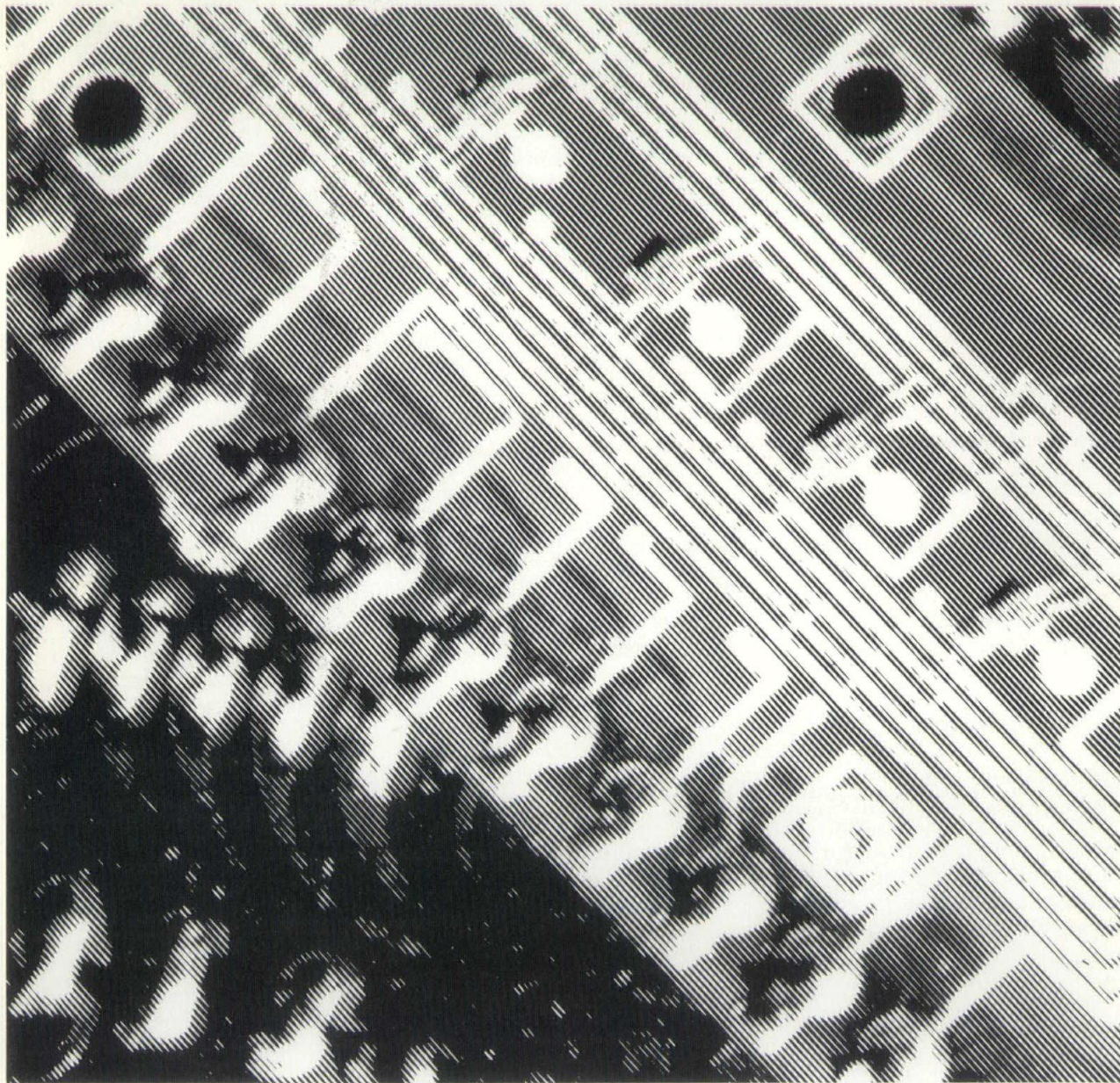


# Northwest Architecture



Washington  
Council

A Journal of Design  
& Construction

American  
Institute  
of  
Architects

January-February 1981



## Comment

# The Electronic Office: Economic Productivity

by BETH WILLIS  
Executive Director  
Washington Council  
American Institute of Architects

The key consideration, the bottom line, in office management for the 1980's is greater efficiency. In today's office the cost of operation is rising faster than any other segment of business. Several factors contribute to the current 12-15% annual increase. Among these are the impact of rising energy prices on office space and the general effect of inflation on office expenses. However, two factors predominate: the cost of labor and overall productivity.

The primary product of the office is information, with most of the work performed by office personnel related to processing and communicating of information. Productivity produces paper, increased productivity results in increased paper, requiring increased copying equipment and increased personnel time. Paper is still considered the basic medium for recording, storing, moving and communicating information. And it is the most expensive medium in itself and in its use. As the demand for information increases, management must adjust by increasing productivity while holding office costs down.

A reasonable solution is to introduce tools and techniques which improve the productivity and efficiency of office workers without adding personnel or expense. The tools are available and the savings are increasingly attractive. However, the avenue

leading to success in meeting specific office needs is often confusing. A comprehensive plan should be developed which addresses the impact of technology on the behavior of personnel and productivity as well as the elements of the technology. The plan should search for technology which streamlines the processing and communicating of information. The addition of another employee at an estimated \$12,000 annually plus 17% for FICA, unemployment compensation, industrial insurance and health benefits could well be unnecessary. At today's prices, this sum would purchase a word processor which will go on working year after year at no increased cost.

In the development of an updated office, word processing is a major consideration. The economy of word processing versus typewriters cannot be challenged. The time savings are substantial for personalized multiple letter duplicating, editing, membership updating, letter recipient selecting, coding and counting. The use of a screen facilitates in editing and positioning. The benefits of using word processing are highly evident and well accepted.

Computers are integral parts of a business operation. They provide an electronic time savings opportunity to gather, manipulate, record, summarize and report on large volumes of data. As the future approaches, the electronic office will be a standard part of business. Every office will have a computer capable of manipulating storing, and moving information under programmed control. Micro-

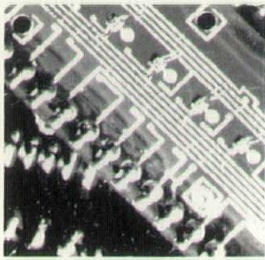


computers such as the computer in a briefcase will travel with management and provide instant access to data banks at the home office and to personnel throughout the nation. With complimenting terminals — printers, memorandums, newsletters, reports, agendas, budgets and quick action requests can be instantly transmitted to dozens of sites.

Expanded microprocessing computers may begin to replace people. Formally called robots, these highly sophisticated mechanical electro-optical computers can already perform minor custodial services such as vacuuming and polishing and can define their own boundaries to move back and forth in office hallways to function as mail drops and message centers. For example, the robot micromouse named Midnight Special, (The Futurist, December, 1979), a microprocessor developed by Pacific Northwest Laboratories of Battelle, projects beams of infrared light from its base to five arms extending from its body. When an obstruction such as a wall interrupts any of the beams,

*(continued on page 14)*





# Northwest Architecture

## The Cover

Photo of an Intergrated Circuitry System for Computers,  
by Terry Dimico/WestStock

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*Northwest Architecture*, (USPS 524-950) is the official magazine of the Washington Council, American Institute of Architects, McCleary Mansion, Suite 6, 111 - 21st Ave. S.W., Olympia, WA 98501. It is published bi-monthly by Grawin Publications, 1020 Lloyd Building, Seattle, WA 98101; (206) 223-0861. Subscription: \$20 year. Single copies and back issues, \$3.50 per copy when available. Controlled circulation postage paid at Seattle, WA.

Circulated to architects, engineers, building contractors, landscape architects, interior designers, school and building officials in Washington.

Postmaster: send address changes to The Washington Council, The American Institute of Architects, 111 - 21st S.W., Olympia, WA 98501.

Opinions expressed by contributors are not necessarily those of the Washington Council, American Institute of Architects.

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**A Journal of Design  
& Construction**

**Vol.4 No.1**

# The AIA Computer-Based Financial Management Service

by G. NEIL HARPER\*

The need for improved management procedures in architectural practice has been recognized for many years. In the last few years, the need has become critical, as the profession faces increasing demands for broader scope services from clients, climbing overhead rates, high interest rates, changing technology, and increasing competition. Indeed, more effective management will be essential for firms to remain viable in the 1980's.

One response to this need for improved management techniques has been the development, by the AIA, of a comprehensive Financial Management System, comprised of the following five elements:

1. *Financial Management for Architects*  
A book which provides an overview of all aspects of financial management for architectural practice.
2. *Standardized Accounting for Architects*  
An introduction to accounting procedures, with emphasis on manual techniques for the very small office.
3. *The Computer-based Financial Management Service*  
A nation-wide service providing state-of-the-art technology and assistance in automated management systems.
4. *Compensation Guidelines for Architectural and Engineering Services*  
A manual of procedures and worksheets for developing equitable compensation based on specified scope of services.
5. *Time Data Bank*  
A plan and format for collecting statistics on completed projects.

The Computer-based Financial Management Service (CFMS<sup>1</sup>) is the operational component of the overall system, and serves nearly two hundred firms nationwide. Firms range in size from 10 employees to over 500 employees. For firms with simple requirements, CFMS offers basic project budgeting and cost control reports. For more complex needs, CFMS choices are extensive. A

simplified overview of CFMS capabilities is provided in the following lists:

### Input Documents

Time Sheet  
Cash Transactions  
Accruals  
Budgets  
Billing Information

### Output Reports

Project Control Reports  
Accounting Journals  
General Ledger  
Payroll  
Financial Statements  
Automated Billing  
Time Analysis  
Accounts Receivable  
Projects Profitability  
Audit Trails

Examples of two output reports are shown in the accompanying figures. The Project Progress Report is designed to monitor the progress on a project by comparing hours and dollars actually spent with the amounts budgeted. All components of project expenses are included: labor, indirect (overhead), direct, and reimbursable costs. The report thus presents comprehensive cost data, budgetary comparisons, and summary financial data for the timely and efficient management of all projects.

The Time Analysis Report shows the effective utilization of each employee on direct project assignments. The report also shows, both for the current period and for the year to date, the total

Dr. Harper is President of Harper and Shuman, Inc. Harper and Shuman, Inc. serves as National Administrator of CFMS services, and assists firms in all aspects of CFMS installation and operation.

<sup>1</sup>Trademark applied for. General technology of CFMS is jointly owned by Harper and Shuman, Inc., and Production Systems for Architects & Engineers, Inc., a wholly-owned subsidiary of The American Institute of Architects.



indirect hours and how those indirect hours have been charged to overhead activities.

CFMS operates on a large scale national time-sharing computer

system, and can be accessed from terminals, microprocessors, mini-computers, and in-house systems in all parts of the country. A central administrative office has

been established to assist firms in all phases of the installation and operation of the system. The central administrative office also provides data entry and

Both current and year-to-date figures for each employee are shown on our report.

These columns show the categories in which the employee's indirect time has been spent.

Mr. Gray has had 24 hours of vacation, 8 hours of sick time, and 6 miscellaneous indirect hours in current reporting period.

# ANDERSON BABCOCK & CROWLEY ARCHITECTS

TIME ANALYSIS  
FOR THE PERIOD 3/16/77-3/31/77

DATE OF RUN 04/03/77  
TIME OF RUN 18:30:02

DP CL EMPLOYEE		TOTAL HRS WKD	TOTAL DIRECT	TOTAL INDRCT	CHRG RATIO				INDIRECT TIME (HRS)										
					A	B	C	D	VACATN	SICK	HOLIDAY	PROMTN	CIVIC	MGMT	PROF	STAND	GENRL	COMP	OTHER
A 2 GRAY	C	100	62	38	62	91	71	70	24	8									6
	Y	550	385	165	70	78	74	70	40	8	8	40					39		30
A 2 STONE	C	110	80	30	73	73	92	75				30							
	Y	580	464	116	80	80	89	75				100	16						
A 2 LAMBERT	C	80	40	40	50	77	50	65	20						12			8	
	Y	480	288	192	60	65	60	65	40	12	8			104	12		40	24-	
CLASS SUBTOTAL	C	290	182	108	63	79	72	70	44	8		30			12			8	6
	Y	1610	1137	473	71	75	75	70	80	20	16	140	16	104	12		79	24-	30
DEPT SUBTOTAL	C	290	182	108	63	79	72	70	44	8		30			12			8	6
	Y	1610	1137	473	71	75	75	70	80	20	16	140	16	104	12		79	24-	30
FIRMWIDE TOTAL	C	290	182	108	63	79	72	70	44	8		30			12			8	6
	Y	1610	1137	473	71	75	75	70	80	20	16	140	16	104	12		79	24-	30

## EXPLANATION OF CHARGEABLE RATIOS:

- A = TOTAL DIRECT/TOTAL HRS WKD
- B = TOTAL DIRECT/(TOTAL HRS WKD - BENEFIT HOURS)
- C = TOTAL DIRECT/STANDARD HOURS
- D = TARGET

Chargeable ratios available for each class of personnel and for each department.

Architectural Department has been only 63% chargeable this period, but has been 71% chargeable year-to-date.

Several chargeable ratios are computed to reflect different monitoring philosophies.

This target chargeable ratio for each employee is one key to effective income projections.



processing services for firms without equipment or trained personnel. Thus, a firm may choose to prepare its own input and print its own reports on in-house equipment, or it can send

all its processing to the central office for complete processing. Firms interested in finding out more about CFMS may direct their inquiries to:

CFMS Administrator  
Harper and Shuman, Inc.  
68 Moulton Street  
Cambridge, MA 02138  
(617) 492-4410

Overhead can be at actual or pre-assigned rates

\$51,760 and 4,798 hours are left to complete project.

28% of budget has been spent, vs. 27% reported completion

For distribution to Smith and Jones

ANDERSON BABCOCK AND CROWLEY ARCHITECTS													
PROJECT CITY HALL NUMBER 1005.00													
PROJECT PROGRESS REPORT FOR THE PERIOD 03/01/77-03/31/77													
PAGE 1 RUN DATE 04/06/77 PRINCIPAL SMITH PROJ MGR JONES													
	SPENT THIS PERIOD	SPENT TO DATE	TOTAL BUDGET	PCT COMP	RATES	BALANCE							
	HOURS	DOLLARS	HOURS	DOLLARS	HOURS	DOLLARS	DOLLARS	HOURS	HOURS	DOLLARS	HOURS	HOURS	
							@ BUDG	@ EFFEC					
ARCHITECTURAL DEPT													
SCHEMATIC DESIGN	170.0	2230.00	470	6310	600	8300	76	78	13.83	13.43	1990	144	148
DESIGN DEVELOPMENT	40.0	530.00	160	1980	1100	10000	20	19	9.09	12.38	8020	882	648
CONSTRUCTION DOCUMENTS	220.0	1940.00	700	6300	3500	32000	20	16	9.14	9.00	25700	2812	2856
TOTAL ARCH DEPT	430.0	4700.00	1330	14590	5200	50300	29	27	9.67	10.97	35710	3838	3652
INTERIORS DEPT													
SCHEMATIC DESIGN	40.0	440.00	350	2750	300	4000	69	65	13.33	7.86	1250	94	159
CONSTRUCTION DOCUMENTS	20.0	300.00	80	1200	2000	16000	8	5	8.00	15.00	14800	1850	987
TOTAL INTERIORS DEPT	60.0	740.00	430	3950	2300	20000	20	17	8.70	9.19	16050	1944	1146
TOTAL LABOR	490.0	5440.00	1760	18540	7500	70300	26	24	9.37	10.53	51760	5782	4798
OVERHEAD ALLOCATION		7072.00		23175		84360			120%	125%	61185		
TOTAL LABOR AND OVERHEAD	490.0	12512.00	1760	41715	7500	154660	27	24			112945		
DIRECT COSTS													
611.00 STRUCTURAL CONSULTANT		3000.00		9000		36000	25	25			27000		
612.00 MECHANICAL CONSULTANT				16000		64000	25	25			48000		
TOTAL DIRECT COSTS		3000.00		25000		100000	25	25			75000		
TOTAL LABOR, OVERHEAD, DIRECT	490.0	15512.00	1760	66715	7500	254660	26	24			187945		
REIMBURSABLES													
516.00 TRAVEL		100.00		1500		4000	38	50			2500		
517.00 REPRODUCTIONS		200.00		686		6000	11	10			5314		
518.00 MODELS & PHOTOGRAPHS				8000		8000	100	100			0		
TOTAL REIMBURSABLES		300.00		10186		18000	57	59			7814		
TOTAL LABOR, O/H, DIRECT, REIMB	490.0	15812.00	1760	76901	7500	272660	28	27	9.37	10.53	195759	5782	4798

FINANCIAL ANALYSIS						
	TOTAL COMP	BILLED	A/R	EARNED INCOME	SPENT	PROFIT (LOSS)
CURRENT		16216.25		16216.25	15812.00	404.25
YEAR-TO-DATE		46000.00		46000.00	40000.00	6000.00
JOB-TO-DATE	336325.00	89767.25	16423.00	89767.25	76901.00	12866.25

Direct and reimbursables added to give full project costs at this line level

Comprehensive Financial analysis can be shown.

Total expected Compensation

Accounts Receivable

Accrual Basis Earned Income

Accrual Basis Expenses

"The Bottom Line"  
\$12,866 Profit  
14% Profit Margin



# "Going Bare" and Professional Liability Loss Prevention

by JAMES V. ATKINS

Since uninsured design professionals have the greatest need for professional liability loss prevention, the following recommendations, which appeared in the February 1981 issue of PSMJ, are for firms without professional liability insurance.

1. Install specific quality control procedures in your firm to make sure your drawings go out in good shape. One L.A. principal pays a contractor to review all projects before they go to bid and finds that the cost is less than insurance. He says that in many cases he can even bill the review to the client as a reimbursable.
2. Use only standard contracts such as those published by AIA & ACEC, *but* make two significant changes. First, cross out the arbitration clause which can severely reduce your ability to defend claims and completely eliminates your right of appeal. Second, attempt to negotiate a "limit of liability" clause into all contracts which limits your exposure to just *your* fee.
3. If not already doing so, begin to use *Masterspec*, *Tech Spec* or any other national specification service as the basis for your specifications. Updates provided with these services are the result of problems uncovered elsewhere and may save you a claim.
4. Intensify your use of standard details which work, and avoid "testing" new concepts.
5. Improve your methods of documenting project decisions.
6. Send all your staff to loss prevention seminars regularly.
7. Associate yourself with a good attorney who know the professional design business (check references) so you can have someone to talk to about any specific item before taking a risk.
8. Immediately begin to set aside a reserve for possible future claims. Congress already has before it a bill which would allow this reserve to be tax deductible, so PSMJ recommends that you also write your congressman in favor of it.
9. Plan to get out of institutional and governmental work where most clients require insurance.
10. Divest yourself of all personal assets so that if you are sued, you won't lose everything you've got. This means putting the house, car, stocks, etc. in the name of your wife or kids.

The first six of the above recommendations are also applicable to insured firms.

Jim Atkins is the President of Hurley, Atkins & Stewart, Inc., Insurance Brokers. He has specialized in Professional Liability insurance for architects and engineers for the past 18 years.



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## Management of the Professional Office

by HELEN J. TIMM,  
Vice President, National  
Architectural Secretaries Association

To manage an office, there must first be a plan or program formulated by management, with the assistance of support personnel. There is no such thing as *one* right way to accomplish a goal. Decisions should be made, taking into consideration that which is desirable for that particular office. Decisions should be recorded regarding the plan because it is very easy to forget, or to remember them as presented differently by different people in an office. An office manual is the obvious choice for such a record. The Architectural Secretaries Association has such a manual (ASA Handbook) in beginning form. It is designed in such a manner as to be added to by each individual office so that it then becomes that office's manual.

Decisions must be made regarding project promotion, office philosophy, employee status, telephone procedures, format for letters, memo's, and general methods for handling routine correspondence, ordering supplies, filing procedures and many other routine matters. These decisions are not engraved in stone. When it becomes evident that a policy is not working, or not accurately reflecting the office image, it is time for revisions.

The office philosophy must not only reflect the thinking of the Principal(s), but must also be comfortable for the staff to implement. Courtesy and empathy for each and every member of the staff, everyone that walks in the door, those who write to your firm, and those who call you on the phone is of prime importance.

How this is to be carried out should be defined in the manual.

Project promotion should not be a shotgun approach. It should be carefully determined just exactly what type of project the office has particular strengths and is interested in. Sometimes it is necessary to design projects that are outside of the particular expertise of the staff which often leads to new interest and skills. In general, it is more productive to concentrate your time, money and effort on proven expertise.

No longer is it possible for a design firm to depend upon clients walking in off the street. Now there must be an organized, professional staff person capable of doing proposals and promotion work. Is it in the best interest of the firm to use the valuable time of a highly qualified professional to do this sort of job? Is it financially feasible? If not, it stands to reason that one of the updated skills that a good architectural secretary should acquire be related to promotional work.

What happens to the product literature library? Who keeps it updated? It is very embarrassing for an architect to receive a call from a contractor telling of the impossibility of obtaining a specified item due to the fact that the manufacturer went out of business five years ago. Product libraries are in essence another form of filing. The secretary who is knowledgeable with the firm's particular format for specifications, and has contrived a system of updating is very capable of keeping that library.

Speaking of filing, there are many fine systems available.

Efficient filing is again a matter of choices, then sticking to a strict schedule of when to file. The very nature of the design discipline office makes it prone to 'time flow' problems. Fortunately, when the support personnel are at their very busiest (specs/proposals), the flow of outgoing correspondence is of necessity reduced.

Job cost accounting can make the difference between making a profit or going in the hole. With a good system, the principal can look at records of past similar projects and determine the necessary fees required for future projects.

Looking at a few of the needed skills for support personnel, it is necessary for a dedicated secretary to have more than the traditional skills. Where are these skills acquired? On the job responsibility often leads to increase of skills, but continuing education is required too. Some of it can be obtained in evening classes, and some by talking to other secretaries in similar jobs. The Architectural Secretaries Association is dedicated to furthering the education of its membership. The list of skills needed for a well run office is endless. Individual ASA chapters build their meetings around educating their members. The national education committee has created workshops available for use by any ASA chapter. They also plan and implement programs held at their annual conventions. ASA is dedicated to assist those who are interested in a professional, efficient and well managed office.



## Office Management/Finance

# The Computer/Word Processor — A Time-Saving Office Ally

When time is money . . . manpower means dollars . . . accuracy is essential . . . promptness is a customer key . . . think computer/word processing systems. The electronic age has moved the small computer from the game room to the office with significant improvements in office productivity. They are not the wave of the future — they are here.

Stuart Thornton, manager of Digital's Computer Store in Seattle, says the professional office is rapidly discovering the effectiveness of a system that permits job costing, handles accounts payable, accounts receivable, payroll, maintains data files, produces construction reports, estimates, updates and inserts change orders on any given project, and even handles correspondence.

For example, Thornton says, "Firms must create and maintain large specification volumes on active projects. Not only are changes frequently made, but copies are often requested for review and bidding purposes. A word processing system allows immediate changes or corrections to any portion of a document which, in turn, immediately updates the entire volume without re-typing. Using the 'list processing' feature of Digital's word processing system, new copies of the specifications can be quickly addressed and sent to any parties desired since their names and addresses are also maintained on the system."

While the words "computer" and "word processing" connote to many a maze of machines that are difficult to learn, the truth of the matter is that modern computers hide their complexity from the user, many systems

come pre-programmed ready for use, and operators experience little difficulty in becoming proficient because today's computers "prompt" the operator. To further assist customers, Digital's Computer Store offers training classes and also conducts refresher courses as needed for new employees.

Cost savings is the key. Not only does office production increase significantly, but prices have fallen dramatically in recent years. Thornton notes that complete computer systems now start in the \$5,000 to \$8,000 range instead of the \$10,000 to \$15,000

price tags seen as recently as one year ago. This has made in-house systems extremely cost efficient in professional offices.

Digital Equipment Corporation, a \$2.5 billion company, is the largest mini-computer manufacturer in the world. Digital has 25 retail stores nationwide with more to open in the near future. The computer stores were opened to bring the experience and products of a large company to the smaller business and professional office. Their systems also work in a timeshare environment with CFMS offered by Harper and Shuman.

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## This month from Graystone...

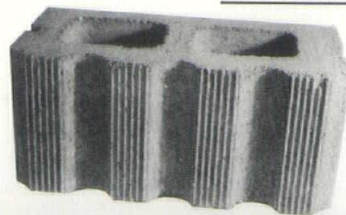
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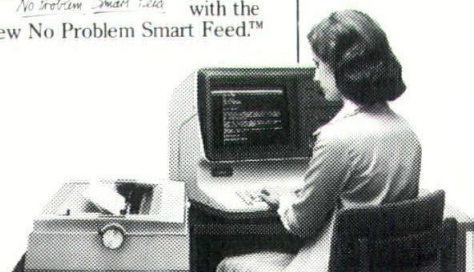
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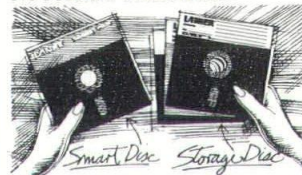


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## Miscellanea

### People

The *Northwest Architecture* Editorial Board has been named for 1981. **James McGranahan**, FAIA, Tacoma, will continue as chairman. **John Mahlum**, AIA, Seattle, will serve a three year term as representative of the Seattle Chapter and the Washington Council, American Institute of Architects. **Gordon Ruehl**, AIA, Spokane, has also been named to a three year term on the board, as a representative of the Spokane Chapter. **Harold Dalke**, AIA, Shelton, representing the Southwest Washington Chapter, and **Matthew Thompson**, AIA, Vancouver,

representing the Vancouver Chapter, will serve two years, and **Thomas Hargis**, AIA, Yakima, representing the Central Washington Chapter, has a one-year term.

**Norman J. Johnston**, Ph.D., AIA, associate dean of the College of Architecture and Urban Planning, University of Washington, has been elected president of the Seattle Chapter of The American Institute of Architects. Also serving in 1981 will be **Benjamin Woo**,



AIA, first vice president; **Phillip Brown**, AIA, second vice president; **Larry Erickson**, AIA, third vice president; **Vince Nordfors**, AIA, secretary; **Jim Waldowski**, AIA, treasurer. Directors are **Jennie Sue Brown**, AIA; **Dennis Haskell**, AIA; **Lee Loveland**, AIA; **Sue Alden**, AIA; **Bob Barger**, AIA; **Edward Duthweiler**, AIA, immediate past president; and **Bill Mutter**, student representative, University of Washington.

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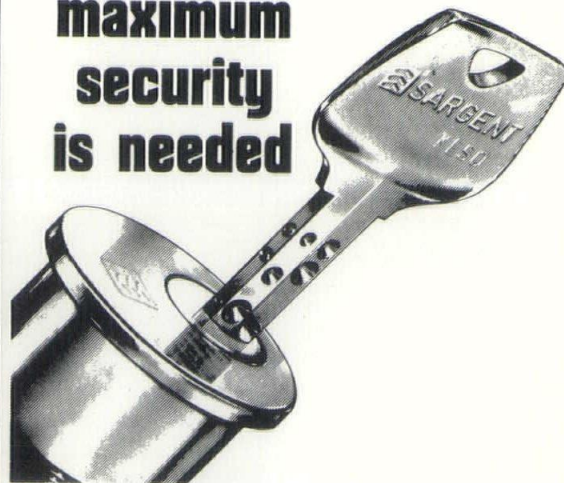
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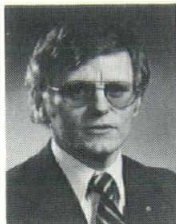
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## Miscellanea

### People

Del Hobbs, AIA, Tacoma has been elected president of the Southwest Washington Chapter, American Institute of Architects. He is a principal of RasmussenHobbs Architects/Planners. Other officers are



Ted Werner, AIA, president-elect; Von Kays, AIA, vice president; Kenn Snodgrass, AIA, secretary and Harlow Hogenson, AIA, treasurer. Board members include John Austin, AIA; Frank Densmore, AIA; Frank Moffett, AIA; Kenn Triebelhorn, AIA; Jim Tsang, AIA, and Bob Street, AIA.

Sheldon Crosby has been appointed marketing manager for Naramore Bain Brady & Johanson, Architects, Seattle. In his new position he will assume responsibility for the overall management of the firm's marketing effort. He joined NBBJ in 1977 as a designer.



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Legislature.

William Polk, AIA, a principal in Waldron Pomeroy Polk and Smith, Seattle, is Speaker of the House of Representatives, Washington State

Partners of the Bellevue architectural firm Ridenour, Cochran & Lewis, AIA, announce the dissolution of their association effective April 6, 1981. Myron Lewis, AIA, partner, has established a firm with Mark Nelson, AIA, senior associate of Ridenour, Cochran & Lewis, as Lewis/Nelson Associates, AIA. The firm will have offices in Northup Office Park, 2800 Northup Way, Suite 100, Bellevue. William Ridenour, AIA and Donald Cochran, AIA, partners, will reorganize as Ridenour & Cochran AIA and remain in the existing location in Bellefield Office Park, Bellevue.

Larry J. Mortimer, AIA, Seattle, has been appointed by the National Committee on Historic Resources, to replace Lyn Messenger, AIA, Tacoma, as State Preservation Coordinator for Washington.

Charles Kober Associates have moved to the new Metropolitan Office Park Building, 1100 Olive Way, Suite 200, Seattle.

Blair Patrick, CAE, has been named executive vice president of the Washington Association of Realtors. Patrick, who recently served as the executive director of the Washington Council, American Institute of Architects, is completing a position as president of the Washington Society of Association Executives.

W. Joseph Scudder, surety manager of The Traveler's indemnity Co., Seattle, has been named president of the Seattle-based Northwest Construction Council.



Gale Jones Frye

Kramer, Chin & Mayo Inc., Seattle-based architecture, engineering and applied science consulting firm, has appointed Michael A. Jones, AIA, RIBA, manager of the architecture group, and Thomas L. Frye, Jr., AIA, assistant manager. Fulton G. Gale III, AIA, is KCM's principal architect.

Henningson, Durham & Richardson (HDR) announces the addition of Trip H. McGuinness as manager of architectural programs. Prior to accepting this position, he was director of marketing for John Graham and Co., Seattle. His responsibilities will include the development of industrial, commercial, institutional and governmental architectural programs.

Charles L. Badley has been named regional vice president for Donn Corporation, reporting to Barry Farmer, national sales manager major products, in Westlake, Ohio. Badley will be responsible for promoting and selling for Donn on major Northwest projects. David L. Whipple has been named manager, Northwest Region, replacing Badley. He will report to R.F. Derr, manager, Western zone.



Jerome Ernst, ACIP, AIA, and Roi Nevaril, ASID, have been named associate partners at TRA, Seattle. Both will continue to head their respective disciplines, Ernst as Planning Director, and Nevaril as Interior Design Director.

Jane Osmer, CH2M Hill, media relations specialist, has been named area chairperson of the Seattle Chapter, Society for Marketing Professional Services. Other officers include Sonja Ostransky, vice chairperson/program coordinator; Sheldon Crosby, media relations/secretary-treasurer. Ostransky and Crosby both hold marketing positions with The NBBJ Group. Diane Creel, manager of corporate communications for CH2M Hill, Bellevue, is national president-elect.

Robert L. Durham, FAIA, Seattle, has been given The Edward C. Kemper Award for 1981. The award, given by the American Institute of Architects, is the highest service honor given by the Institute and recognizes a member "who has contributed significantly to the Institute and to the profession of architecture". The award to Durham, a past president of the American Institute of Architects, will be bestowed at the 1981 national convention in Minneapolis, May 17-21.

Ronald E. Clensy, AIA, has been named a principal of John Graham and Company, architects, planners and engineers, headquartered in Seattle. Clensy joined the Graham organization in 1978. He is currently project director for the Washington Plaza's second tower.

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seems certain to be high.

If your office does not now have any of these mechanical-electronical aides, it is time to give them serious consideration. Each item discussed exists — some are already on the verge of becoming out-moded. Fortune magazine states that the electronic office of the next decade will not refer to word processors except as older equipment. The office will be made up of multi-function computer terminals. There will be nonimpact printers with carbon option called intelligent copiers. Such equipment may have optical character recognition capability. Material stored on microfilm will be digitalized via terminals that keep indexes of microfilmed information in their memories.

Computerized central dictation systems will allow telephone call-in correspondence, with letters available for signature or edit by the time the author arrives at the office. Linking this equipment will be a communication system that will handle voice, data and messages. This equipment will be linked to a number of computer data bases situated through linkages provided by direct cables, telephone lines or satellites.

With the availability of satellite usage, the new communication networks will be suited to video contacts. The "fly-in" meetings of today will become teleconferences of tomorrow with the offices interacting via video, voice, and data communications.

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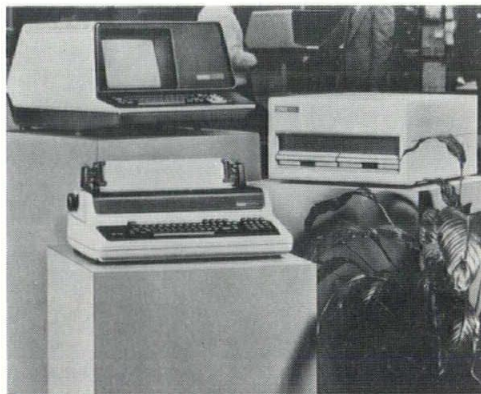
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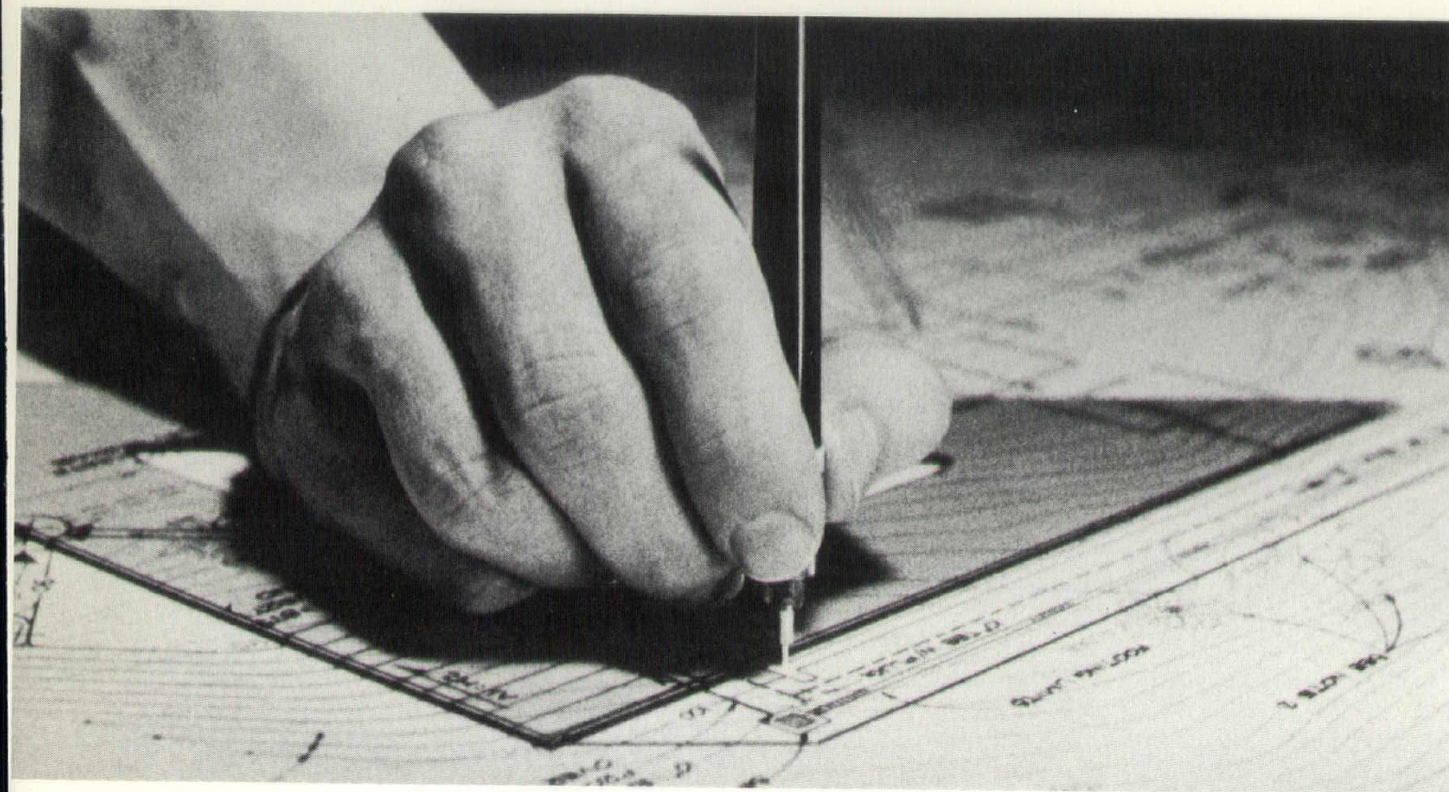
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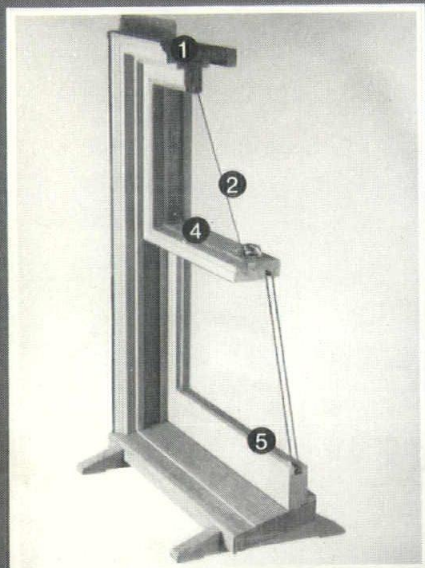
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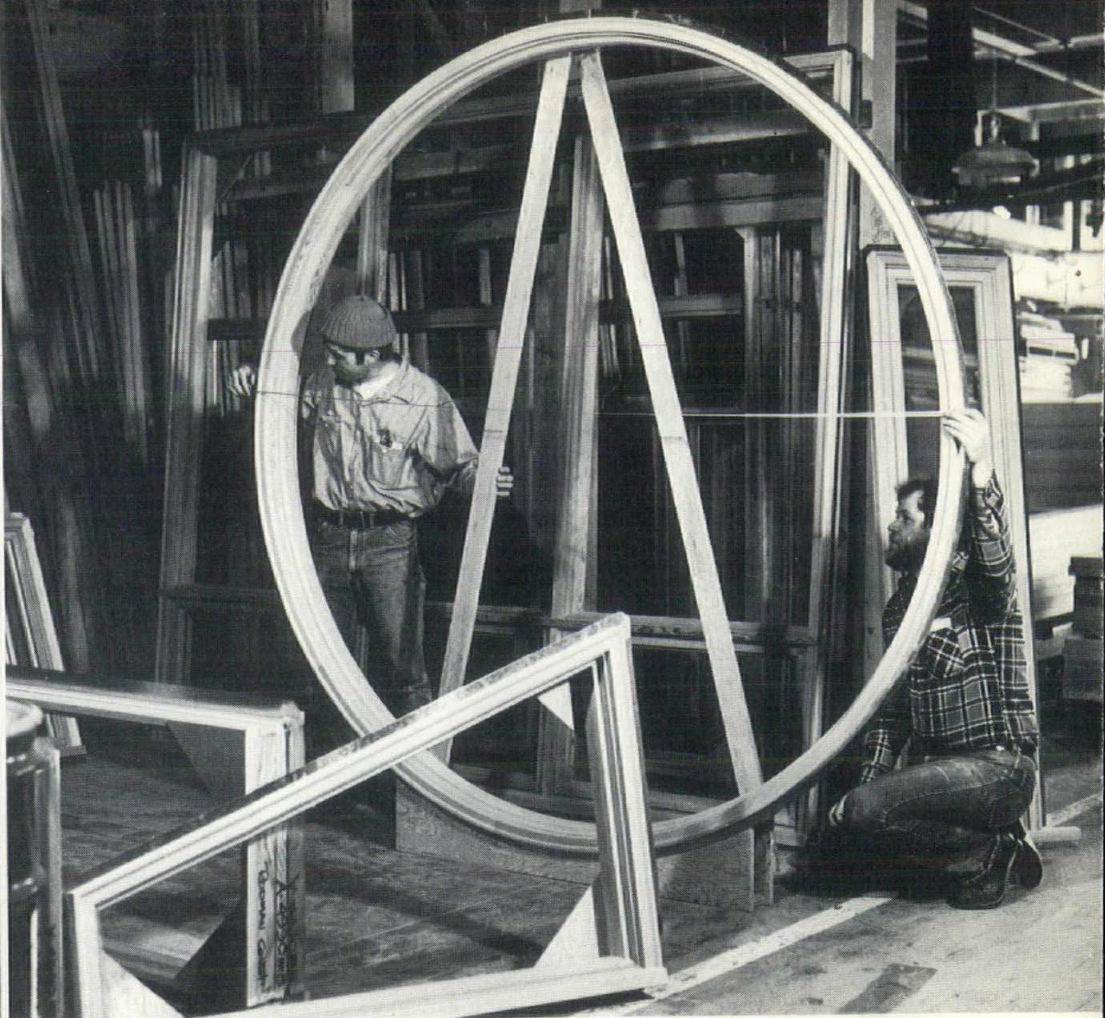
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