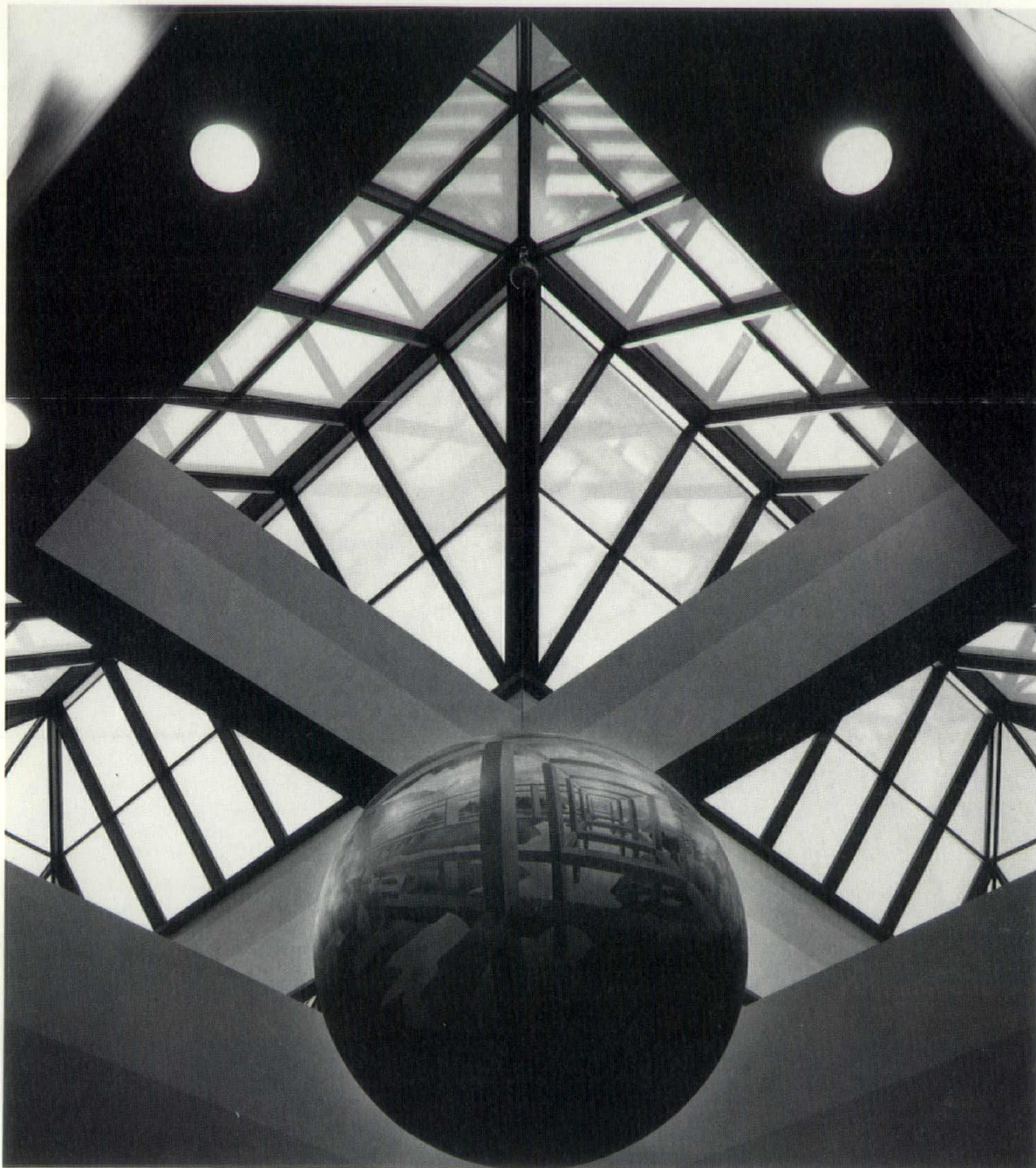


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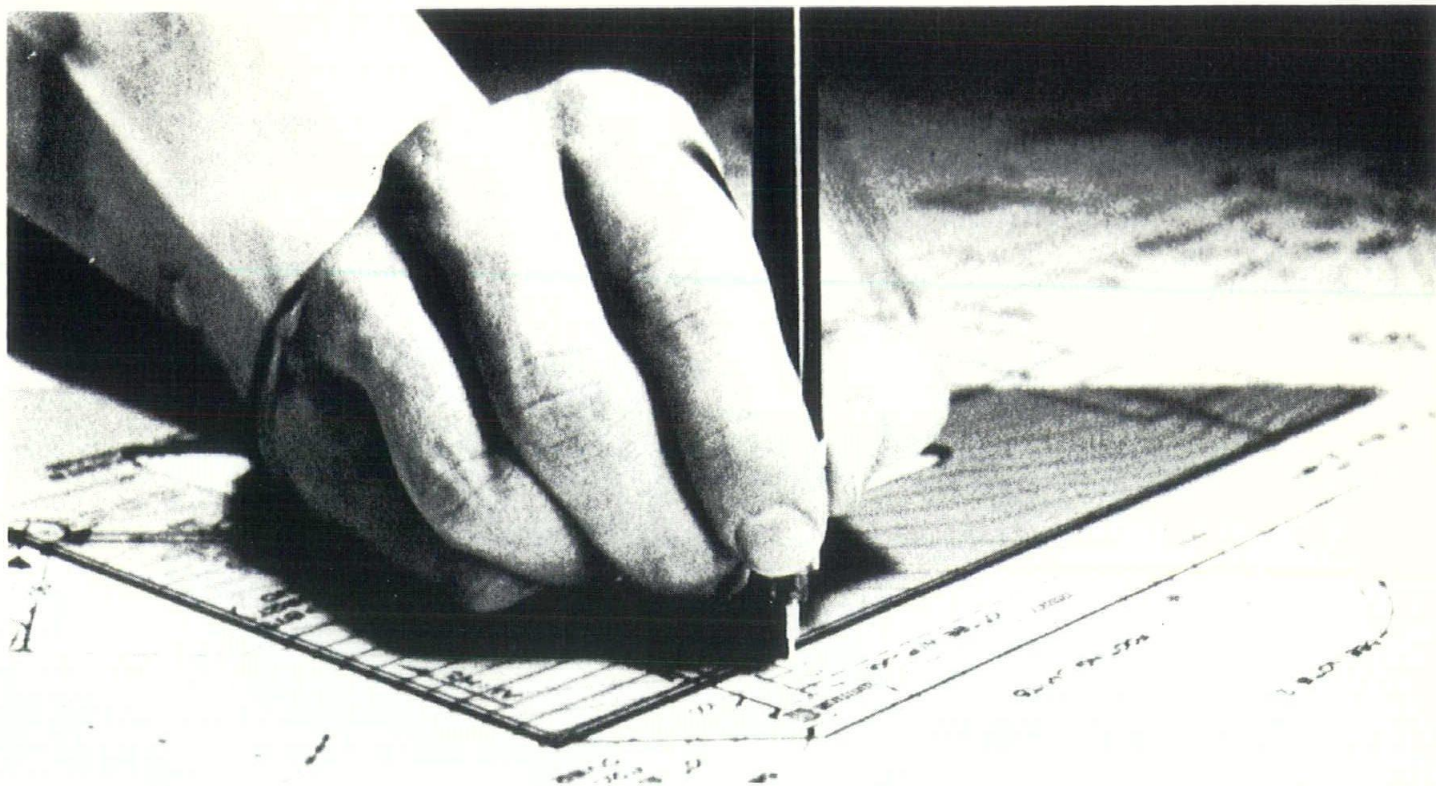
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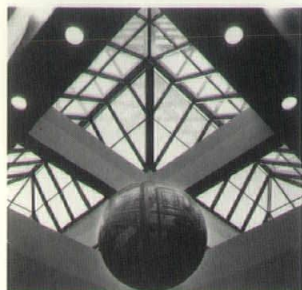
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Vol. 8, No. 1

NORTHWEST ARCHITECTURE

Mastering Management Grading Out As An A+ Marketing Firm

By William K. Bryant

Have you ever noticed how some design firms seem to consistently grow and flourish, in flush times and lean? Have you often wondered how it is certain architectural practices manage to always be in the right market at the right time? Why is it that a select few partnerships prosper while others struggle to keep their heads above the closing waters of the business cycle? Is there a magical elixir you can apply to your own firm?

There are, of course, many components to a successful design practice: good people, talented designers, sound finances, and rigorous project management are a few. But there's something else that, almost universally, successful design firms hold in common. Winners use good old common sense and practical actions to market their services. Their message is this: there is nothing mysterious or magical about marketing architectural services.

That common sense wisdom can be distilled down to what I call the Triple A approach to marketing. Just as every winning football team does the fundamentals well — blocking, tackling, executing plays — consistently successful design firms do three things well when it comes to marketing. In fact, I have yet to encounter a

growing practice that *didn't* do these things well. What they do is follow these basic principles:

- Assess and research;
- Analyze and interpret;
- Act and implement.

Let's take each in turn. Solid marketing programs are built on research. The firms who succeed in getting in front of major market developments and growth trends — schools in the 1960's, multifamily housing in the 1970's, health care facilities in the 1980's — are the ones who devote considerable attention and resources to market research, intelligence gathering, and assessments of a market's driving forces. They recognize that design firms do not dictate demand, or arbitrate tastes — even though they might wish to. So they spend time understanding where their various markets are going. And they constantly update that database through regular surveys and client contact.

The second thing these firms do well is analyze and interpret the results of their research. They don't ignore facts or sweep them under the rug — even when facts seem to dispute assumptions. Instead, they evaluate the implications. They examine what they learn about clients' plans for using design professionals. In light of what they discover about client desires, they reconsider their firm's service package in light of client desires. These firms — the consistent winners — recognize that market knowledge requires long-term responses and careful evaluation. They have uncovered
(Continued on page 14)

William Bryant is an associate with Martin-Simonds Associates which offers a full range of business consulting services to the design profession, including marketing, long-range planning, financial and organization.

Higher Education

North Pole High School - North Pole, AK

In a climate where annual temperatures range from 90 degrees above zero to 50 or more below zero, building materials meet unusual demands. Consideration of these demands strongly influenced the architectural decision to create an exterior of stucco with aluminum extrusions for North Pole High School in North Pole, Alaska. And in the symbiosis of good design, the adaptability of stucco screeds to subarctic conditions provided the medium for producing an imposing building that suggests neomodern design and whose colors reflect the bright blues and

oranges of an arctic winter sunset. The pattern of the screeds, accommodating expansion and contraction of the stucco, accents the horizontal profile and sharply outlines the unique facade.

As the cold temperatures make increased physical demands on building materials, the short hours of daylight and the need for people to be inside most of the time place special demands on the design of a building, with emphasis on the psychological effects of color and light. In North Pole High School, main entrance corridors are designed as two-story street spaces with skylights

that bring natural light streaming down into the school's common activity spaces. The southern orientation of the building brings natural light into the academic classrooms and presents a view of the majestic Alaska Mountain Range.

Structural analysis of the unsymmetrical footprint of the 152,000 square foot building and consideration of local seismic activity led to design of the school complex as four separate buildings separated by a series of seismic joints. Mechanical systems take good advantage of energy saving opportunities. Heat is recovered



from auto shops and locker room exhaust systems. Filtration and recirculation of air from welding fume and sawdust collection systems saves the costly heating of make-up air. Fan horsepower consumption is reduced by eighty-five percent for the auditorium and gym ventilation systems by use of

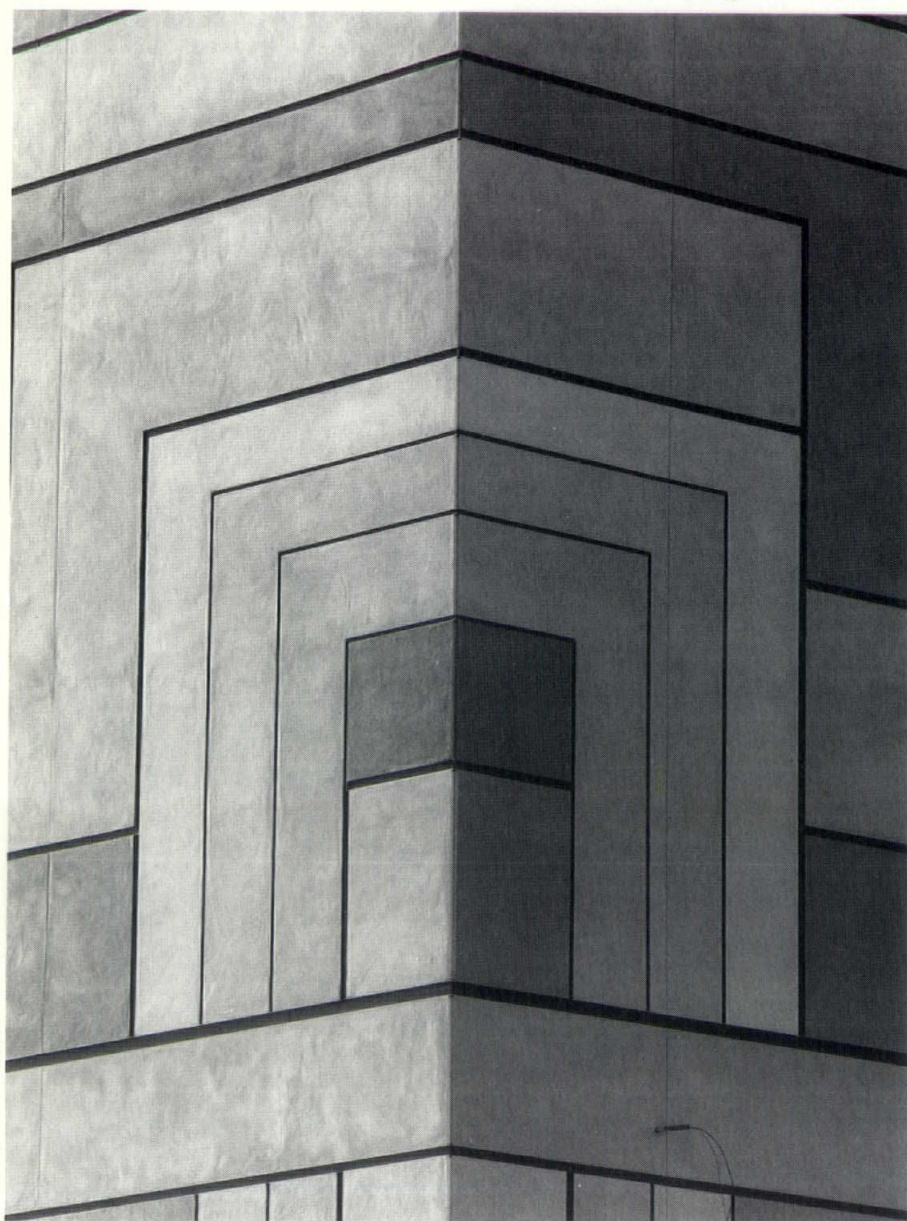
a variable air volume ventilation system. A diesel powered emergency generator capable of starting automatically within ten seconds after utility power failure can provide power for emergency lighting and operation of the building heating system.

Alaska's state program that sets

aside one percent of construction costs for art in public places enabled architects to integrate artwork into design from the initial stages. A stylized herd of caribou are silhouetted against a deep blue sky and large orange sun in a mural of porcelain enamel-on-steel on the exteriors of the auditorium fly gallery. A rotating sphere displaying an artist's interpretation of scenes of Alaskan life hangs in the school's main entrance. A lifesize bronze sculpture of an American patriot, the school's logo, will stand in a niche in the commons area.

The 40-acre campus contains a complete array of athletic facilities. A football field, running track, fitness and ski trails, tennis courts, and baseball fields are available for individual or team activities. An outdoor natural science laboratory in the form of a small lake ecosystem lies to the south of the main structure.

Owner	Fairbanks North Star Borough
Architect	Ellerbe Alaska, Inc. Project Architect Charles R. Morgan, Jr. AIA Civil Engineer Floyd A. Ohlsen, P.E. Structural Engineer Jerry W. Mastin, P.E. Electrical James R. Gray, P.E. Lake & Boswell, Inc. Acoustical Wilfred A. Malmund
Landscape	Land Design North
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Photographer	Malcolm Lockwood



Higher Education

Evergreen State College & Clark College - Vancouver, WA

The Evergreen State College and Clark College propose to build a new Instructional Building on the Clark College Campus, Vancouver, Washington. The new building will be located immediately southeast of the existing Administration Building. Construction is scheduled to begin early this year.

Because of the close proximity to the Administration Building and the dominant size of the new building, special care was taken in the orientation of certain forms in the new building and in the design of a physical connection between the two buildings. Modifications to the front entrance

to the Administration Building are also proposed.

The building form is dominated by more classical details, but is contemporary in its total concept. It incorporates brick veneer with certain plaster elements, painted aluminum window frames, and reflecting glass.

A large lecture hall can be divided into a smaller lecture space and two seminar rooms. These spaces are adjacent to a courtyard and patio area with a large existing oak tree.

An administration center, computer lab, and a kitchen lounge complete the first floor.

Second floor is reserved for

faculty offices and student project rooms.

Building square footage is approximately 14,500 with a possible 10,000 sq. ft. addition to the south.

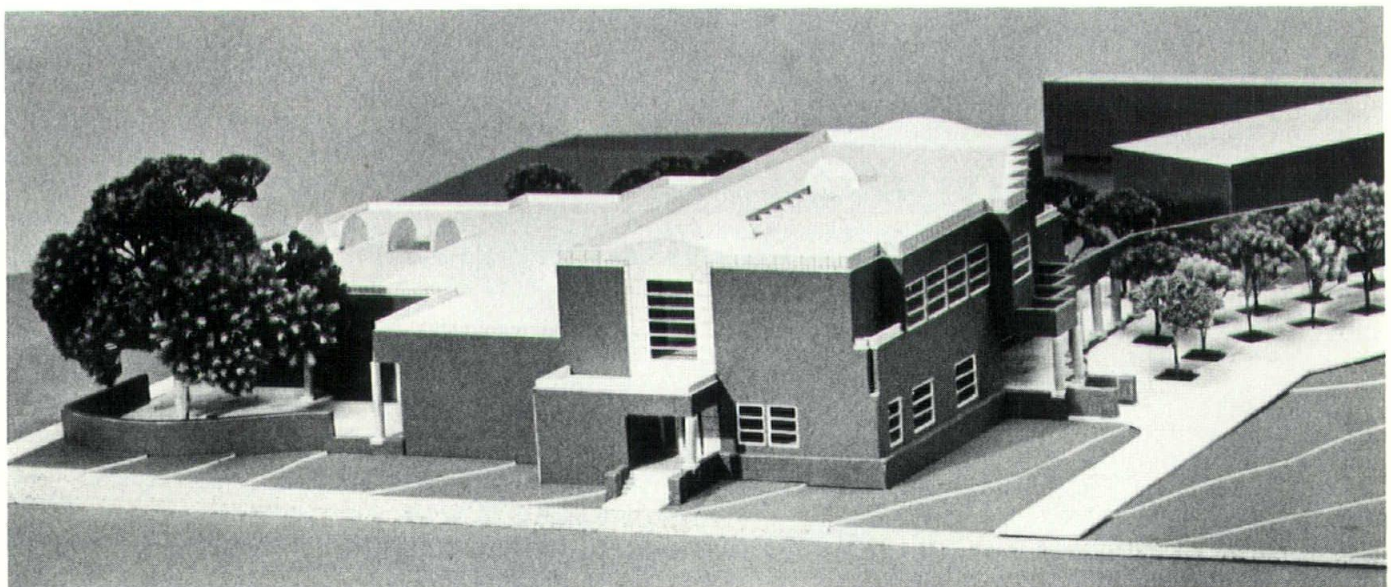
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Vancouver

Structural Engineer Kramer/Gehlen
Associates, Inc.
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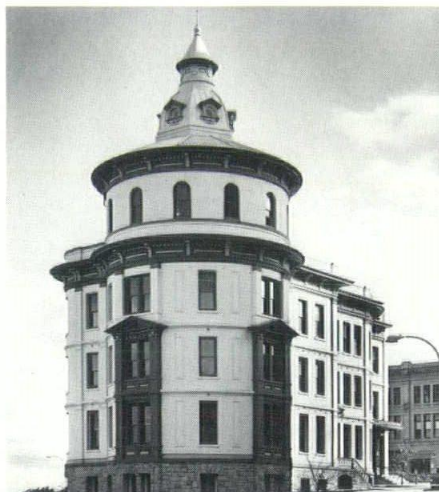
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Awards

One Pacific Building, Tacoma



The Northern Pacific Headquarters Building at 621 Pacific Avenue in Tacoma is a pivotal structure in the Old City Hall Historic District. The Tacoma team of Touchstone Development Limited and The Harris Architects completed renovation of this historic building in March, 1984. Under its new name, One Pacific, the fine 1888 Italiante Structure has been returned to its original use as a Class "A" office building.

Charles B. Talbot, architect for the railroad, designed the building in 1886. Because of a narrowing and turning of the Pacific Avenue right-of-way, the turret or tower on the north end of the building appears to jut into the street twenty feet. Thus, the building is highly visible from anywhere south on Pacific Avenue. The masonry covered with stucco building sits on a bluff overlooking the "half moon" railway yards and Commencement Bay at the extreme northern end of Tacoma's Central Business District.

Renovation and rehabilitation involved a number of difficult pro-

blems. The economics of the project required a dramatic increase in the net rentable square footage and the provision of parking for tenants on an extremely awkward and restricted site. The net rentable area was increased by converting the attic and upper tower levels into a penthouse office by raising the ridge line and moving it eastward several feet. Also the parking problem was solved by negotiation with the City and the Burlington Northern Railroad to acquire an easement for the air rights underneath the freeway ramps for Schuster Parkway to the north of the building site. By adding eight thousand square feet to the net rentable and thirty parking

stalls, the project became economically feasible.

All systems on the interior are new. Instead of being visible, they are hidden in walls, floors and above a suspended ceiling. When efforts to save the old plaster failed, it was removed. Before replastering, masonry saws channeled the brick to create runs for conduit for electrical wiring and phone lines.

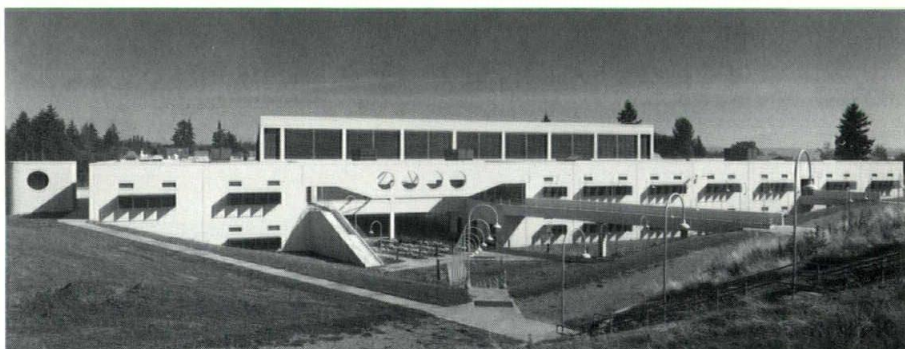
The restored building has received wide acclaims in the community ranging from the "man in the street" to a special editorial in **The Tacoma News Tribune** and a 1984 Award to the Touchstone Development by the Downtown Tacoma Association.

ASBO Merit Award For Lake Washington School District Vocational Technical Institute

Cummings Schlatter Associates (CSA), Architects, of Kirkland, Washington has announced that the new facility for the Lake Washington School District Vocational Technical Institute (V.T.I.) received a Certificate of Merit from the Association of School Business Officials (ASBO) at their annual convention in Atlantic City, New

Jersey. The Jury commented: *"Compact project, well situated on a dramatic site. Exterior spaces are skillfully handled. Attractive exterior treatment. Interior mall offers inviting environment for all."*

ASBO is the professional organization of school business managers, fiscal officers and accounting executives and has chapters in each state. The Vocational Technical Institute, along with the other award winners, will be published in the upcoming issue of the ASBO Journal.



Photograph by Karl Bischoff



MDO was involved in an extensive remodel of Seattle Tennis Club.

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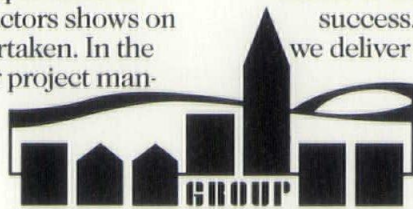
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Awards

Masonry Institute of Washington Awards

The designers and contractors of five Seattle and Tacoma buildings received masonry awards of excellence at the Masonry Institute of Washington's statewide "Architectural Excellence in Masonry" award program held this fall in Seattle.

The U.S. Postal Distribution Center in Tacoma designed by

Seifert Forbes Architects of Tacoma received the highest award. Other buildings selected for recognition were: the Biological Sciences facility at the University of Washington and the Elliott Bay Office Park in Seattle, the Review Tower Building, Spokane and the Good Samaritan Hospital Rehabilitation Wing, Puyallup.

Judges for the competition were James E. Amrhein, S.E., Los Angeles; Donald C. Chapman, FAIA, Honolulu; Michael Johnston, MIW Trustee, Tacoma; Norman Johnston, FAIA, Associate Dean of the School of Architecture at the University of Washington and Norman C. Zimmer, FAIA, Portland.

FIRST AWARD OF EXCELLENCE IN MASONRY

U.S. Postal Distribution Center, Tacoma

Architect: Seifert Forbes Architects, Tacoma

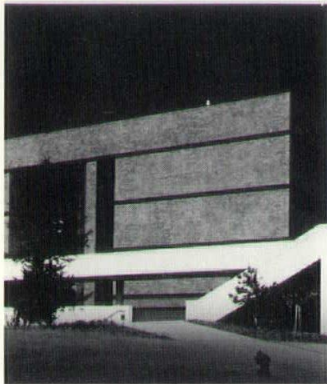
Structural: ABAM Engineers, Federal Way

Masonry: Barkshire Construction and
Everson Masonry

Jury's Comments:

"The architect did an excellent job in dealing with a type of building all too often denied such attention. The detailing is handsome, fully exploiting the standard characteristics of the masonry unit and without resort to special and custom demands. Doors, windows, course heights, and bonding patterns are all carefully and correctly design coordinated. It looks like a brick building, not one in which brick is used as paint. Its fireproof construction is totally masonry, using both concrete block and brick exposed in both interiors and exteriors based on a fully modular layout. There was a sensitive brick selection which gives visual life and pleasing color ranges to wall surfaces. The building sits well on its site, its presence a bonus to its neighbors."





University of Washington Biological Sciences Facility, Seattle

Architect: T.R.A., Architects/Engineers/Planners, Inc., Partner-in-Charge: Phillip Jacobson, FAIA; Project Director: Brent Ekvall, AIA • Structural: T.R.A., Structural Engineer, Ross Atkinson, P.E. • Masonry: Dizard Masonry Inc.

Jury Comments:

"This building was put together by people especially sensitive to detailing and scale. The brick selection is notable for its color qualities and visual texture. It is an expression of subdued simplicity and unselfconsciousness, earning its merits through understatement, proportions, and coordination of parts and details into a unified whole. There is a nice contrast between it and the visual presence of adjoining concrete ramps, stairs, and overpass."



Elliott Bay Office Park, Seattle

Architect: Chester L. Lindsey Architects, Project Architect: Chris Simons • Structural: KPFF Engineers • Masonry: Barkshire Construction

Jury Comments:

"Here is a versatile exploitation with excellent design results of an emerging new technology in masonry construction, prefabricated brick panels. Imagination was used in how the modularized panels were employed for visual effectiveness, doing so without requiring any specialized unit adjustments. The building is an impressive demonstration that the exigencies of economics need not lead to routine design solutions, that standardization does not necessarily require the sacrificing of design quality."



Review Tower Building, Spokane

Architect: Adkison Leigh Sims Cuppage Architects, PS • Structural: Peter A. Suden, P.E. • Masonry: George Sherman Masonry

Jury Comments:

"An impressive coordination of new construction with an older historic building which it annexes, responding to the masonry traditions of the original construction but reinterpreting them in sympathetic modern terms. Thus, arches, course lines, columns, and the general organization of the facade have all been established to maintain continuity with its earlier partner."



Good Samaritan Hospital Rehabilitation Wing, Puyallup

Architect: BJSS/Architects and Planners/AIA and Kaplan/McLaughlin/Diaz • Structural: Sargent & Associates • Masonry: Blackstock Masonry, Inc.

Jury Comments:

"This is a demonstration of the flexibility that brick masonry offers in establishing visual unity for a project which is the product over time of various construction phases. This latest construction is an interesting combination of the stepping up and back of strong abstract forms that are handsomely complimented by the geometry of their brick sheathing and the overall unity it provides. There is impressive articulation and detailing in the handling of the courtyard and recessing at the adjoining stairway."

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News

Seattle Architects Honored

Paul Thiry, FAIA, and Paul Kirk, FAIA, Seattle architects recognized nationally for their professional contributions, were honored by the Seattle Chapter of the American Institute of Architects at the organization's annual honor award reception. Thiry and Kirk received the Seattle Chapter AIA medal for distinguished contribution to design, the architectural profession and the Seattle AIA chapter. This is the first year the medals were awarded.

Paul Thiry's architectural influence spans the nation. He helped design the U.S. Capitol as a multi-term member of the National Capitol Planning Commission.

In Seattle, Thiry is best known for his pioneering design of residential homes and his work as primary architect of the 1962 Seattle World's Fair complex. He also designed the Washington Mutual Savings Bank building in downtown Seattle and the Christ the King Church in north Seattle, among many other notable structures.

The second AIA medal recipient was Paul Kirk, another life-long Seattle architect who has influenced Pacific Northwest architecture since 1937.

Kirk received his Fellowship in the National AIA for design excellence and is chairman of the National AIA Committee on Aesthetics. He is recognized for his residential work and design of clinics.

Also honored by the Seattle AIA at its annual meeting were three non-architects who have offered distinguished service to the profession. They include developer Paul

Schell, Cornerstone Development Co.; engineer John Skilling, Skilling, Ward, Rogers, Barkshire, Inc.; and sculptor George Tsutakawa, all of Seattle.

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Mastering Marketing

(Continued from page 3)

the secret of strategic market planning.

Finally, managers of these firms tend to act on their interpretation of the market. They take steps required to position their firms strongly in the markets they choose. Their actions often involve a degree of risk: Were their facts correct? Did they analyze them accurately? Despite the risks, they realize inaction can lead to more serious consequences than occasional misaction or reaction. They know instinctively that inaction is a sure road to disaster. The market simply passes by the overly cautious firm. Since they base their decisions on fact, not intuition

or guesswork, they feel more confident of their actions.

Good research minimizes their risks. They usually make the right choices while so many of their competitors followed indecision and inaction down the road to failure.

What can we learn from watching the winners at work? As in so many other management areas, we learn that the simple approach is the best one, that common sense works better than techniques. By following the Triple A approach of Assessing, Analyzing, and Action, you too can get an "A" grade in marketing.

People

Patrick A. Gordon, AIA, and Jeffery S. Soehren, AIA, have been named managing principals by President David A. McKinley of McKinley Architects, Seattle.

The Bumgardner Architects, Seattle, announces the promotion of a number of key employees. Advanced to Senior Associate are: *John L. Brenneis, AIA;* and *Mark D. Simpson.* Named as Associates are: *Donald T. Brubeck, William M. Gaylord, and Christopher D. Libby.*

Thomas Frye, Jr. AIA has joined the Baylis Architects, Bellevue, as Senior Project Architect.

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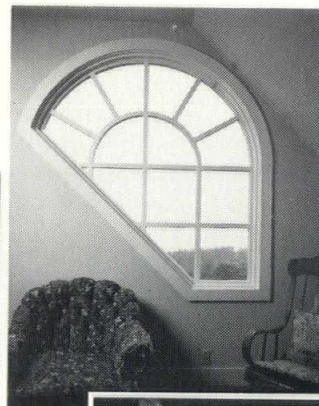
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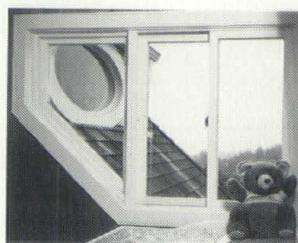
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Originally built in the early 1930's, this recently remodeled Old Town Tacoma home commands a magnificent view of Commencement Bay.

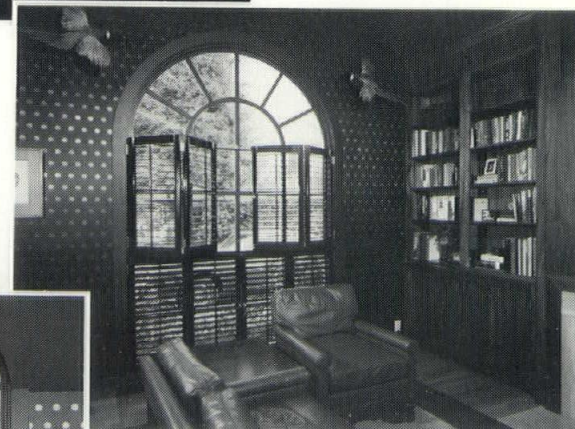
The extensive expansion/remodeling project was skillfully designed to reflect the traditional warmth of the original home. A new wing expanded the home to over 2,800 sq. ft.

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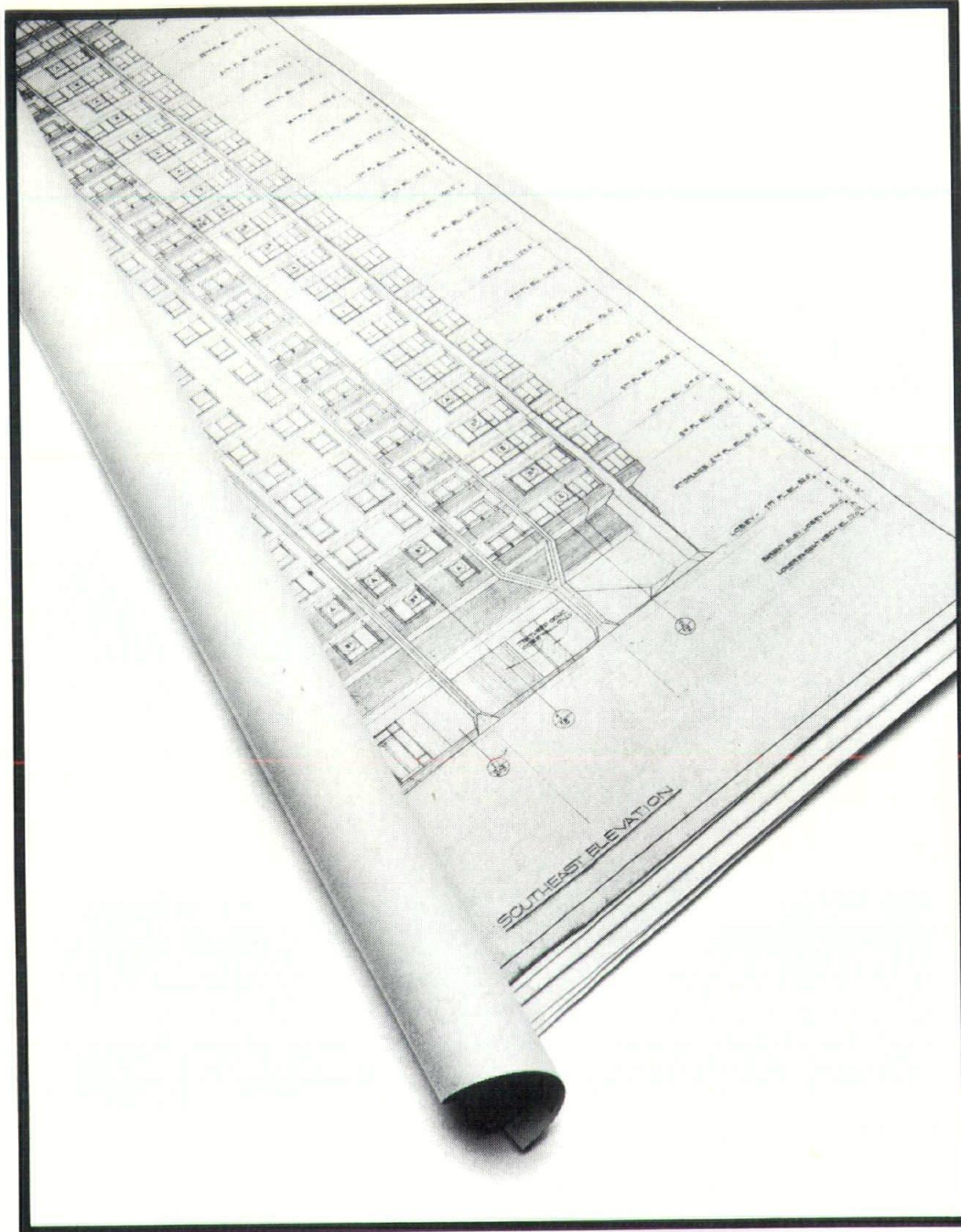
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