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8 Wisconsin Architect May/June 1991
The challenge was to create an open, comfortable, light-filled house that blended into the site. The plan needed to accommodate the personal time of two teenage daughters and the parents, as well as the togetherness of family activities.

The site is a beautiful, unmolested Minnesota coulee enclosed on three sides by heavily wooded bluffs. The north end opens to views of the Mississippi River valley. The 40 acre site is covered with native oak, hickory and birch trees.

The third fully developed concept satisfied the owner's sense of home by adopting a Prairie Style motif. The plan is zoned into three distinct, yet connected, spaces to house the daughters, the parents and the family. These zones are distinguished by their differing levels, which relate directly to their location on the hillside. The offset connections create a variety of interesting spaces and help break down the scale of the home.

Each zone is capped by a hip roof with broad overhangs. The natural wood and ash colored stucco of the exterior is detailed to band together the three zones. The projecting decks and balconies boldly declare their heritage.

Photography: Roger Grant
This project is as close as one can get to habitation with interior only—no exterior.

The fifth floor of an old downtown warehouse has been transformed into a gallery and loft residence for two, with an area of 6,000 square feet. Part of the challenge was using existing windows, south and east overlooking Lake Michigan and the city, and small windows to north and west with views of other warehouse buildings.

Visitors to this upper level are greeted by a southern entry garden, which provides a living/working growing space, in contrast to the cold steel, concrete, and glass of the central city. All interior spaces were designed around a collection of contemporary fine art, some pieces being over twenty-five feet long and up to ten feet high. Walls were angled; windows were removed and cranes were used to bring the artwork into the loft space. Lighting was specifically selected to enhance but not change original coloration. Floor changes in various areas were made to facilitate plumbing cores which are located on the north wall only.

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Planning and Designing a Law Office

Suddenly, you realize how bad your law office situation really is. Your new partners have postage-stamp offices, your paralegals are working out of the copy room, and your conference room reeks of liverwurst because you have no lunchroom. You have no room for people, much less a functional library or legal research terminal. And worse, you still haven’t found the client file that’s been missing for two days!

The first step in solving your law office design problem is recognizing that you have one. Now bring it up to the key management team in your office.

Create an internal team

Appoint a partner to chair a design committee to investigate the problem—the fewer people, the better. It is critical that your recruiting and support staffs are represented. In addition, this committee has decision-making authority with one partner in charge. Set a deadline for the committee to:

1) Prepare a written statement of the specific problems, for example, out of space, unmet technology needs, excess growth, office does not project desired image.
2) Evaluate the office’s present size in terms of practice groups, partners, associates and support staff, then anticipate its two- and five-year growth.
3) State how the firm wants to portray itself to clients, recruits, attorneys and administrative staff. This frank assessment should determine “who” the firm is now and what changes, if any, will create the desired image. Image is not merely the office decor, but the receptionist’s personality, the partners’ community involvement—all the human variables.

4) Present this information to a partnership meeting to get the partners’ consensus that these problems exist and need to be addressed within a specified time. The partnership then should authorize the committee to employ a design professional to help solve the problems the committee has identified. This up-front planning is critical to implement your project efficiently and economically.

Choosing a design professional

To find the right design firm for you, ask for recommendations from other law firms and talk to friends and acquaintances who have worked with architects/designers. In checking references, see if consultants are members of The American Institute of Architects and/or the American Society of Interior Designers. Membership in these organizations means that the architect/designer subscribes to a professional code of ethics and has access to a variety of professional and technical resources.

Make a list of three to five design firms. Call them, describe your project and, if they are available, request literature outlining the firm’s qualifications and experience. The materials you receive might include a letter of interest, brochures, fact sheets, photos of past work and biographical material about key personnel. Looking beyond the brochure’s style, determine which firms have the capabilities and experience you need. Narrow your list to two or three firms that you will interview.
Interviewing Designers
The interview is important because it allows you to meet the people who will design your project and to see if the chemistry is right. You will be working with the designer for a long time and you want someone with whom you feel comfortable.

In the interviews, present the problems your firm has outlined and ask the designers to respond by referencing past experiences in light of the problem scenarios you describe. To objectively view the firms, make a standard interview sheet of questions including: How busy is the firm? Who will handle the job? What is the firm’s design philosophy? How will the firm approach your project? How interested is the firm in your job? Review and discuss the budget for your project. Before making a final selection, ask for references from past clients and have the design firm take you to see a completed project.

The designer’s fees should be appropriate to the scope and services provided. How designers charge can be confusing because there is no set fee for a particular type of project. Fees are established in a number of ways depending on the sort of project and the amount and nature of services best suited to your needs.

Some projects are best done at hourly rates, others on a stipulated sum per square foot. Some designers charge a fixed fee; others charge a percentage of construction costs. Discuss how the designer expects to establish the fee for your project.

Once you have decided on the right designer, you are ready to write the terms of your agreement on the scope of work, services, schedule, construction budget and compensation. The American Institute of Architects and American Society of Interior Designers have developed a variety of standard contract forms that are used industry-wide.

Establish control points for the project by clearly defining communication lines, with one contact person from your firm’s team and one from the design team. Next, set a timetable to include meetings, information gatherings, dates and points when critical decisions must be made.

Defining the design phases
Identify and define the phases in the design process specific to your project. The following menu of services may be applicable to your situation (assuming that your planned office space will be leased tenant space). Your options include:

Programming. Programming is a detailed assessment of how a firm operates now and how it will operate at projected points in the future, usually two and five years. The design team considers the nature of the firm’s practices, staff composition and size, staff needs, conference facilities, libraries, filing and any other variables specific to a given firm by conducting interviews with attorneys, support staff and library personnel. The programming process is put into a document that translates your needs into square-foot requirements to use when evaluating specific building sites. This is a designer’s key tool for any plan and design.

Space planning. The amount of necessary space delineates requirements and working relationships on a plan that shows adjacency and, if you’re working with multiple floors, vertical stacking requirements. The designer considers the “givens” of a specific building, such as bay width and depth, window placement, entrances and exits, columns, staircases and common areas. Preliminary budgeting is prepared.

Finish specifications. Once the color palette and building materials are selected, the decision is made whether to use standard-grade or upgraded materials. The designer can select materials that are beautiful and durable, saving on frequent maintenance and replacement cost.

Lease negotiations. The designer helps prepare the workletter, which is a lease attachment that spells out where and in what quantity specific building materials are used. This workletter is instrumental in holding the lessor to its responsibilities in providing the buildout that the lease represents. The lessor negotiates with the lessee using the final space plan and workletter addendum and lease attachments. It is critical to conduct a thorough analysis of the lease’s value. This can be the greatest area of cost savings for a law firm that is relocating or renovating.

Design development and construction documentation. The space plan becomes three dimensional in this stage. Interior architectural schematics are worked out to relate to the two-dimensional space plan. Elevations, custom cabinetry
and details are worked into the plan. In most tenant buildout situations, the design development and construction documentation happen concurrently. Construction documentation is the detailed drawings and specifications that the contractor will use to establish actual construction cost and build the project. These drawings and specifications become part of the contract.

Bid negotiations. The lessor puts the construction documents out for bids. Often, an owner has an ongoing relationship with a particular general contractor. However, it may be in your best interest to insist that the project is bid competitively. The design firm acts as an agent in the bid process, preparing the bid documents, invitations and instructions to bidders. While the designer can recommend contractors and assist in the bidding process, you make the final decision. During this time, the design firm also will bid, negotiate and, if necessary, schedule mock-ups of new furniture to be purchased. Furnishings with long lead times should be ordered now to ensure timely delivery.

Construction. Upon awarding contracts to the general contractors and subcontractors, the tenant space is built out, moving the project from the abstract to reality. Plan at least eight weeks for the buildout. In the case of intricate interior architectural details, 16 weeks may be more appropriate. The designer approves all construction pay requests and change orders and keeps you informed of the project’s progress.

Field inspection. The architect will visit the site to verify that the project is being built according to plans and specifications. While the designer observes construction, the contractor is solely responsible for construction methods, techniques, schedules and procedures. The contractor supervises and directs the project’s construction work.

Punch list. Prior to moving in, and at the time of substantial completion, the designer visits the space and notes any nonconformity on a punch list. The contractor must complete the punch list items, but not necessarily before the move in. Final payment, to the contractor is withheld until these discrepancies are corrected.

Moving in. Moving typically is planned for a weekend or a holiday so that telephone and data systems can be installed and tested and personnel are well situated by the next business day. The move coordinator’s role and responsibility is important; the process must be scheduled months in advance. Budget extra help and security for the move. What can go wrong will go wrong—move coordinators must think on their feet.

Before moving you should have ordered stationery, cards and identifiers with your new numbers. Send announcements to your clients, prospective clients and the media. Notify post offices and utilities. Plan your open house no sooner than three months after moving to work out the bugs, receive any delayed furniture and apply all finishing touches.

Conclusion
How have you benefited from an effective design plan? Your office effectively conveys your image—whether conservative or contemporary—to your clients, who are greeted by a receptionist and seated in your well-planned lobby. Leading them to one of your beautifully appointed conference rooms, your clients are impressed with the smooth order, the uniform color scheme and the rich quality of your furniture and furnishings. You easily retrieve their files from the efficient filing system and begin your meetings.

Too good to be true? Not with a little good design and planning.

Related reading on law office design
Improving the Law Office: Principles for Design is available from Publications in Architecture and Urban Planning, Center for Architecture and Urban Planning Research, UW-Milwaukee, P.O. Box 413, Milwaukee, WI 53201-0413. The publication’s cost is $8.50; prepayment is required. To order, write to the address above or call (414) 229-6165.

EDITOR: Gene Eggert, AIA, is president of Architectural Designs, Milwaukee. Patricial S. Algiers, ASID, is president of Patricia S. Algiers & Associates Inc., a design firm in Whitefish Bay. Susan Hayes Algiers and Robin H. Eggert, project manager, Architectural Designs, also contributed to the article. This article was reprinted from the November, 1990 issue of Wisconsin Lawyer.
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Franciscan Courts is designed as a retirement and healthcare facility for 60 elderly Franciscan nuns. The design is based on medieval structures in Europe where many of the older residents began their lives. Three elements are highly symbolic—a gabled chapel, a bell tower, and a cloistered walk and garden. The last links the dining hall with administrative offices and meeting hall.

This facility is located in flat farm fields with a small scenic creek flowing immediately west of the building. The retirement area accommodates 30 sisters in four "houses," each designed for seven or eight residents. Each U-shaped house embraces a garden and contains a common kitchen, dining room and living room. This plan encourages congregate care with the sisters watching out for one another.

Another 30 residents live in the infirmary in three separate wings. They share an adjacent atrium, a large skylit space which contains plants and extensive seating. This cloistered area becomes an activity and social center, particularly in winter, for all 60 residents.
On rolling hills covered with forests of oak and overlooking valleys and fields and farmlands, this house was built on the highest point. The family of three, with frequent weekend guests, consider it a retreat from city life.

Requirements were for optimum viewing of scenery, the four seasons, and sun movement throughout each day. Therefore, decks and windows are designed to take advantage of the south and west slopes of the site. The transparency of the first floor plan allows visibility of exterior in every direction. The living room continues through a window wall onto a large deck.

Second level is reached by two stairs, one a spiral stair linking pool and exercise area with all levels. A deck or screened porch is available on each side of the house giving flexibility to all wind and weather conditions. Drama is added at night by indirect landscape lighting surrounding the house and along driveway as it curves its way through birch, oak and sumac.
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Story on page 18.
A simple but elegant Madison home is the result of teamwork design in a recent renovation, with each designer having free reign over a portion of the project. Communication and sensitivity made the project work successfully.

The original house, built in 1959, offered its owner many admirable features, including privacy plus a close relationship between house and grounds. Changes made by the discerning owners in 1990 reflect society's changes in taste, style and living requirements.

Owners Beverly, an interior designer, and Dr. Richard Armstrong considered a variety of alternatives before choosing to renovate. Her great complaint was the poorly planned main entrance far from the driveway on the deck side of the house. The aging roof was also constantly needing attention. Other arguments for renovating were the country-like view afforded by the natural wooded hillside and the neighbors.

The Armstronsg did not need much more space, although two children still live at home. There is sleeping and recreation space in the walk-out basement level. More bathroom space, an exciting open space for living, dining and cooking, a workable traffic pattern, and a more interesting facade were their priorities. Choosing their team of helpers was done completely by word-of-mouth recommendations from friends and acquaintances. It worked well.

"I could never have come up with all these ideas on my own," says Armstrong. Architect Ross Potter, AIA did all the exterior planning, thus creating completely new interior spaces for her to work with.

Dining space with a curved bay window was achieved by pushing the front wall out toward the street. The old carport became an open courtyard paved with English style gray cobblestone bricks leading to a new front entrance with a new garage beyond. Original walls were changed but little. It was the new raised sloping roof which completely transformed the small house. The new "stucco" with gray stained redwood siding completed the transformation.

A small corridor kitchen with cubicile style walls is a part of the greater space around it. At the back of the house a third bedroom and small 1950s bathroom were converted to luxurious master bath plus powder room. A southern deck opens off the master bedroom providing privacy and enjoyment of the wooded hillside not seen from any other part of the house.

Builder Ed Wimmer was a part of the team. He took the plans from the architect and used his skill in good workmanship. In her own planning for the interior, Armstrong used great sensitivity. She allowed the spaces inside to become the main elements of design, choosing new pieces of furniture and accessories carefully. She designed the converted fireplace. It had been yellow brick and stone. All interior materials—tile, flooring, kitchen and bathroom details—were the work of the owner, including original oak floors stained off-white.
Landscaping requirements were needed mainly for the street facade, courtyard, and the new deck off the master bedroom. Liza Lightfoot, with previous experience in South Africa and England, was asked to design new plantings. She operates a business called Avant Gardening and Landscaping.

Her philosophy is threefold. First, consider the style of architecture and keep the landscaping "in tune." On the Armstrong house she stressed simplicity. Second and third considerations were to use an array of tones and to introduce some new and unusual plants chosen for unique texture and year-round interest.

Lightfoot designed stone planters in front of the house to repeat the soft gray and beige coloring of house and courtyard paving. Sentry-like, a pair of corkscrew junipers flank the entrance to the courtyard. Inside the courtyard wall a long narrow Japanese theme garden has clumps of plants set amid blue-gray lakestone with chunks of old quarry stone. Sturdy yucca contrasts with fine textured sword-like blades of maiden grass. Sedum presents unusual bud formations from June through summer, and apricot blooms in fall. In early winter it stands erect in dried stage for contrast with snow. She also chose Heuchera for its white bell shaped flowers and showy leaves of burgundy. The flowers and other plantings are like final jewelry added to a costume.

The Armstrongs, in spite of the inconvenience of moving out of their house for four months, feel that they made the right decision in solving their housing needs.

Photography: L. Roger Turner
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The Innovations House is the product of an annual competition sponsored by Better Homes and Gardens, The American Plywood Association, Progressive Architecture, and Builder magazines. The requirements for this year’s home included that it be no more than 2,200 square feet, be built primarily of plywood siding systems and be marketable for today’s move-up home buyer. Also, each year’s winning design is built in a city which varies year to year; this year’s location was Atlanta, Georgia.

I feel that maintaining the balance between the art of architecture and national marketability was probably the most sensitive issue for me in this competition. How does one design a prototype mass-market house and yet give it distinction and architectural purity? And does one break from the past or imitate it? I saw in this competition an opportunity to make a statement as to what the middle class American home of the 90s could be and some of the ideals to which it should strive.

First, I felt that blindly (or even consciously) imitating the past cut off the creative search for new expressions and forms, this being especially true with the potential that now exists in our age and the modern ideal heralded at the beginning of this century. But at the same time, I did not want to lose the timeless principles which the modern era so quickly shed itself from; principles such as centrality, hierarchy, the hearth, etc. I found the solution in the organic or Gothic principle, anchored in the hearth (in this case), yet flexible enough to grow out of function. And so, we have here a home that has a dynamic, assymetrical composition yet has a heirarchy and balance rooted in the hearth which extends vertically through the roof and is the visible symbol of the home from the exterior.

At the core of the interior, under the central skylight, the hearth gives focus to the great room, a place of family gathering. From this central public space, more individualized and private spaces branch out at the periphery.

Above, and to either side of the hearth, are two corner windows from which one can peek down on the activities below. In these two upper rooms (a den and a bedroom) interior clerestories borrow light from the central skylight and at night cast light on the ceiling above the great room.

As important as the sense of interior space is, a home also needs to be outward-looking and in context with its surroundings. At the rear of the great room is a large expanse of windows that look out to the back yard. Fortunately the site selected in this case has a dramatic view down a pine tree covered slope. In front, the house has far fewer windows to maintain privacy from the street. The two-car garage was placed between the street and the house to set up a transitional auto-court space and also to reinforce the heirarchy of roof forms ascending up to the chimney.
Access from the street can take one of two paths. For the pedestrian, a straight axial path lined with light bollards leads to the front door. For the auto, a curved driveway enters, crosses the pedestrian path, and then circles around to the garage doors turned 90 degrees from the street.

In keeping with the competition guidelines, wood is used throughout, from the all-wood foundation to the cedar shakes on the roof. The siding is a plywood lap siding, one of the newer products marketed by the APA. This consists of \( \frac{1}{2}'' \) thick by 10' wide strips of exterior grade plywood that are lapped to create an 8' exposure. On the interior, generous use of frosted, clear sugar pine trim is used. The frosted or pickled tint gives it a bright modern look without losing the natural quality of wood that paint would cause. Additionally, applied grids of 1x2 pine are used to create pattern and surface texture. *Better Homes and Gardens* referred to the overall effect as “90s Modern.”

*Photography: Rion Rizzo*
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A Master Plan for Wise Growth Management

The City of Franklin is Milwaukee County's fastest developing community. Franklin is a 34.5 square mile city located at the far southwestern corner of Milwaukee County. While Milwaukee County declined in population by over 11% from 1970 to 1990, Franklin experienced significant gains in both population and physical growth. During this same period, Franklin's population rose from 12,247 to about 21,000. This growth represented a population increase of about 70%, thus dwarfing the growth of other Milwaukee-area communities.

Unlike many other rapidly growing communities and suburbs nationwide, as well as in Wisconsin, Franklin's officials have long recognized, since Franklin's incorporation in 1956, the importance of sound planning, design and growth management. This planning tradition continues today with the creation of its unique comprehensive master plan. The plan will effectively manage growth within the framework of the protection of its remaining natural resources.

Franklin provides a rich mixture of living styles formed, in part, through several planning and design typologies. These unique elements, which make up the total Franklin environment, have challenged the city's Plan Commission to use a variety of planning and design tools. These tools will help preserve and further enhance Franklin's diverse community character which ranges from rural, to suburban, to urban village, to natural areas.

The southern one-third of Franklin, which abuts the northern rural portion of Racine County, is also predominantly rural. This rural area of Franklin can boast that it is the only remaining area in all of Milwaukee County which preserves state-recognized prime agricultural farmland and has done so under ever increasing development pressures.

The northern two-thirds of Franklin is predominantly suburban in character. The suburban areas offer a variety of living styles from apartment to condominium and single-family detached dwelling on lot sizes ranging from 10,000 square feet to over one acre in area. Contributing to this suburban character is the significant development Franklin has experienced along the Highway 41 corridor on its eastern border, the development of its city-owned Franklin Industrial park, and other small commercial, industrial and institutional developments.

Franklin even has a historic "village" type of environment. The old unincorporated Village of St. Martins, located near its western border with Waukesha County, was settled around a Roman Catholic mission in about 1847. This area has remained a viable residential area since that time.

In terms of natural areas to be preserved, Franklin has 1,606 acres of wetlands, 1,417 acres of woodlands and about 220 acres of water areas. These features represent almost 15% of the entire Franklin area. Franklin residents and officials have deep concerns over their continued preservation; not only for the maintenance of public health and welfare but also since these features form a signifi-
cant basis for both Franklin’s identity and character.

In 1965, Franklin prepared its first comprehensive master plan. This plan served as the basis for the creation of modern zoning ordinance for Franklin. From the late 1960s through the late 1980s, Franklin prepared, with longstanding technical help from the Southeastern Wisconsin Regional Planning Commission (SEWRPC), a significant number of detailed small area and neighborhood plans. Those plans were followed, and amended as necessary, during this period.

In 1989, Franklin retained the firm of Lane Kendig, Inc. to prepare a new comprehensive master plan and rigorously update the small area plans. The plan addresses population, preservation of the natural resource base, existing land use and community character, zoning, planning and design guidelines, parks and open space, planned land uses and plan implementation strategies.

Unique to this community planning and design effort was the development of a comprehensive set of planning and design guidelines. Traditionally prepared community comprehensive master plans typically do not adequately deal with design-related issues. These guidelines were prepared to aid Franklin officials in more effectively dealing with not only community-wide design, but individual site design as well. In this regard, design criteria were established which address: residential development including streets, blocks, lots, landscaping and stormwater drainage; industrial development including streets, blocks, lots and parking lots; commercial development including vehicular circulation, limitations on vehicular access to arterials, parking lot design, pedestrian circ-

ulation, commercial clustering, internal site circulation, service and loading areas, landscaping, site furniture and maintenance; and “village” design guidelines for the historic Village of St. Martins area.

As part of this major community planning and design effort, detailed small area plans for 12 residential neighborhoods, 15 planning districts and seven sub-neighborhood areas are under preparation using detailed topographic and property boundary mapping prepared by SEWRPC. Each of these small area plans show proposed land uses; street, block and lot layouts; natural resource preservation areas and planned zoning district implementation. Community-scale planning and design guidelines were also established to effectively deal with these important aspects of the Franklin plan.

Also unique to this planning effort in southeastern Wisconsin is the introduction of definitive natural resource base protection standards. In many communities, no such standards exist or, if they do exist, they are most often vague and left for significant interpretation. This is not the case in Franklin. Such standards were established for steep slopes (10-19%, 20-30%, and greater than 30%), woodlands, lakes and ponds, stream corridors, floodplains, drainageways and wetlands. The intent of these standards is to allow for the reasonable development of property while still preserving, in a fair fashion, those natural resource features which are of importance to Franklin.

The trend in Franklin's growth is expected to continue through the year 2010. Under its current planning effort, population forecasts have shown that Franklin will reach 32,800 by the year 2010. In addition, the total number of dwelling units housing Franklin's residents is expected to increase from 7,603 in 1988 to over 12,000 by the year 2010; this represents an increase of over 58%. However, given the dedication to sound planning and design practice exhibited by Franklin's Plan Commission, Common Council and other public officials over the last thirty years, there is little doubt that it will be planned properly.
A triple doorway of distinction greets the eye of the visitor to the new corporate headquarters of The Butter Company. The opening in the stone wall with lintel above leads to the main entrance, above which is an exit to a delightful outdoor balcony. In this case the going out can be as pleasant as the coming in.

The low entry canopy borrows its roof form from similar roof shapes elsewhere on the building and helps provide protection as well as a transitional element between the two story manufacturing plant and office and the interior lobby. Paving materials and exterior masonry walls continue into the lobby while the large glass wall reveals the surprise of cascading pools of water and planting beds.

**Kubala Washatko Architects,**

The entry structure, 22 feet high, capped by a rotating globe, consists of a large single-faced clock with illuminated hour markings and a canopy to the curb. This entry structure is designed like a sign and avoids irreversible impairment of the historic warehouse. Flights of fantasy including Clark Kent, Lois Lane and the Daily Planet reinforce the client's image as a leader in both fashion and whimsy.
How Important is an Entrance?

"In its most elementary form, a door is an opening in a wall. With wooden trim around the edges, it is appropriate for a home. Increase the height and add a stone-clad arch and it is suitable for a grandiose public building entrance.

"The basic concept remains, but the door has gained importance at the public scale."

— Kurt V. Zimmerman

Flad & Associates
Monolithic and grand against the sky, this free-standing curtain wall suggests ruins and doorways of the past. It is actually a doorway to the future, a doorway in the making. Behind it will be a glass wall of equal height. The center bay will house a revolving door leading visitors to the great skylit lobby of this future insurance building.
Peter L. Hargreaves, AIA

An entrance to a parking ramp can be a thing of beauty. Our city streetscapes are at the mercy of the design of doors and doorways.

Maher and Associates Architects sc

This entrance remodeling was one component of a comprehensive renovation project which involved converting the rather spartan facilities of a downtown insurance company into an upscale rental office building for a real estate developer. An important requirement of the project was to create a dramatic change in the entrance design in order to convey a higher quality image for the building and visually open the lobby to the street.

The "before" and "after" views of the entrance to the Salvation Army Adult Rehabilitation Center show why this project has become a pacesetter in a 20-block area neighborhood rejuvenation in Milwaukee's Historic Third Ward. The prominent new entrance adds interest to the front facade by clever use of scale, the brick and stone portal adding significance to the human-scaled entrance of steel and glass.
The entrance to this small town bank suggests solidarity and strength. The bank officials were so pleased they chose to use a stylized version as their new bank logo.

Flad & Associates

Designed to give a feeling of warmth and comfort, this doorway leads to a room where women experience the entire birthing process. It reinforces the current trend in obstetrical services and conveys no institutional feeling.

Engberg Anderson

Located near the new main entrance to the Oshkosh Public Museum, this Tiffany glass window is a prominent architectural feature as the arched entry to the relocated conservatory. It was a part of the original private mansion built in 1908 for a lumberman's family. The fountain was also part of the original conservatory.

HGM Architecture

High above street level, this dramatic new passageway and door leads from renovated high-tech conference space to the interior of the dome of the historic Mitchell Building. Glass side walls and acrylic ceiling vault allow spectacular views of city and lake. Vault radius echoes that of existing arched doorway and rests on original brick pilasters.
"I think for a long time painting, sculpture and even landscape architecture were seen not as collaborators with architecture but as supplements to it and very often antidotes to it...I think we gradually began to realize that that was not giving us the kind of world we wanted, and everyone began to look back at the way things had once been and realized that the isolation of architecture was very much a modern phenomenon, one that had not always served us very well."

Paul Goldberger
New York Times

"Dialogue" was the theme of the WSA Convention this year, and represents, hopefully, an invitation. The professions of architecture and landscape architecture may have enjoyed an uneven relationship in the past. A growing sensitivity to environmental concerns, land use and quality of life issues may suggest the advantages of developing a more intimate, collaborative and sharing relationship. The growing pressures on the professions of design to become proactive in the public policy setting arena demand it.

In architecture, I believe we are observing a further distancing from some of the isolationist attitudes of architectural modernism. In landscape architecture, we are observing a retreat from the misinterpretation of McHarg's environmental ethic and a closer alignment with architecture and design. I suggest that we all take advantage of it. The two professions offer different and evolving perspectives on the built environment. Different perspectives can help to formulate new ideas, new direction. Through effective interchange we will know more, and we can become more visionary, less reactionary. We must not be afraid to share knowledge, and we must create the opportunities to interact.

Last year inaugurated a Wisconsin Chapter, American Society of Landscape Architects Biennial Awards Program. The purpose of the awards program is to further the profession of landscape architecture by recognizing professional excellence. Award categories include: landscape architectural design, landscape planning and analysis, research and landscape architectural communication. There are three levels of award for each award category, award of excellence, honor award and merit award.

The 1990 awards program presented the following awards in the category of landscape architectural design; and, in the spirit of "dialogue," they are profiled here.

**Award of Excellence**

**Purtell Residence**
Judith Stark, ASLA

Rejecting standard suburban residential landscape solutions, the project was crafted to the specific site. The design philosophy was to express as creatively as possible the beauty, individuality and diversity of Wisconsin. The intent of the project was to develop a strong and well-designed framework which would support the diversely planted areas. The end result was to be a series of spaces and niches which flowed into a unified whole.
Strang, Inc.
The entrance is the culminating element to the landscaped courtyard designed to welcome visitors to Demco, Inc. The entry canopy is an independent structure covered in aluminum against a backdrop of glass and the skylit lobby beyond. The curvilinear form is juxtaposed against the rectilinear forms of the building. The curve is repeated on the opposite side as part of the building form.

PACE Architects & Interior Designers

Peterson Twohig & Due, Inc.

This new plaster and red tile entrance canopy frames the house beyond and repeats the exterior materials of the renovated house on Lake Winnebago. It also defines private and public property. As one approaches along the curved drive, the front door invites one further.

The portal itself is designed to signify a clear entranceway into the store. Design elements and merchandise within are visible through the transparent storefront. Objects from Mother Nature and ecology related items are sold within.
Award of Merit
Krizek Residence
Ewald Land Design, Inc.
Ewald Toldt, ASLA

The existing home is nestled in a native oak forest. Objectives were to create a landscape with vibrant color as well as improve the bare, muddy areas under the dense shade of the oak trees. Through the addition of decking, walkways and plantings, the outdoor living areas were greatly improved.

Award of Merit
Haddonstone
Ewald Land Design, Inc.
Ewald Toldt, ASLA

The site was a 60 acre linear parcel of land typical of farm fields in southeastern Wisconsin. The existing site elements were: five acres of low lying property, a deteriorating stone barn foundation and three acres of woodland. The goal was to enhance these characteristics and design a single family residential community which was unpretentious and would reflect an old English country setting.

Award of Honor
Haeberle Residence
D.J. Frank Landscape Contracting Inc.
Steven Berg, ASLA

This landscape renovation was to create unified and usable outdoor areas for the family that enhanced the character of the home and to correct drainage problems. Serpentine lannon stone walls, accentuated by night lighting, surround the front of the residence and enclose a red brick patio, creating an intimate area for entertaining.

EDITOR: The author is the principal of Ken Saiki Design, landscape architects of Madison, and is the president-elect of the Wisconsin Chapter of the American Society of Landscape Architects. He also is a Professional Affiliate member of WSA.
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by Edward P. Stevens

Today, elderly housing generally consists of standard dwellings supplemented by assistive devices, with external services supplying the more strenuous tasks of home maintenance, and communal facilities providing social, fitness and often meal functions. Within the living spaces, traditional furniture and fixtures are specified, since few manufacturers have yet to address the unique needs of the elderly. This living mode offers little opportunity for self-reliance and actually creates a climate of dependency on others. Little attention has been paid to creating an environment that will encourage self-sufficiency and promote independence.

In response to this need, the Design Research Center at the University of Wisconsin-Stout elected to focus on this problem and create an environment which would address elderly independence. Established in 1984, the Design Research Center was created primarily to satisfy an educational need for selected students to work with professional designers on real projects. Supported by foundation and industry grants, the Center is a resource for conceptual resolution of societal and technological changes not yet addressed by industry. Focus Four is the latest and most ambitious project yet undertaken by the Center. Major funding for this project was provided by Kohler Co. with additional support from the University of Wisconsin-Stout.

A multidisciplinary class of 32 advanced level students under the supervision of two industrial design teachers undertook to first define the problem, consisting of interviewing and observing the elderly during their daily routines. This research revealed that independent elderly living comprises one of three living arrangements: a single resident with need for occasional guest accommodations, two residents living in a marital or conjugal relationship, or two residents living as companions for the purpose of mutual support.

Early in the project, it was evident that if normal room designations of bathroom, kitchen, etc. were used, traditional solutions would result. Therefore, terminology was restricted to the tasks to be performed such as meal preparation, body cleansing, etc. All students were challenged to generate solutions to the problems they had encountered in their research.

The elderly, like other segments of the population, tend to view current product offerings as acceptable, since no other alternatives are available. They struggle to cope and often are not aware of the hazards. When one of the student visitation teams requested an elderly woman to demonstrate how she reached her overhead cabinets, she eagerly complied and promptly fell from the traditional stepstool. Fortunately, she was not injured.

A factor that has been largely ignored in living concepts for the aging has been the need for areas to pursue their interests. Elderly persons interviewed revealed that they spend an inordinate amount of time within their dwelling compared to the general population. Lacking alternatives, this time is often spent watching television. They would prefer to spend quality time in simple gardening, pet care, crafts, or hobbies if these activities could be pursued within their dwelling.

Upon retirement, many find themselves suddenly in an alien world in their own home. Having
been formerly busy outside their home, they now find they have no means to continue their life-long skills. To remedy these situations, we propose private areas for each individual to pursue his or her interests and activities.

Although their physical abilities are diminishing through the process of aging, they do not perceive themselves as helpless and are sensitive to the stigma of being classified as getting "old." These people desire to function in their world the same as younger people, but lack the environment in which they can readily cope with daily tasks.

Six activity areas were identified for full-size model construction. Each is non-traditional and is specifically designed to provide elderly the ability to maintain their home and themselves, entertain friends, and pursue their life-long interests in an environment tailored to their needs. An example is body cleansing. Current choices are limited to standard shower stalls or bathtubs, both extremely hazardous for those with diminished stability. To resolve this dilemma, a chairlike device was devised that allows water to cascade over the body similar to sitting in a mountain stream. The water is warmed and recirculated as desired. A retractable foot tub rotates into place for washing or soaking feet while seated.

The meal preparation area is also unique in that no standard appliances are utilized. Rather, shallow cabinetry houses all food and utensils which are accessed only at one height, eliminating climbing and kneeling. To prevent burn hazards, no surface burners are present. Plug-in electric cooking utensils are used where only the food is heated. Heavy cooking and serving vessels are slid across flush counter surfaces to avoid heavy lifting.

Other activity areas feature an isolated sleeping environment, a paperless toilet, and exercise-relaxation chair, a plant growing system and a water therapy unit to serve both fitness and relaxation needs.

Throughout the concept model, low-nap carpet and minimum thresholds are installed and grab rails are integrated into wall surfaces and counter edging. Swing out stools are provided at task areas.

Rounded wall corners provide ease of vacuuming. All fixed furniture is either cantilevered or boxed-in at the base to reduce cleaning under objects. All other furniture is light weight and rolls effortlessly on casters.

Work surfaces are elevated to reduce eye-to-task distance. Controls are located for accessibility during use and are clearly marked for maximum visibility. Low level floor illumination is present for nighttime excursions and high intensity lighting brightens task areas.

The concept model is intended to address the needs of the elderly of the future, which we believe will differ in many ways from the needs of the current elderly. Groups of elderly touring the display were extremely positive about the concept's ability to serve their needs, but were wary of the changes implied and the need to dispense with traditional possessions accumulated over the years.

As we age, we tend to forget the number of changes already made in our living requirements, most of which we considered to be the final change. This concept implies a permanent and abrupt change in life style which we believe is
necessary to maintain independence in later years.

The final concept is not intended as the only answer, but is offered as a directional approach to extend elderly independence. This concept is not dependent on high technology, but concedes that the addition of computerized systems can greatly enhance its usability.

Cost of producing the products shown is often questioned. It is apparent that, if the market can be sufficiently expanded across a large population segment, volume production would reduce prices to a level that would make the products available to everyone.

Editor: The author is a senior lecturer in industrial design at the University of Wisconsin-Stout. Previously, he operated his own consulting office for 18 years in Toledo, Ohio and was chief industrial designer at General Electric Medical Systems in Milwaukee for 17 years. In addition to his teaching responsibilities, he has conducted workshops in creativity and problem-solving and has served as a project director for grant funded projects at the UW-Stout Design Research Center, of which he is currently the director.

UW-Stout Design Research Center

Established in 1984, the Design Research Center was created primarily to satisfy an educational need for selected students to work with professional designers on real projects.

Participants: Two industrial design teachers supervised the work of 32 advanced level students selected from the following disciplines: Industrial Design, Graphic Design, Interior Design, Home Economics, Industrial Technology, and Business.

The first half of the semester consisted of problem definition. All students attended lectures by faculty research specialists, interviewed elderly groups, and visited residences to observe the elderly during their daily routines. The last half of the semester consisted of concept resolution. All students were challenged to generate solutions to the problems they had encountered in their research.

Graphic design students were assigned the task of producing a display that communicates project problems and goals. A small student team was assigned the planning and constructing 1/12 scale models of the three living arrangements. Using conventional footage allotments, interior space was reconfigured to provide individual private areas and multi-use of social areas.

The remainder of the students were formed into teams of mixed disciplines which were assigned the task of finalizing conceptual development of one of the three daily activities. Sketches, scale models and full-size mock-ups were generated to explore numerous concepts. Upon review, six sub-system were selected for full-size model construction.

Model Construction: The following summer, twenty students were hired for 100 hours each to construct the full-size models. A construction consultant plus the two industrial design teachers were retained to supervise this work. Due to limited space, it was decided not to build a model residence, but rather to construct walk-through displays. Interior walls were installed to form a directional path. Those features which required movement to display their function were designed to operate. Other portions were mocked-up to simulate functioning models.

Long-lead items such as fiberglass parts were started first, requiring clay models, plaster molds and fiberglass lay-ups. Walls, cabinetry and fixtures followed. Carpeting, wallpaper, paint and suspended fabric to simulate the residential ceiling height were added last.
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The Big Myth

If enough people talk long enough about an issue, trend or an idea, pretty soon the issue takes on a life of its own and becomes part of the folklore and accepted wisdom of the industry. This is especially true of the myth that we have heard the experts espousing to design firms for years. The myth that big firms will get bigger and the small firms will survive only by becoming “boutique firms” while the mid-sized firm is doomed to die a slow death of attrition. I’m not even sure in my own mind just what is meant by a “boutique firm.”

The first thing to remember about myths like these is that they are usually broad generalizations. And generalizations only work when an industry is fairly homogeneous. I can’t think of many industries that are less homogeneous than the design professions.

There are “A” firms, E/A firms, A/E firms, Interior Architecture firms, Landscape Design firms, “E” firms of many types and disciplines and more. There are so many opportunities for exceptions that any generalization designed to represent the industry is bound to be grossly in error unless it takes into account the many differences.

What do they mean when they say design firms will get bigger or smaller? Are they talking about architects, engineers, landscape architects?

Let’s talk about this perception because there are some things happening in the industry that are having a significant impact on size and growth trends for design firms. These are issues and trends that I believe work in favor of the medium sized firm and offer new challenges to the larger firm if they are to continue to complete effectively. They are not new to most practitioners. These issues have been around awhile and we are now beginning to understand the impact they are having on organizations, practice management and growth.

Significant Issues

• As large firms grow larger they tend to become more bureaucratic, less flexible and less responsive to their client needs. There are more players and more layers in the organization.

• There continues to be growing pressure on design fees in many market segments. Bidding is becoming more common and fee is becoming a more important issue in the selection process.

• Clients still want to hire design firms who “specialize” in their facility or project type.

• Clients in almost all market segments continue to become more skilled in the selection process. They are becoming less willing to select based on presentations of qualifications and experience, but are selecting professionals who are successful in responding to specific client needs in ways that clients see as valuable. They are evaluating people, the team, approaches to the projects, and, more importantly, how your team will impact that client’s bottom line.

Most of this is not new or revolutionary. We face it every day of our working lives. What is new is the way we assess the impact of these pressures on the design practice. We believe it is different than the current myth. We believe the results are not inevitable. We
believe that firms of all sizes can take the initiative, mold their futures and realize their full potential as small, medium or large firms. You don't have to be one at the expense of the other.

Impact
Within this context, let's look at how we believe issues and trends will impact the design professions.

1. Establishing your competitive advantage will be the single most important challenge to the professions in the 90s. You can either focus on being a low cost producer in your markets or you can develop a differentiation strategy and develop a competitive advantage. Being the low cost producer will keep the focus on fee issues and reinforce the client perceptions of design fees as just another project cost. Successful differentiation, on the other hand, puts the emphasis on the design firm's impact on the client's bottom line, either improving client's productivity or reducing the client's costs of doing business.

2. A successful differentiation strategy will require that the design firm know as much or sometimes more than the client/user about the client's business and bottom line. To do that will require that design firms become specialists in a handful of market segments, industries or project types. The specialist sells a different "product" than his competitors. Instead of selling capabilities, experience or service, he sells the added value of an improved profit contribution. A value that the client is willing to pay for because he can see the positive impact on his bottom line. This value marketing approach will virtually eliminate fee competition as a problem in many market segments.

3. Developing your competitive advantage through a successful differentiation strategy will separate the marginal performers from the highly profitable firms. Fee competition will not be a factor to firms that differentiate successfully.

4. Selling will no longer be a dirty word in the design firm's vocabulary. Sales skills are critical to successful differentiation. Indeed, successful, professional selling ability will be a requirement in top firms for becoming principals.

5. Marketing costs as a percent of billings will continue to increase. It costs more to differentiate successfully. In the long run, however, this will be offset with higher win rates and higher fees.

6. The "Specialist Firm" will be able to attract the top technical professionals in the industry to its staff because of the challenging nature of its projects and the ability to pay better.

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Retirement is an important concern for everyone. After all, nobody wants to work forever and nobody wants to think the hard work they're doing now won't pay off in the future. The AIA is now offering a unique retirement planning service through Shearson Lehman Brothers, a nationwide full-service financial services firm. In short, you can get all you will need to plan for a secure retirement, without the headaches and often prohibitive costs of plan administration. And you will be able to enjoy the tax savings now!

The AIA has made special arrangements with Shearson Lehman Brothers to provide members with high quality retirement plan services. The program is available to both incorporated and unincorporated member-owned firms and offers a broad spectrum of retirement plan and investment options, including a full range of plan design and plan administration at a favorable cost.

Under the Shearson Lehman Brothers program, all services will be provided on a local basis. There are currently over 400 trust consultants working nationwide providing personal service and free proposals to AIA member-owned firms. If you would like more information about the AIA/Shearson Lehman Brothers retirement plan service, contact Bob Roenitz or Dave Lindberg at the Shearson Lehman Brothers office in Milwaukee, 800/289-4888 or 414/276-4700.

Prompt Pay
As a result of persistent lobbying by small business, Wisconsin now has a new “prompt pay” law that requires all governmental subdivisions to pay their bills, including construction-related bills, within 30 days of receipt or pay interest. The interest rate is based on the rate the state charges on delinquent taxes, presently 12% compounded monthly.

Prompt pay legislation was adopted initially for state government and its departments in 1985. The WSA/DSFM Liaison Committee has discussed the administrative procedures implemented for state building projects on several occasions, particularly regarding when the clock starts and the architect’s responsibilities in terms of reviewing and processing payment requests.

It is hoped that the passage of prompt pay legislation for local governments will help attract more bidders on public projects, improve money management on public construction projects, and enhance relationships between local agencies and the prime and subcontractors. The new law also requires prime contractors to pay subcontractors and suppliers within seven days after they are paid by state and local agencies or pay interest.

QBS
Do you have any questions or concerns about QBS? If so, we’d like to hear from you just as we occasionally do from other members. Here are some questions we’ve been asked and our responses.
Does WSA ever recommend a firm or firms based on experience, location, size or any other criteria? The answer is no! We studiously avoid any form of recommendation; but we do provide owners with the WSA Membership and Firm Directories. The WSA does not evaluate firms, participate in negotiations nor provide cost or fee estimates. Should you hear of alleged activities to the contrary, please call for an explanation.

How does WSA address existing architect-owner relationships? The answer is directly! Our first question to a public owner is whether or not there is an existing relationship. The QBS program is offered only to those owners who are undecided about an architect selection. Sometimes the architect and the owner have different perceptions of their relationship. WSA is most careful not to suggest or imply, in any way, changing a satisfactory relationship.

Why are all QBS selection procedures standardized? The answer is they’re not! True, WSA has produced a basic set of guide documents to provide for an orderly, expeditious and fair selection procedure; however, we urge public owners to customize the documents to fit their requirements. Some do, and some choose not to. The basic documents are designed to cover most areas of general concern to the owner and the architects, with adequate opportunity for individual expressions.

QBS continues to evolve based on your suggestions and comments. The QBS documents are frequently reviewed for opportunities for improvement. Clarity, objectivity and fairness are our guidelines. Sharing your QBS experiences with us will keep the program vital.

A QBS Steering Committee meets regularly to establish recommended policies and procedures and to generally guide the program. Present members of this committee are: Harry A. Schroeder, AIA, Chair; H. James Gabriel, AIA; James Piwoni, AIA; James Potter, AIA; and Douglas H. Smith, AIA. If you have any questions, comments or suggestions about QBS, please contact the WSA office or any member of the QBS Steering Committee.

Photo Pitfalls
Wisconsin Architect’s ace investigative reporter had the good fortune to catch Coordinating Editor Grace Stith between volunteer activities and convince her to share her thoughts about the many photographs submitted for publication in the magazine.

"Every photograph we publish should be the equivalent of a high-quality picture postcard," according to Stith. "Look for such a photograph in the viewfinder of your camera," she suggested.

While quick to point out that the magazine is fortunate to be able to publish many excellent photographs of outstanding projects, Stith reluctantly admits to being oftentimes dismayed by the quality of the photographs submitted. "If a flattering angle cannot be found on your project, it should not be published ... no matter how well it serves its new client. Some buildings have to be ‘walked through’ to be appreciated," according to Stith.

Based on her many years of volunteer service to the magazine, Stith offered the following examples of common pitfalls in architectural photography:

- Tall urban buildings usually require the equipment of a professional photographer.
- Low spread-out buildings, such as one-story schools or hospitals, are hard to photograph in a flattering manner. Stith suggests focusing on interesting architectural details and letting the drawings tell the rest of the story. For example, a series of repetitive details such as columns, arches or set backs may give an arty rhythm to a photograph if taken from the proper angle.
- Watch out for distractive objects cluttering up the photograph. Stith noted that trash cans, fire plugs, power lines, cars, etc. often make an otherwise good photograph unpublishable. White insignificant objects, both interior and exterior, oftentimes can loom large in black and white prints, making the photograph unsatisfactory. Also, shaded areas in a photo taken in brilliant sun can show as black with no detail visible.

Good composition is difficult, particularly with long low buildings, Stith noted. Her suggestion? Experiment and try various positions before clicking the shutter.
People & Places
Sauter Seaborne Architects/Engineers, Ltd. has moved to a new location: 4000 West Spencer Street, Appleton, WI 54914-4015. The telephone number remains (414) 738-3500; fax (414) 738-3519.

The Architects Section of the Joint Board at the Wisconsin Department of Regulation and Licensing has elected the following officers: Chair, Arlan Kay, AIA, Oregon; Vice-Chair, Jeff Nichols, AIA, Green Bay; and Secretary, Bruce Kieffer, AIA, Madison.

Katherine A. Schnuck, AIA, Shorewood, has been recognized by the St. Louis Chapter in the annual AIA Photography Competition. Her photograph was selected for inclusion in the 1991 AIA Calendar. Look for Katherine's photograph during the week of July 22, 1991.


The Wisconsin Architects Foundation annually provides scholarships to students pursuing a graduate degree in Architecture at the UW-Milwaukee School of Architecture and Urban Planning. WAF scholarships were awarded to the following students in 1990-91: Jonathan Feiman, Catherine Gawlik, Charles Mrotek, Nili Mantzur, Kis Indratmi and Sigurd Strantmanis. This year, the WAF Board of Directors also established a tuition scholarship for a student in the Architectural-Engineering program at MSOE. The MSOE scholarship was awarded to Grand G. Leum. Last fall, Master Blue Print of Madison made a contribution to the WAF to fund a tuition scholarship for the winner of the annual High School Student Design Competition sponsored by the Southwest Chapter/WSA. The 1990 winner of this competition was Andrew Chandler of Madison who is attending the University of Minnesota. These WAF scholarships make a difference and are made possible by the tax-deductible contribution from people like you.

Taliesin, the home, studio, laboratory and retreat for Frank Lloyd Wright, will be open on selected days for exclusive, three-hour tours this summer. The tour features talks by Wright associates, a tour of the Wright-designed Hillside School, a walk across the Taliesin property and a visit to Wright's studio and the interior of Taliesin. The charge is $35 per person including refreshments. Tours will be offered at 2 p.m. on the following Saturdays: June 15; July 6, 27; August 10, 24; September 21; and October 5. Comfortable walking shoes are suggested. Taliesin is located three miles south of Spring Green, Wisconsin on Highway 23. Reservations are required and can be made by calling (608) 588-2511.

Membership Action
Please welcome the following new WSA members:

AIA
Paul W. Powers, Southeast
Robert Neumann, Southeast
Debrah K. Vanderheiden, Southeast (Advancing)
Thomas R. Schroeder, Southeast
Joseph J. Stadelman, Southwest (Advancing)
Roger L. Vesperman, Northeast
William A. Hiltner, Southeast
Tricia J. Croyle, Southwest

Associate
Kari M. Schwartz, Northeast
Thos. F. Schneider, Southeast
Ronald W. Dorsch, Northeast
Mark E. Mishefski, Southeast
James F. Lucas, Northwest
Scott W. Berg, Southeast
Jeffrey S. Eaton, Southwest
Paul M. Klein, Southeast

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Sandra R. Carson, Southwest
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Stevens Construction Corp., one of Wisconsin’s largest, full service general contracting and construction management firms is pleased to announce that they have been selected to receive the Wisconsin Ready Mixed Concrete Association Concrete Design Award for 1990. The award is given once per year for institutional projects. This year the selected project is the Williams Fieldhouse and Recreation Center Addition at the University of Wisconsin-Platteville. The project included 20’x40’ tilt-up wall sections.

The architect for the Williams Fieldhouse project was Seymour, Davis, Seymour and the ready mix supplier was Kowalski, Kieler, Inc.

Marble Technics, a division of Tecnoinieria-Fornara Group Italy, introduces RS, natural stone with a steel backing, a new technology expected to revolutionize the stone industry.

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For more information, contact Marble Technics at 150 E. 58th St., New York, NY 10155, or call 212-750-9189.

CORRECTION: In the Marketplace section of the March/April 1991 issue, the phone number for S&S Sales was incorrect. The correct phone number is (414) 464-8550.
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