

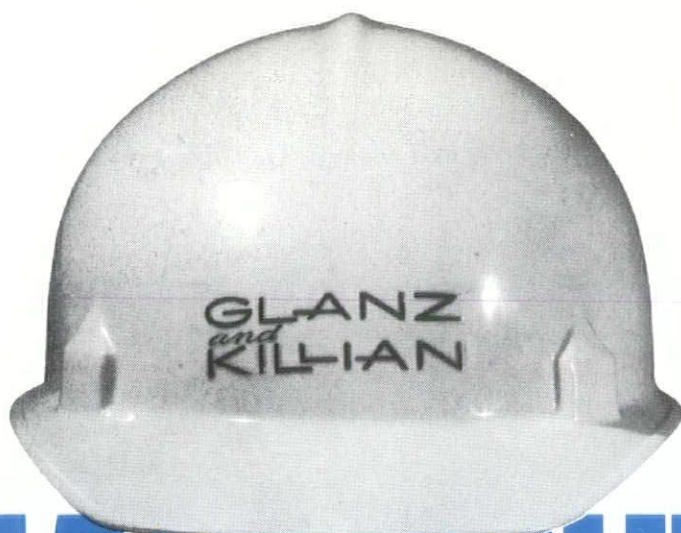


**Monthly  
Bulletin**

Michigan  
Society of  
Architects

November 1975  
\$1.00





# LEADERSHIP:

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## Monthly Bulletin

Vol. 50 No. 11  
November, 1975

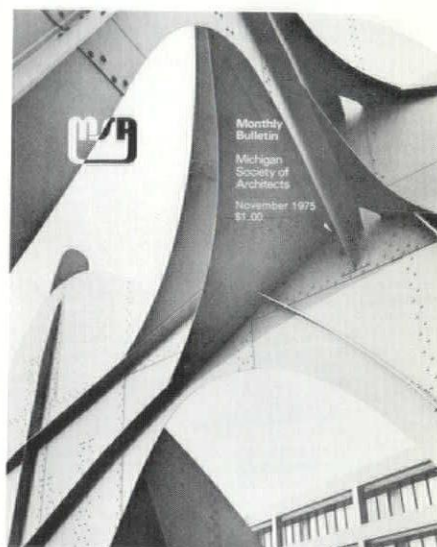
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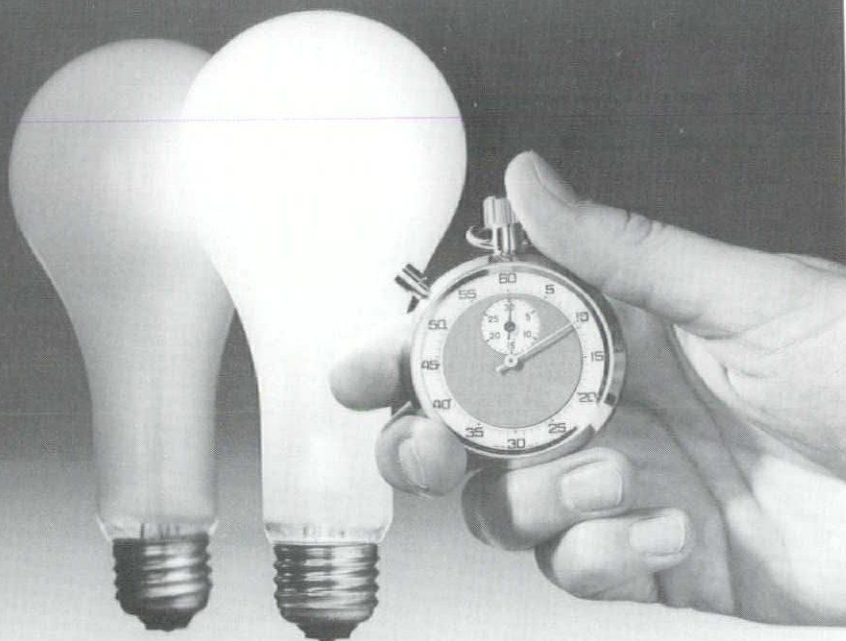
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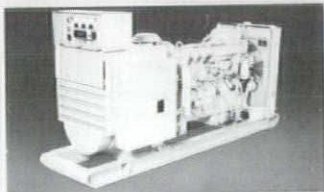
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# Daverman Associates - An Office Profile

Steve Cole

*Steve Cole is a free lance journalist, formerly with the Louisville (Ky.) Courier-Journal, the Detroit News and the Birmingham Eccentric. He was also an editor and writer with the Detroit office of BBD&O, advertising agency, and is the author of five books. He visited the office of Daverman Associates recently on an audio-visual script assignment. It was his first visit to an A&E firm and he wrote the following account of his impressions of Daverman Associates — the firm and its people on the occasion of its 70th Anniversary.*

How does an architectural and engineering firm celebrate its anniversary? Does it mark the event with a new logo, catchy slogans, speeches, open houses and press parties?

Not Daverman Associates, Inc.

This Grand Rapids, Michigan-based, 200 employee A&E firm is this year celebrating its 70th Anniversary with projects instead of parties. The projects are aimed at corporate self-evaluation and their aim is not to reflect on the past or dwell on the present, but to strengthen the company's future by examining its goals and directions.

An Anniversary Committee memo notes:

"These plans are goal-oriented. They are designed to be more creative than ceremonial . . . productive rather than commemorative. You'll note that they are stripped of such trappings as anniversary logos, stickers and other trinkets. Instead, we will conduct in-house seminars for 6 months to study our goals for tomorrow . . . destinations that will encourage us to select the best routes to where we want to be on our 75th Anniversary."

Why are they focusing on their 70th Anniversary, then, instead of waiting for the usual 75th? Because as long as all the senior directors are around and active, they can participate with the younger professionals in establishing goals for that 75th Anniversary.

Since its founding in 1905 this nonsense, business-comes-first philosophy has enabled the firm to hold on through two world wars, a depression and numerous recessions . . . rolling with the punches and stepping up its efforts to succeed when others were standing by waiting for the storm to

pass. Today, for example, while many firms are accepting reduced business and small profit margins as facts of life, Daverman is moving steadily ahead with the determination of an army of ants bent on invading a picnic.

The efficiency with which this advance is carried out was a marvel for me to behold. Take a look around Daverman and the first thing that hits you is the fact that no one is hanging around a water cooler rehashing last week's ballgame. To use a much over-worked expression, everyone has a job to do and he's doing it. I spent more than three weeks interviewing DA people for this assignment and was astounded by their business-comes-first attitude. They were always cordial, but invariably they dispensed with irrelevant chit chat so fast that I could barely collect my thoughts to ask the first question. Often, I was in and out of an interview in half an hour, having obtained a quantity of information it would have taken two or three hours to get on other assignments.

I made other observations. Little things, really, but things which help add up to a good business climate. There is friendliness and open communication. Top executives frequently answer their own phones. Everyone calls directors by their first names. There is a minimum of magazines in the lobby; no one is kept waiting long enough to have time to read even an article. Offices are neat and tidy. There are no figurehead positions and no unnecessary administrative departments. Employees don't have the daylight's scared out of them by company psy-



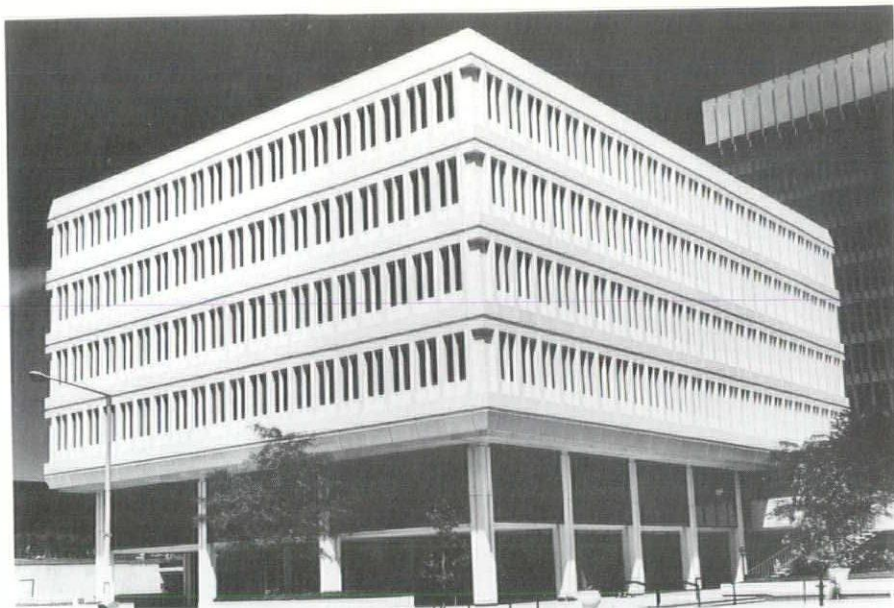
# Daverman Associates

chologists, testers or axmen — there aren't any. Young people are not stuck in corners and forgotten. All ideas, however trivial, are given a hearing and seldom a snicker. And, there's some mighty clever use of talents and experience, such as having a foreign-born engineer working on international marketing ("a little accent never hurts"), and a former teacher dealing with school administrators and boards ("I talk their language; I understand their needs").

The company has an interesting history of growth based on moves to constantly improve and expand through diversification, a practice which has helped it survive these 70 years. Over those decades DA has reacted to the market by entering one new field after another, always retaining, improving and expanding them while developing in other areas.

In the later Depression and World War II years, for example, DA entered the booming field of electrical power system design and engineering created by the REA plan. When the REA began making loans to independent telephone companies, DA added a telephone engineering department. Although the REA financing was winding down, DA had become a leader in power and telephone engineering and it seemed only natural to continue. As a result, today DA is still a leader in small power plant and rural telephone system work in Michigan.

This pattern was repeated over and over. When school districts launched massive expansion programs to accommodate the post war baby boom, DA



*Daverman headquarters in downtown Grand Rapids.*

jumped in and became a leader in school design. When the regional shopping center concept swept America, DA was one of the first to get involved in enclosed mall design. When the Michigan Corrections Department developed a new philosophy regarding minimum security detention, DA developed designs to reflect the progressive philosophy and thus became a leader in prison work.

An even more dramatic example was DA's pioneer work in the design of area skill centers or vocational technical institutes. Richard Wiggins, DA's director in charge of marketing, modestly asserts, "We simply recognized a need and went after the business." The firm joined forces with educational consultants, Alger Associates, Inc. and did extensive research in vocational education. The two firms approached school officials in Kent County (Grand Rapids) with a program to survey vocational needs in the commu-

nity, suggest skills to be taught and recommend equipment and design facilities. The results: two impressive skill centers for metro Grand Rapids and the experience for DA to land 15 more such projects, including the most recent a \$25 million AVTI in Minneapolis.

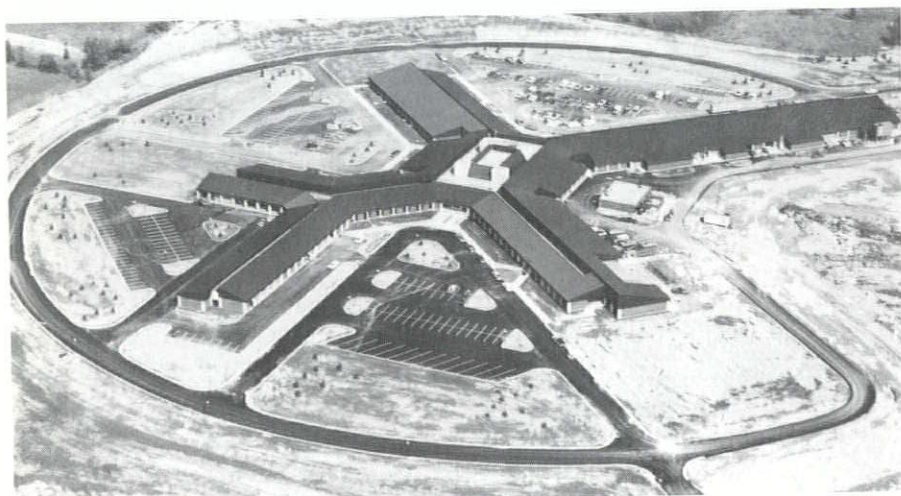
Sometimes such impressive accomplishments earn DA labels as specialists in particular areas but, in fact, the firm has had extensive experience designing industrial plants, hospitals, high-rise commercial buildings, apartments and other housing, airports, filtration plants and, recently, award-winning ice arenas.

DA director, Joseph Daverman, credits this diversity as the single most important factor in the growth of the firm and its ability to stay on top under any conditions.

"The economy changes so fast that you can't survive if you're not diversified," Daverman says. "We feel we're jacks of all trades and masters of them, too. I don't think there is any way you can look at diversity negatively."

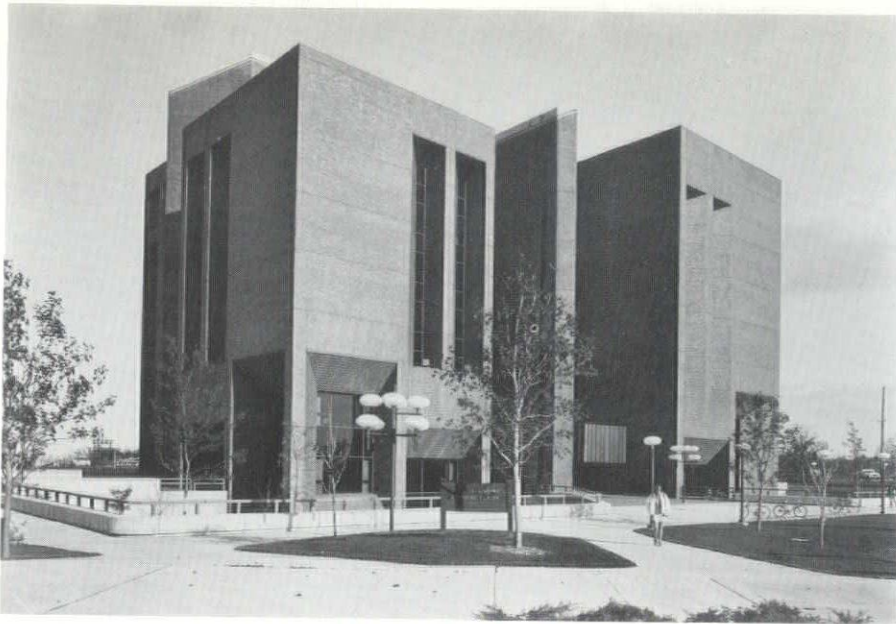
"Our diversity has saved us many times," according to director Edward Daverman. "We've always been willing to try to get into new fields. Most importantly, though, we never really get out of those fields. When one thing is down, there's usually something else that is up. Just because we don't happen to have a lot of school or hospital work at a given time doesn't mean that these areas won't be booming at another time."

Even younger, less experienced DA executives are thoroughly convinced that offering a wide range of services is sound business practice. Associate director and Production Administrator, Greg Slaybaugh, in only 10 years



*Kent Skills Center, Grand Rapids.*





*Library-Learning Center, University of Wisconsin, Green Bay, Wisconsin.*

with DA, has come to realize that "diversification has kept us stable. You have the same flow of work whether you have 10 school jobs or 10 prison jobs. I think it's a combination of DA reacting to the market and the market shaping what DA is doing."

Although it hasn't always been big and diversified, Daverman Associates has a long history of applying imagination to the task of finding business. For example, Joseph Daverman's father and grandfather, George and Johannes Daverman who launched the firm doing primarily houses and churches, pioneered the idea of selling mail order house plans, a brainstorm which put Daverman designs into every corner of the country.

For the first 30 years the firm continued with small, though profitable, home, church and school jobs, fluctuating between a two-man and a six to eight-man operation depending on business. In the late 1930's brothers Joseph and Herbert Daverman and their cousins Robert and Edward Daverman completed their schooling and joined the firm. Joseph and Herbert are architects; Robert and Edward are engineers. With the addition of these four young men, the firm grew. First it gained a local reputation, then expanded statewide and eventually was doing work in 25 states coast to coast.

Today, DA has branches in Milwaukee, Petoskey, and Palo Alto, California, and does approximately \$7 million worth of business annually. The firm's comprehensive services concept now includes project analysis, promotion, design and planning, construction and supportive services. The staff, registered in 21 states, includes architects; structural, civil, chemical, mechanical,

electrical and communications engineers; estimators; designers; draftsmen; land planners; research analysts; statisticians; field supervisors; artists; printers; public relations counsel; educational programming consultants and a pilot for the firm's private aircraft.

Daverman has not prospered on diversity alone. One factor, particularly important in the firm's early growth, has been location. To understand Grand Rapids is to understand DA's business philosophy. Grand Rapids, which will celebrate its sesquicentennial when the nation celebrates its bicentennial, was settled largely by Dutch immigrants, an industrious and thrifty lot who worked hard, saved their money and developed a conservative view of business which was to have a profound and lasting effect on the city.

Grand Rapids is scarcely more than two hours drive from either Detroit or Chicago, a fact which would normally

mean plenty of competition for a local A&E firm. But for many years the tightly knit community was leery of calling in outside architects, and DA quickly became the logical local choice. During hard times, frugal Grand Rapids residents always had rainy-day savings for needed buildings, and Daverman was rarely without at least a few jobs. As a consequence, one can hardly find a spot in the city that is not within walking distance of a Daverman-designed structure.

Aggressive marketing is useless without the backup skills to do the job, and DA is constantly refining its operation to make sure that once jobs are landed they are executed to the client's total satisfaction. The firm holds weekly directors' meetings in which marketing, production schedules, matters of policy and other phases of the business are thoroughly reviewed. Although in 1974 the meeting produced a few predictable moves such as some trimming of non-professional staff and the decision to accept smaller jobs, most of the discussion centered on making the best use of the firm's capabilities, particularly its employees' varied talents.

Now, if you've read this far, you've probably noticed that I have yet to quote the president of Daverman Associates. That's because DA doesn't have one. It doesn't have "vice presidents" either. What it does have is a team of eight working directors, three associate directors and 21 associates. All of the working directors take an active part in some phase of the operation in addition to regular duties of marketing and internal supervision. Each project, large or small, is assigned to a director so that both client and staff have the benefit of contact, direction and interest from top management. Wiggins handles marketing and schools; Lane, design, prisons and college work; Volkers, shopping centers, commercial and industrial; Joe Daver-



*DA's Associate Directors discussing current project.*



# Daverman Associates

man, government work; Ed Daverman, municipal and telephone engineering; Herb Daverman, commercial marketing; Bob Daverman, power engineering; and Jack Knol, medical and municipal projects.

"We're a corporation, but we function as a partnership," Jack Knol said. "Every principal in the firm is involved with clients and other aspects of the business right down the line. If a department head is out, one of his staff can go to a director and get a decision on a problem immediately.

Lower echelon employees admit, however, that sometimes this system makes it difficult to get a speedy answer, pointing out that directors acting as partners are more reluctant to take stands than are executives in a traditional corporate setup. Nevertheless, employees are enthusiastic about the access to top management. And clients, needless to say, are even more pleased with this kind of fast, open communication. "Access to the man with the answers is one thing that keeps clients coming back," Robert Daverman says. "When a client has a problem we make it a point to drop everything and see to it that the problem is solved."

The working directors system helps set a tone of efficiency throughout the firm with resultant high morale among all employees. This keeping the level of employee efficiency high has led to concentrated efforts to identify rising young architects, designers and engineers and to see to it that their upward mobility in the firm matches their growth in experience. Middle managers are keenly aware of the need to develop young talent and try to assign newcomers to a variety of tasks designed to test their mettle. Six years ago DA instituted a professional development program in which all new professional employees who have demonstrated an interest in staying with the firm are exposed to various aspects of company operations via monthly seminars. "We tried having new men work a few months in each department, but it proved too disruptive," Director Jay Volkers said. "With the seminars we can expose an employee to all phases of DA operations while at the same time keeping him on one job. In the end, the employee knows the setup inside and out, and yet has not sacrificed gaining experience in his specialty."

Once equipped with a thorough



*Award-winning Michigan State University Ice Arena.*

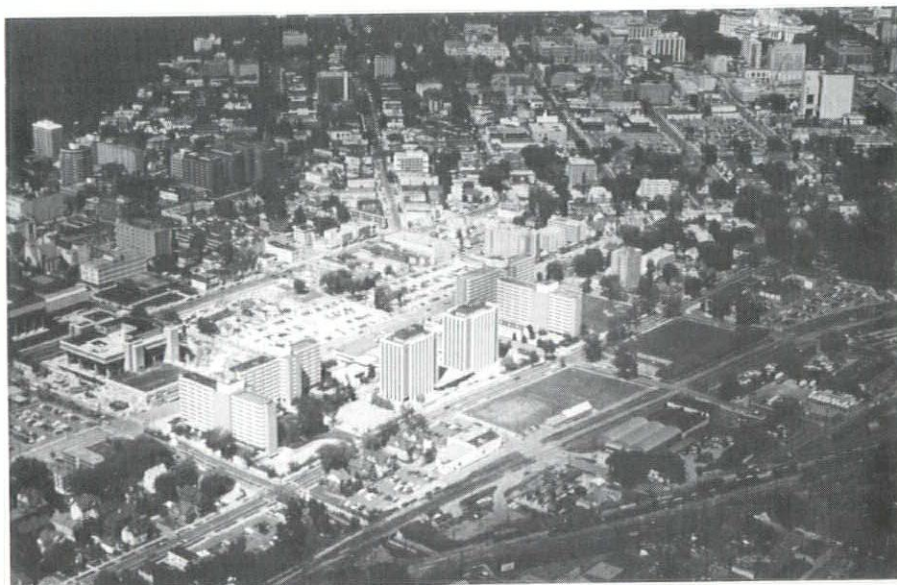
knowledge of DA operations, ambitious employees can move up fast. Older directors are not afraid of having young men in responsible positions. In fact, they planned it that way. Associate director Slaybaugh and at least five of the 21 associates are under 35 years of age.

While management claims it does not discriminate by rewarding managerial ability over technical ability, it is clear that no one, regardless of technical brilliance, will get to the top without a feel for client sensitivity. Volkers said that because of its size, DA has plenty of room for both technical and management-oriented people but in his next sentence he stressed the importance of finding people with personality who are able to convey ideas to clients. Read that "marketing ability!"

DA's constant oiling of managerial machinery places heavy emphasis on keeping abreast of business trends and

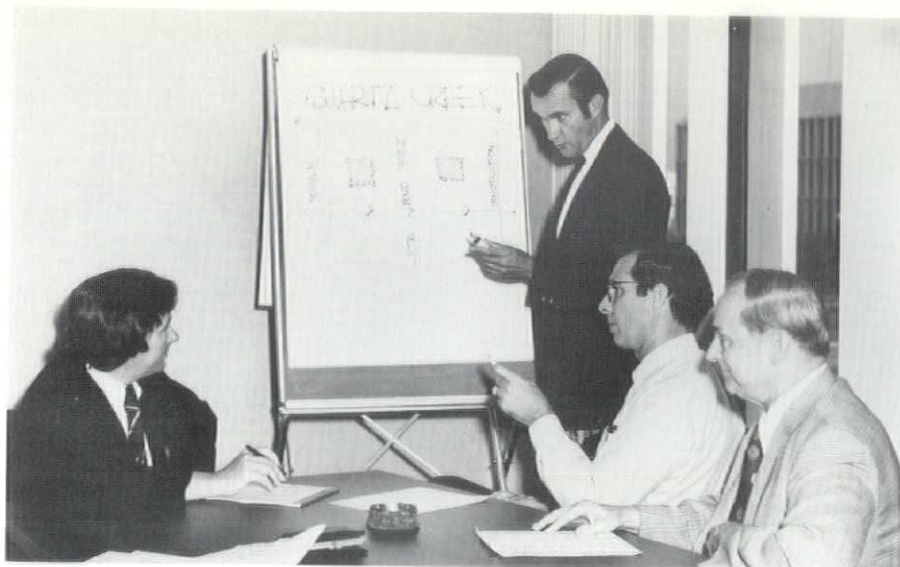
changes in the A&E field. In recent years the firm has moved into construction management and design-build. Having adopted automated specification writing a few years ago, DA is now moving into computerized specification writing. It is using "life-cycle costing," and is meeting the challenge of producing energy-saving designs. (Its energy-saving features on the new Ice Arena for Michigan State University won it an award in the state competition of ASCE). It is ready to move into planned community work, multi-purpose buildings, package facilities, even restoration.

Most exciting of the new fields is international marketing. Right now DA is gathering facts on the potential of foreign markets. The men spearheading the drive, James Nachtgall and Premal Sheth, feel they are on to something. The youthful Sheth is particularly enthusiastic. A native of India, Sheth studied structural engineer-



*Hi-rise dormitory complex, University of Wisconsin, Madison, Wisconsin.*





Director Dick Wiggins discusses school bond issue project with "education team."

ing at the University of Michigan where he earned a master's degree. He worked for Daverman after graduation, then left the firm to establish his own consulting engineering business in India. For personal reasons, he decided to return to the United States and Daverman. Sheth explains the challenge in the international market. "If you design a school in the U.S. you're adding one more school to the thousands that already exist," he said. "In an underdeveloped country where they have never had much of a school system, you're starting from scratch."

Another area in which DA is stepping up efforts is providing promotional services to clients. For years DA has provided assistance to school districts in getting passage of needed bond issues. As with every other DA service, this assistance program has been refined over and over to a level of excellence rarely encountered in other A&E firms. Recently, for example, DA helped a Midwestern city in the successful passage of a bond issue for a \$27 million area vocational technical institute. DA's public relations department prepared a detailed handbook outlining every single step to get the message across to the voters, committee organization, ways to recruit volunteers, ideas for involving the area's business community in the plan, and much, much more.

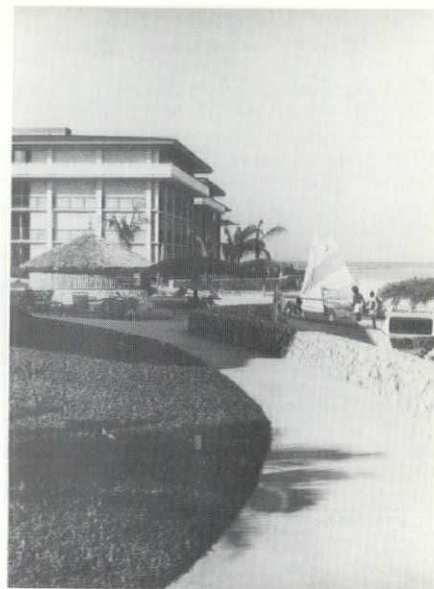
What else does the future hold for DA? There is a company-wide feeling that Daverman provides a basic service which will always be in demand. "Major changes," says Associate director Kenneth Ball, "may come about in using new materials and methods. Certainly, the future will bring more sophisticated use of traditional materials. Daverman, for example, was one of the first to use pre-laid brickwork

in the design of a Dallas, Texas high-rise."

"But, there are still many vexing little things to overcome," Ball said. "Man has been building buildings for thousands of years and yet architects are still faced with the problem of leaking roofs. We've yet to find the perfect solution."

The head of DA's design department, Earl Van Allsburg, is naturally concerned about the future look of our landscape. He laments the spread of "eye pollution," but wonders if it can be halted. "Architecture is not the aesthetic thing it used to be. In previous centuries building owners were kings and dukes and barons who were patrons of the arts. Today, building owners are businessmen, and often they are not patrons of the art. They don't want monuments. They want functional buildings designed for short-term use, a trend that will continue. Hopefully, we can educate people so they'll want better design."

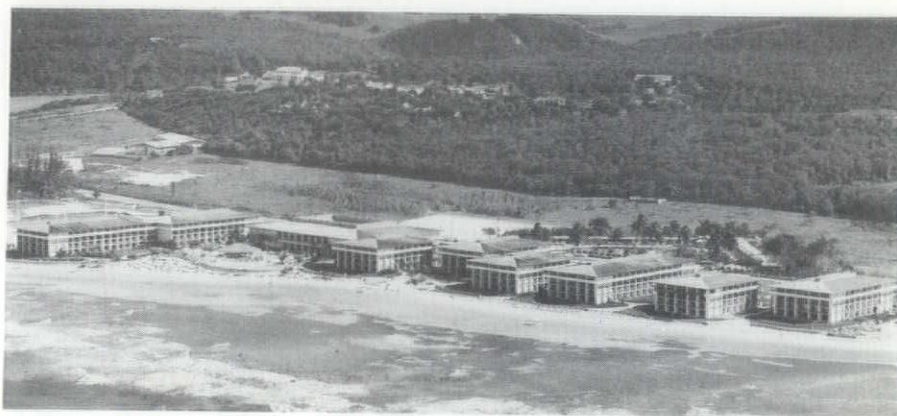
Lane, the director responsible for design, thinks that the challenge of the future is to create a more habitable



Holiday Inn, Jamaica.

living environment. "People have developed an insensitiveness to ugliness. We should have more careful planning and more sensitivity in design. I think it's coming, but maybe it will take a crisis to change people's thinking about architecture just as it took the energy crisis to change people's thinking about automobiles."

"Inflation, too, may be a factor in bringing about changes," Lane said. "Rising construction costs will make clients more demanding. When you have to spend a bundle for a building, you're bound to be fussier about how it's going to look. We are in a business which provides a basic needed service. Someone will always have a need for that service, but that is no reason to take our role in society for granted. We have a responsibility to help improve our society. I hope we will continue to do it."



Holiday Inn, Jamaica.





### Pipefitters Dedicate New \$1,500,000 Training Center

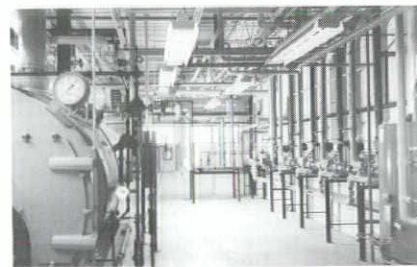
Detroit area mechanical contractors and Pipefitters Local 636 dedicated their new 1.5 million dollar training facility. Containing more than 25,000 square feet, the new center is the nation's largest and best equipped of its kind.

The training center has capacity for 100 new apprentices per year, or 500 total students covering the five-year apprentice program. Facilities also are capable of handling larger classes in the event of high peak labor demands determined by local construction needs of the future.

Approximately 40 percent of the building is devoted to welding procedures, where latest methods are incorporated into the program as they are developed. Three formal classrooms incorporate visual training equipment and methods. Separate laboratories have been established for refrigeration, pneumatic and hydraulic systems instruction.

The entire heating, cooling, ventilating and control system of the building is itself a teaching aid, incorporating four different types of heating and air-conditioning control systems, a primary-secondary heating and cooling system with individually controlled zones, along with sophisticated environmental systems balancing capability.

The Pipefitting Center was designed by Donaldson and Meier, Architects, mechanical consulting engineers James Parks and Associates, with special technical assistance by the R. L. Deppmann Company.



*Photos:*

1. Welding Shop
2. Hydronics Laboratory
3. Boiler Room (designed for teaching purposes)

### SEMTA Bus Terminals—Saving Taxpayer Money

Construction of two public-owned bus terminals for the Southeastern Michigan Transportation Authority (SEMTA) is in progress, and, at a savings to the taxpayer. The decision by the regional transportation agency to renovate existing structures, instead of building entirely new facilities, could save taxpayers upwards of \$800,000 in construction costs. According to William Seifert, SEMTA Chief of Engineering, the decision to renovate could also save up to six month's time in construction.

Designed by Ellis/Naeyaert Associates, Inc., the terminals will be located

in Clinton Township, and in Troy.

Cost for the Clinton terminal will be \$1.7 million; that figure includes \$1 million for renovation and \$700,000 for the land and building. Had a new terminal been constructed, according to Seifert, the cost would have been \$2.1 million, including \$300,000 for land and \$1.8 million for construction.

The Troy facility will cost \$2.7 million, including \$1.5 for construction and \$1.2 million for the land and building. "Had a new facility been built," said Seifert, "it would have cost an estimated \$3.1 million — \$2.6 million for construction and about \$500,000 for the land."

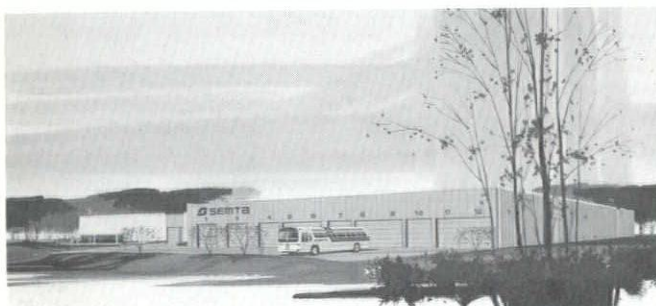
Commenting on the new facilities, Patrick J. Smithbauer, P.E., Ellis/Naeyaert Project Manager, said, "In comparison to building new terminals from the ground up, renovation of existing structures has permitted the development of the projects in less time and at a significant savings in construction costs. Another advantage to the recycling of buildings," Smithbauer added, "is that structures that once stood vacant and non-productive are now being utilized to serve the public."

Renovation of both buildings began July 1, 1975. The Clinton Terminal is expected to be completed by next January and the Troy building by next March.

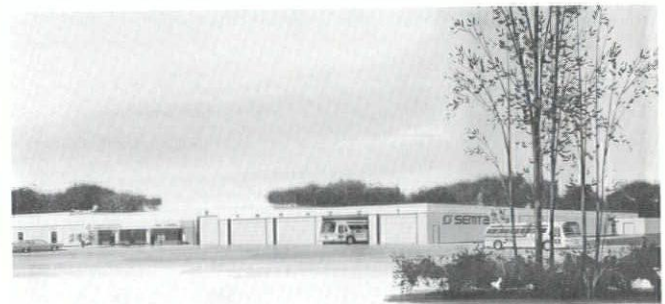
The Clinton building was previously occupied by Centaur Engineering, a Division of the Borg-Warner Corporation. It is located on a seven-acre site and has 60,000 square feet of floor space. Upon completion, the terminal will maintain and store 60 coaches and will provide office facilities for operations personnel, drivers and office staff. It will also make available waiting and ticket purchase facilities for patrons, locker and lunchroom facilities for mechanics, and service facilities.

One hundred thirty-five parking spaces will be available for staff, drivers and park-and-ride customers. Upon completion, the Clinton building will be dubbed "Northeast Terminal."

General Contractor for the Clinton Terminal is Elgin Builders, Inc., of



*The new Clinton Township Bus Terminal (left) and Troy Bus Terminal (right) were designed by Ellis/Naeyaert*



*Associates, Inc. for the Southeastern Michigan Transportation Authority.*





Ground was broken last month for a 3.9 million dollar four story 77,001 square foot Federal Building on 1.47 acres at East Liberty and South Fifth in Ann Arbor.

Tarapata MacMahon Paulsen Associates are the architects for the first Federal Building in the eight county area presently served by Detroit, Pontiac and Battle Creek.

Southfield. Contractor for the Troy project is Hillyer Construction Corporation of Farmington.

To be named "North Terminal" upon completion, the Troy facility will serve as the major repair center for all three SEMTA divisions, although minor repair jobs will be handled at individual terminals. It will also house and maintain 70 coaches. Troy will take over operations for what is now the Birmingham terminal of SEMTA's Great Lakes Division.

Located on a 10.5 acre site with 80,000 square feet of floor space, the Troy building was previously occupied by Gale Industries. When finished, it will have the same basic facilities as the Clinton terminal, with 105 parking spaces for park-and-ride patrons, drivers and staff.

#### Wilkening Honored By ESD

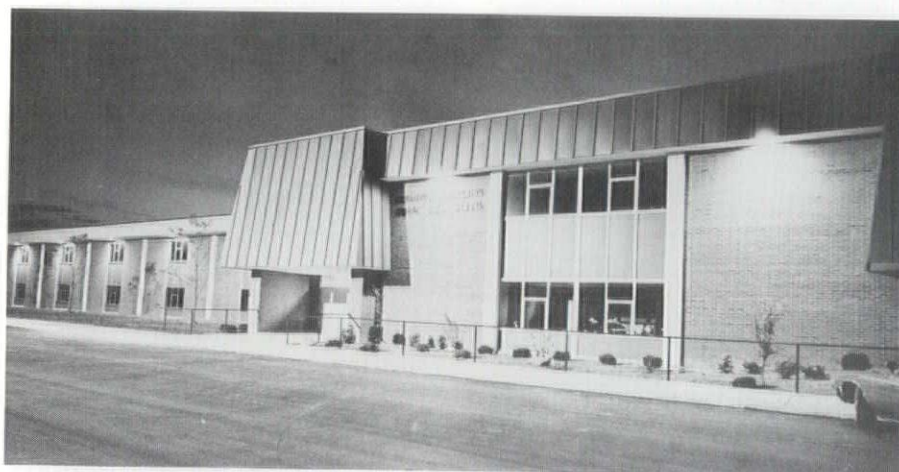
Rolland M. Wilkening, P.E., executive vice president of Barton-Malow Company, was named Fellow of the Engineering Society of Detroit at the



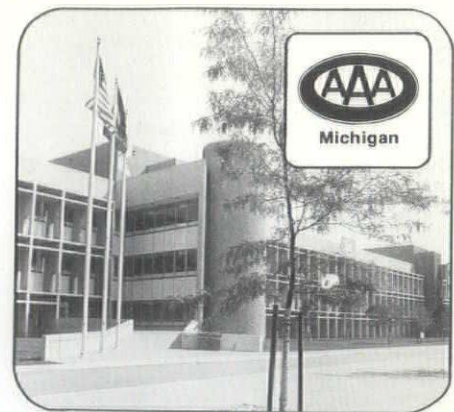
Rolland M. Wilkening

society's 80th annual meeting.

A member elevated to the grade of Fellow must be a member in good standing for a minimum of five years, must have made outstanding contributions to his profession, must have published works in a technical journal or equivalent and must be recognized for his achievements to his profession.



Schmidt & Thiel, Architects designed the new Junior High School in Bridgeport. The \$3.5 million dollar building will house the eight and ninth grades for the community.



AAA's new building conveniently located adjacent to the Southfield expressway, has three full stories, a full basement, employs 1,200 people, has nine acres of parking lot, a full service cafeteria, complete employee lounge, medical facilities, modern elevators and escalators and even a notion shop.

In the high traffic areas, AAA required a neat, durable and attractive flooring material. 35,000 square feet of Terrazzo was specified!

Architect: Giffels Associates, Inc.



1 TERRAZZO sub-bed divided by plastic strips.



2 Placing and compacting TERRAZZO topping.

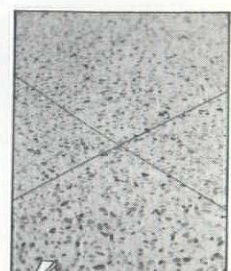


3 Grinding and finishing TERRAZZO floor.

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A nationally recognized expert in the field of Construction Management, Wilkening is the co-author of a book now being published on the subject, CM for the General Contractor.

Wilkening is an active member of the Associated General Contractors of America (AGC). He serves on the national Construction Management Committee and in 1974 was co-chairman of an AGC Construction Management Training Conference held in St. Louis and Phoenix. He is a past-president of the AGC, Detroit Chapter, Inc.

A registered professional engineer, Wilkening was named 1974 Engineer of the Year by both the Detroit and

Michigan societies.

He was recently presented the Purdue Alumni Association Citizenship Award and was honored with the Valparaiso Distinguished Alumni Award.

#### Flint Architect Appointed Chairman of State Board

James E. Tomblinson, President of Tomblinson, Harburn, Hanoute and Associates has been elected Chairman of the State Board of Registration for Architects. Tomblinson has served on the board for the past five years. He was appointed in 1970 by Governor

Milliken and has served as Secretary and Vice President prior to his recent election as President.

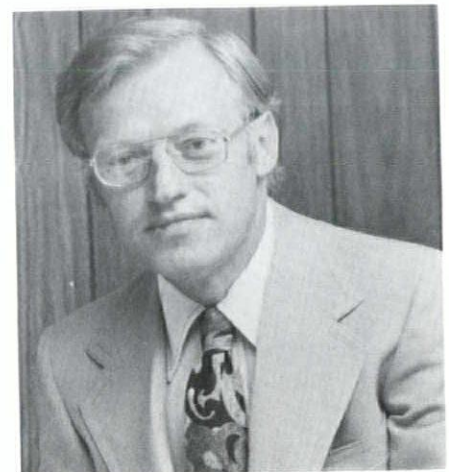
The board is responsible for the examination and registration of Architects before they are licensed to practice in Michigan. They are also responsible for enforcement of the registration act and its regulation over architects doing business in Michigan.

Tomblinson began his architectural practice in Flint in 1957, after working for several other firms in Flint, Detroit and San Francisco.

His practice has grown to the present firm of Tomblinson, Harburn, Hanoute and Associates, Incorporated which designs approximately \$15,000,000 dollars worth of construction work annually. Projects they are currently designing include the Huckleberry Excursion Railroad in the Genesee Recreation Area and the new Lapeer East High School. His firm recently won design awards for 3 area projects. The awards were issued for McFarlen Public Library, Grand Blanc; Laurentian Commons Condominiums, Flint; and the Genesee Intermediate School District Education Center, Flint, by the Flint area Chapter of the American Institute of Architects.

#### Johnson Named Dean

William J. Johnson, one of the founding principals of Johnson, Johnson & Roy, of Ann Arbor, has been named Dean of the University of Michigan School of Natural Resources by the U of M Board of Regents. The appointment took effect on October 1.



William J. Johnson

Most recently, Johnson had been Director of the Applied Environmental Research Division, which serves JJR and all the Divisions of Smith, Hinchman & Grylls Associates, the parent firm. He will be replaced as Director of AER by Dr. Thomas A. Borton, who has had wide experience in the environmental research field.

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Bill Johnson has been in practice since 1957, after receiving his Masters Degree from Harvard. Since 1958, he has taught landscape architecture at the University of Michigan, and holds the rank of Professor. After the founding of JJR in 1961, he was responsible for conducting a number of outstanding environmental studies, including a series of guidelines he developed for the Michigan Department of Highways to determine the impact social and economic of new highways, as well as their environmental impact.

One of his most important accomplishments has been the development of a methodology for encouraging the participation of citizens' groups into development planning, and coordinating the work of specialists in a wide range of backgrounds into the planning process. The Garden Homes Subdivision in Ann Arbor is a model of how the people living in a redevelopment area can identify, and achieve, the characteristics and goals of the community they want to create, and to get the cooperation of all of the government agencies involved.

#### Olympic Village in Montreal Will Have Ultra-Modern Friedrich Air Conditioning Systems

Olympic Village, the super-modern structures which will house athletes and officials for the 1976 Olympics, in Montreal, will be climate controlled by Friedrich heating and cooling systems, which are among the most sophisticated ever devised.

Robert W. Curtis, president of Friedrich Air Conditioning & Refrigeration Co., said 1130 Friedrich water/air energy conservation heat pumps would be utilized to make the buildings completely comfortable in temperature extremes which range from below zero to 100 degrees (fahrenheit).

The systems, which are being manufactured at the Friedrich Fort Lauderdale manufacturing facility for installation on the Olympic Village site, permit individual temperature control of each of the 980 living units as well as dining rooms, public rooms and semi-private spaces of the occupants.

The heating/cooling system will serve equally well for Olympic use and for the condominium apartment building to which it will be converted at the conclusion of the Olympics.

"The important factor in this installation is the energy conserving, efficiency factor," Curtis said.

The systems are designed to permit one side of the building, for example, to be heated while another side, in direct sunlight, is cooled.

Heat extracted from the warm areas will be utilized as energy to provide

heat for the cooler areas using water as a heat exchange medium.

Olympic Village—now under construction—is of ultra-modern design in a pyramid shape with the ground level occupying some 170,000 square feet. There are 17 stories of living space in the main structure.

Friedrich heat pumps with capacities ranging from 14,000 BTU/Hr. capacity to 240,000 BTU/Hr. capacity will be used for the heating and cooling system. The reverse cycle system will permit each heating and cooling unit to be independently controlled by the occupants of each living unit or public area.

The center core of the building will continuously reject heat which will be utilized through the water heat exchange system to provide energy for the peripheral units.

Some 3,200 Olympic athletes and Olympic personnel will be housed in the 980 living units consisting of 72-three bedroom units; 548-two bedroom units; 244-one bedroom units; and 136-studios.

Public and quasi-public areas will include a sports club; administrative offices, leisure centers, restaurants, and such service operations as a book store, stationery store, record shop, tobacco store, newsstand, post office, cleaning, bakery and pastry shop, grocery store, etc.

Living units all face on balconies around the periphery of the building.

The Friedrich climate control system will blend into the architecture of the building and will not be apparent from the outside view.

The heating/cooling contract was awarded to Friedrich in competition with three other manufacturers of air conditioning equipment.

### out-to-out\*

by Joe Neussendorfer



#### Making "Accessibility" Information More Accessible

During the past few weeks there have been an increasing number of telephone calls directed to this columnist seeking information about the requirements for making buildings accessible for use by the physically handicapped and aged (as mandated under Michigan's new state-wide construction code).

Considerable efforts are now underway by handicapper groups and the Michigan Construction Code Commission to educate the design professions and the general construction industry

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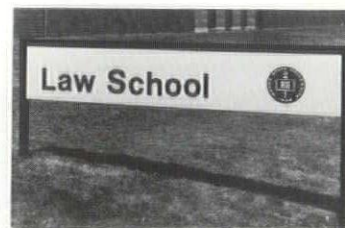
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on these requirements. The job is a big one, and, in order to help in this education endeavor, I am passing along the following information which should be of some value to architects and others who are trying to get a better understanding of just what is being required.

To grasp a good visual idea of accessibility requirements, readers should acquire a copy of "Barrier Free Design Graphics" prepared by Robert A. L. Williams, AIA. The publication, replete with extensive and readily comprehensible illustrations, gives an accurate graphic interpretation of the Michigan Construction Code Commission's "General Rules" related to accessibility requirements. It contains valuable information on provisions for barrier free design in the following areas: interior access, access to electrical switches, controls, fire alarms and convenience outlets, elevators, access to plumbing fixtures and kitchens, seating accommodations, means of egress doorways, exiting ramps, interior exit-way stairways and additional author recommendations. Copies may be ordered from League-Goodwill, Department 1000, 1401 Ash Street, Detroit 48208. There is a nominal charge.

For strict interpretation and information pertaining to appeal procedures and other problems encountered

in making structures accessible under the new state-wide construction code, architects may consult with Charles Opdyke, AIA, Construction Code Commission, Secondary Complex, 7150 Harris Boulevard, Lansing (telephone 517-373-8407). Architect Opdyke is the construction code commission's plan review officer and will respond to your inquiries regarding accessibility requirements in a forthright and competent manner.

In closing, I would strongly suggest that all architectural offices establish an "accessibility file" and continue to update it with the latest available information. The aforementioned "Barrier Free Design Graphics" publication would serve as an excellent "starter document" for such a file, as it contains information on other current Michigan legislation and promulgated standards relative to making facilities accessible for use by the physically handicapped and aged.

Readers can expect an ever-increasing push by handicapper groups and the public to make sure that the new accessibility requirements are enforced. In order to be truly responsive to these requirements, and, to further develop an on-going professional awareness, utmost attention should be afforded to this area.



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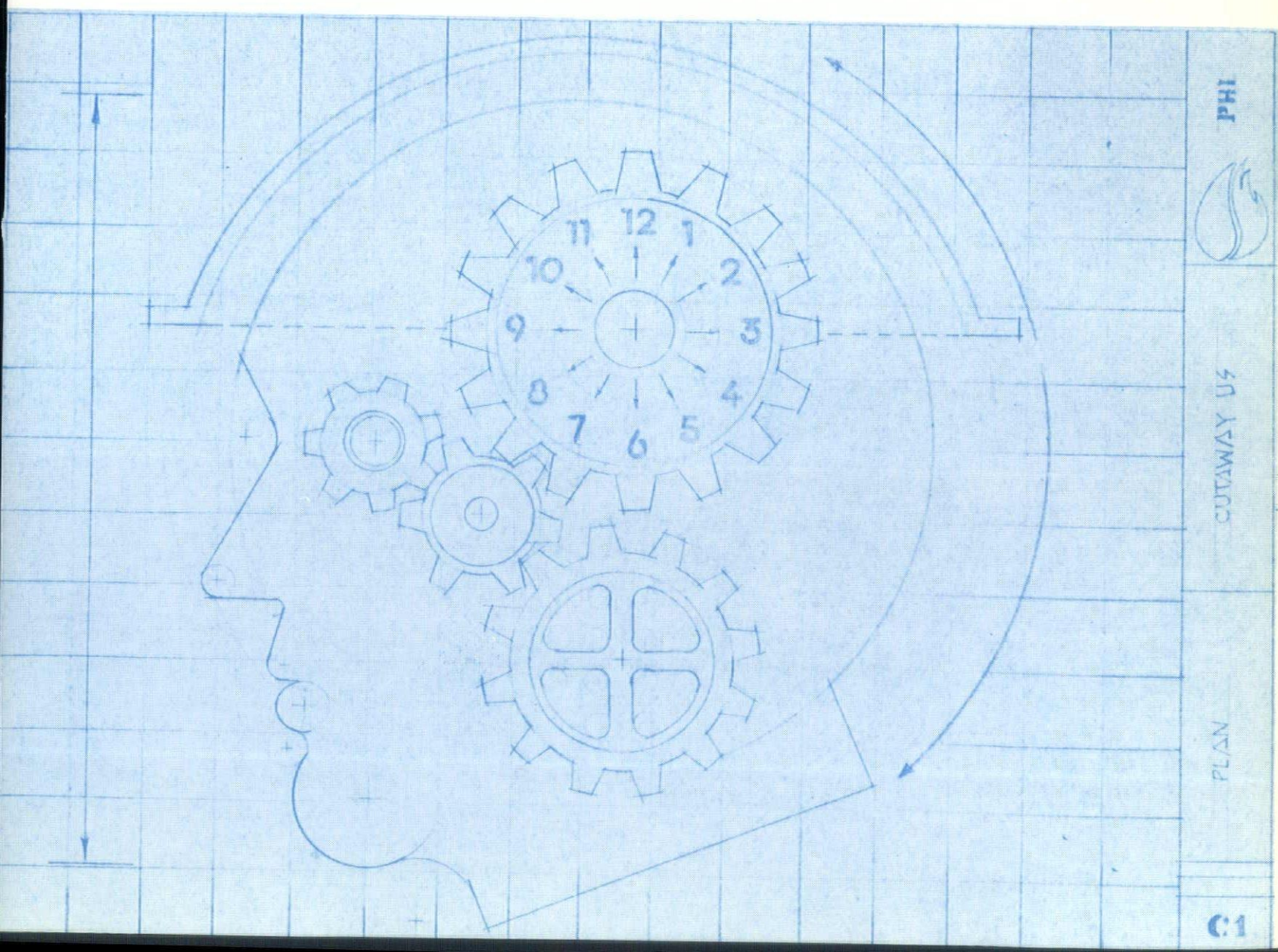
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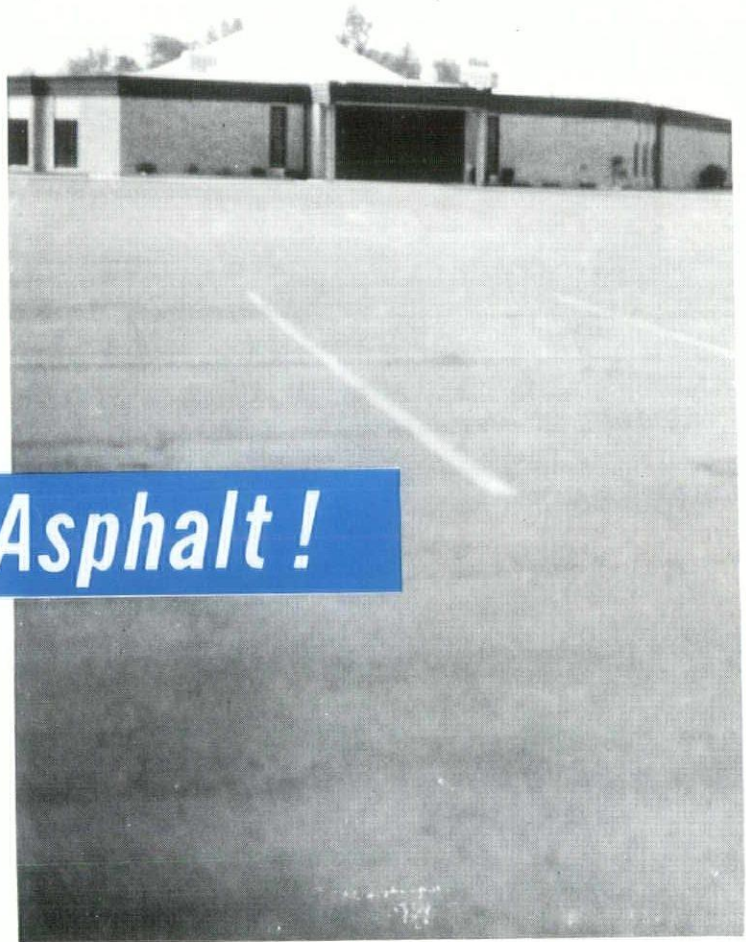


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