Monthly Bulletin

Michigan Society of Architects

June/July/August
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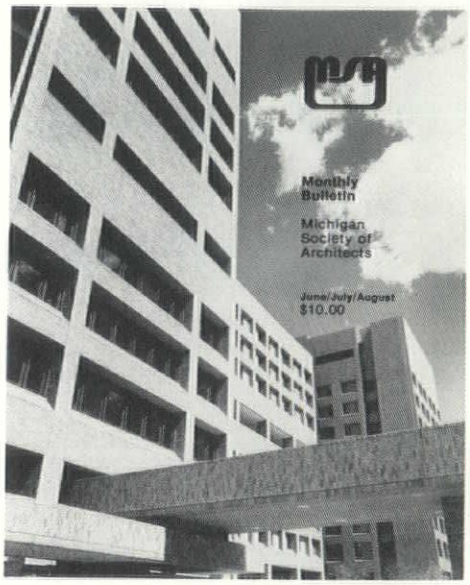
Monthly Bulletin

Vol. 52 No. 2
June/July/August

Contents



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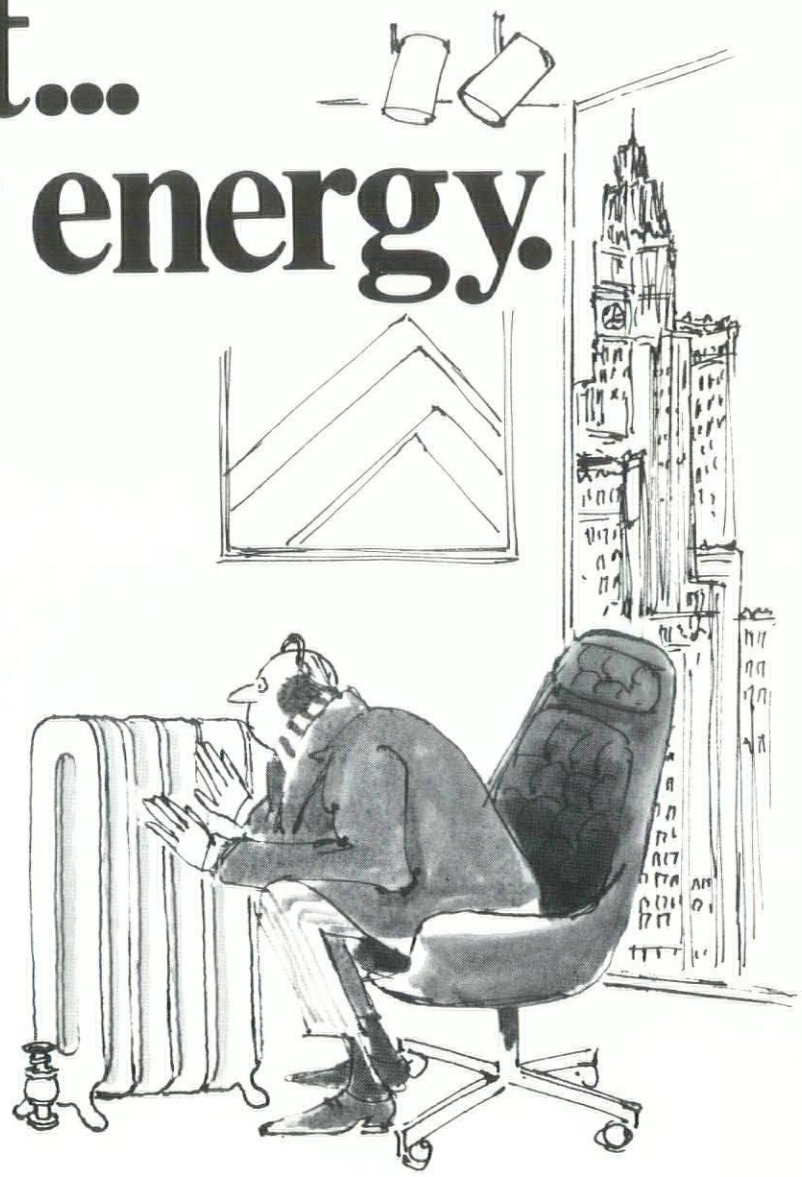

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The Consequence Of Communication Prognosis And Prescription

By Harold C. Cunningham, AIA
Project Manager and Senior Associate
Albert Kahn Associates, Inc.

The assumption of the role as "guidance counsellor" in the art of verbal communications is closely analogous to that of the architect practicing in the residential field. As each residential client sees himself as a specialist concerning the design of his own home, so is each of us "expert" in communication, having practiced this art ever since birth when we make our needs for physical comfort clearly known to our parents. But since, as each architect is quick to express, the typical residential client needs guidance to be rescued from erroneous judgements that seem to the client, from a lifetime of domiciliation, to be intuitively obvious, so do each of us need to periodically reassess the techniques we use in the seemingly obvious and simple art of communication.

The author does not profess to be expert in this field, but is drawing on his personal experience of working with varied personalities throughout his professional life and social interaction. As he states it "This exploration has developed only through thorough introspection and critical self-analysis."

Credit is given to the Risk Analysis and Research Corporation, San Francisco, California, for materials supplied during a seminar under their direction and, in particular, to a paper on the subject of "Gatekeeping" by Mr. Jay Hall.

Mr. Cunningham has pursued his profession of Architecture for 30 years, has been an owner and principal of his own practice, and is currently Project Manager and Senior Associate with Albert Kahn Associates, Inc., Architects and Engineers, Detroit.

If a poll of design professionals were taken of problem areas which plague our profession, faulty communication would rank near the top. Whether from external sources or generated within the office, that old malady of someone missing the meaning or not getting the message seems always to be with us. No single member of the design team is ever totally guility, nor are any guiltless. The simple, and at the same time uncommonly complex, culprit is communication. Complex, yes, but still soluble.

We must assume, or else commit an unpardonable blasphemy, that all members of the design team are, within their individual sphere of responsibility and authority, technically capable. To assume less is to interject a condition that must be resolved separately and cannot be considered as another variable in the intricate equation of communication. Suffice it to say, however, that ineffective communication can often provide an effective disguise for imcompetence.

Thousands of decisions must be made by the design professional, even on the simplest of projects, and each decision must be made in recognition of a multiplicity of design parameters. These parameters have been established by the client, by governing officials and agencies, by social conscience, by current technology, by the construction trade climate and by each of the design disciplines in the execution of their individual tasks. If any one of the team of design professionals is ignorant of any of the generated project parameters which may directly or indirectly affect his design decision, he will make that decision with inadequate knowledge. He will "loose the bow string on a faulty arrow," and unless undeservedly lucky, he will miss the bull's eye, sometimes even miss the target, resulting in flawed design. This then is one consequence of poor communication.

If an attempt were made to diagram the interconnecting network of input data, cross communication and feedback required for distributing essential project knowledge to all involved, it would resemble a tangle of worms defying description. It might well hang in a gallery as an example of contemporary art, but as an operational tool, the complexity of such a diagram would render it virtually useless. Attempts have been made to develop written "Guidelines for transmitting project data and information, but because of the generalized nature of these guidelines, they also are relatively ineffective except in emphasizing the obvious.

The interoffice "memo" has been and is being used with some degree of success, but its effectiveness is solely dependent on the writer's grasp of the varied ramifications of his statements, the effect his statements will have on those he is notifying and those he does not notify, his "literary" talent for conveying the total meaning, and his judicious restraint in elimination of the superfluous. Generally, the "memo" is effective only as a technique for confirmation, or to convey the simplest of messages. The individual who attempts to "cover his tracks" by the wholesale written broadcast of all his findings proves to be ineffective

due to the resultant indiffernece of others to his generated "paper mountain."

Still, information of all types is the life blood of the professional in design as he translates that data into project criteria and, through interaction with other involved disciplines, transforms that criteria into the design solution. Studies indicate that face-to-face communication of this information dissemination and multi-disciplinary interaction is the most effective technique, with the telephone as a second choice and the written message relatively ineffective. When it is important, one should talk rather than telephone and rather than write, with the written message used primarily for confirmation and as a record. This observation is not intended to degrade the vital importance of the written record or the adequate compilation of project data and criteria. Rather, it is to emphasize that, for the stated purposes, there is no effective alternative to verbal communication, and it is through this medium that design professionals most frequently attempt to distribute that project knowledge required for all involved to properly perform their individual responsibilities.

Within the scope of operations of any design office, regardless of size, meetings of various types are commonplace. Even the "one man" office has his share of interaction with the client, professional consultants, officials and technical resources. The frequency of these meetings increases proportionally with the size of the office and will be a mixture of the large and rather formal gathering to the two man informal work session, with all the variations in between. The basic purpose of meetings will also vary, encompassing marketing calls, presentation interviews and management sessions to name but a few. For our purposes, however, emphasis will be placed on the multi-disciplinary group meeting intended for the disemination of project data and the interaction required for de-

cision making. This type of meeting will consist of two or more participants, and can include, in addition to design professionals, the client or his representative and outside consultants.

The Lord knows (as does everyone else) that there are enough meetings, for it seems at times, during the course of the development of design, that they interfere with production. If, as it seems, sufficient time is devoted to verbal communication, but some of the design team still miss the message, the fault must lie in the communication techniques which are used.

The science of verbal communication is a vastly complex subject, interwoven with the fields of psychology, sociology, semantics and group dynamics. It is the subject of innumerable texts, papers and theses. The purpose here is not to delve in depth into a treatise on verbal communication, but simply to recall that which we all know, but may have forgotten, or at times overlook.

Communication is simply the transmission of information through a medium, and its reception. Three elements, transmitter, medium and receiver, each one of which must be properly tuned, or the static will distort the message. Assuming, as we are, that the design professionals and others involved in a meeting are technically capable, the most likely area to produce the static, and the one which we will explore first, is in the medium. In verbal communication, this is perhaps better described as the "atmosphere" present during a meeting or conversation.

This atmosphere is influenced by many factors. Human comfort needs are significant and contribute to the attitudes of participants. Similarly, the degree of formality of the meeting place will help determine the freedom

of thought and flow of ideas. The positioning of those involved relative to one another, as determined by the constraints of space and configuration of the "conference table," will greatly affect interaction, as will the relative levels of hierarchy of those assembled. But the most significant factors which affect the atmosphere during any verbal exchange are the techniques used by the "transmitter" of information and the attitudes of the "receivers" of that information.

Keeping in mind the informational and decision making nature of the meeting we are exploring, it is well to acknowledge a basic axiom of Group Dynamics: "All persons directly affected by a decision should be involved in making that decision." Practical application must temper the seemingly all encompassing implication of this axiom, but certainly, it is only logical to involve all key design professionals in the decision making processes relative to a specific project. The key word here is "involve," for involvement is not necessarily realized simply by attendance. It is here that the techniques of the transmitter became of paramount importance in establishing the correct atmosphere and promoting the proper attitude of the receiver.

Within any problem solving group, there are two basic functions necessary for success. First is the "task function" which is relative to the seeking of information, giving opinions, elaboration on and summarization of decisions. These tasks are well recognized and follow normally in pursuit of an assignment. The second is the "maintenance function" which serves as oil to the gears of a smoothly running efficient group, and is a less apparent but critically important requisite for successful interaction and problem solving.

This is particularly true in the case of decision making groups, for not only must such groups make good decisions, but they must also make decisions which will be implemented as intended. It is here that the maintenance function of insuring full involvement of all participants becomes of critical importance, for those members of this team of design professionals who do not play a full role in the making of a decision may not be fully committed to that decision or to the validity of the information. Consciously or subconsciously, that team member may inadequately or improperly discharge his agreement, and it is in this context that we find another adverse consequence of faulty communication. In the "theater" of multidisciplinary design, the key ingredient to giving a good performance or, alternatively, producing a comedy of errors lies with the transmitter and the role he plays as "gatekeeper."

Gatekeeping in a meeting is nothing more than keeping open the communication channels to allow the free flow of ideas and

opinions and to involve each participant in the discussions, so that the final conclusions can be claimed as *the* decision of all present. With a multi-disciplinary group, each will have his opportunity and responsibility to state his case, and as such, will assume his role as gatekeeper. Therefore, each participant will have to be alert to his proper discharge of this important function in order to assure the interaction of all, and the involvement of others in his conclusions.

In every meeting, there is either a formal chairman or one or more informal leaders, and their responsibilities must include proper control of the gate to the communication channel. The leader in essence becomes the master gatekeeper and must guard against the dominance of a few (even the "boss") at the expense of the others. He must be cognizant of those who fall silent at meetings and make efforts to bring them into participation. Silence may be symptomatic of disagreement with the ideas of others, and it is better to have this feeling expressed early than to suffer the consequences later.

Particular attention must be given to controlling the individual who tends to take over a meeting and to dominate activities, for he then effectively closes the gate to interaction and stifles the contributions of others. Even after relinquishing the floor, the dominant member can effectively close the gate on others by appearing bored, expressing a casual side (or snide) comment or other action showing displeasure. No single individual among a group of design professionals can be expert in all disciplines (although there are some who may so claim), and he, and the group, need the free flow of ideas and contributions of all present. There should not be, however, an attempt made to suppress the challenging of ideas or the questioning of information, and this role is sometimes assumed by a dominant member. Such challenging is an important part of decision making in the validation of ideas and the verification of information.

It follows, therefore, that the atmosphere can generally be freed of static if the channels of communication are clear for the free exchange of information and ideas by all in this group of design professionals, and if the transmitters and receivers are well tuned, the resultant conclusions will be good and the decisions properly implemented.

The leader of the meeting and others in the group must also be sensitive to flaws causing static in the transmitters and receivers. Those making presentations must know their material, for ambiguity can often lead to

misunderstanding and unreliable information. Physical discomfort and emotional disturbance will materially lessen the effectiveness and capability of anyone, and in the context of a problem solving meeting, to the detriment of decisions reached at that meeting. But most significantly, it must be recognized that this type of meeting consists of design professionals who are capable in their chosen fields, but are not necessarily expert in verbal communication. When warranted, the leader should take measures to insure that all significant statements are prefectly clear and cannot be misunderstood through some quirk of semantics or faulty interpretation.

The focus of this exploration is principally qualitative rather than quantitative, with the emphasis on how to improve the effectiveness of verbal communication. The quantitative issue, or the decision as to how much effort and time can be devoted to the proper distribution of information and multidisciplinary decision making must be left to each practitioner. It is conceivable that, when this communication effort is carried to an extreme, the team of design professionals would be superbly prepared but, within the compensatory constraints of the commission, would have no time remaining for preparation of the design documents. It must also be, however, with recognition given to the consequence of error and the reality of accountability, each practitioner's choice to determine the degree to which he limits such communication effort and thereby proportionately increase his potential exposure to errors and omissions in the discharge of that commission.

There is no infallible prescription for good verbal communication, but for the type of meeting considered, consisting of a multidisciplinary group of design professionals with the purpose of disseminating information and reaching decisions, it would be well to consider the following points:

1. Select an informal atmosphere with furniture arranged so that all participants can easily see one another. circle is best. A chalk board is often helpful.

2. Provide "creature comforts" such as proper temperature (not too warm), good ventilation, good seating (not too comfortable), writing space, coffee, etc.

3. Make sure everyone is well prepared.

4. Know your participants as thoroughly as possible, their strengths and weaknesses and, if possible, their physical and emotional well being at the moment.

5. Keep everyone involved, opening (and sometimes closing) the gate for a free flow of information and effective participation by all members.

6. Take the steps necessary to assure that decisions reached are clearly understood by all present.

7. Adequately record in writing and distribute to all present (and others who may be affected) significant decisions reached and information gathered.

Such techniques or devices are well know to us all, and, with minor modification, are adaptable to the full range of meeting types, from the large and formal gathering to the two person informal work session. But it may be these methods are frequently overlooked or ignored in the endeavor to "get on with the work." Perhaps more attention to their implementation will improve the effectiveness of our efforts to communicate and will reduce the incidence of the common complaint "who didn't get the word this time?"

Accepting the Challenge Of Value Management

By
Douglas Stuart MacKenzie

With the doubling of building costs over the past ten years and the frequent tendency for construction projects to exceed established budgets, it is not surprising that owners are unhappy with the cost control typically furnished by most Architect-Engineer firms. A sympton of their dissatisfaction with the conventional Architect-engineer approach is the recent popularity of Construction Management.

To meet this challenge and better fulfill the requirements of its clients, the Lansing-based firm of The Warren Holmes Company and Kenneth Black, Associate Architects, Inc., has established a Value Management Department with full-time staff assigned to reducing cost without reducing performance requirements. This includes examining all factors which affect total annual costs over the life-cycle of the facility.

Influence on Cost

If all factors which contribute to the total cost of a facility over its usable life are examined, it is apparent that the Architect-Engineer's fee represents the smallest portion of that cost (see Figure I).[1] Yet, the Architect-Engineer is in a position to exert major influence over the total annual cost for the life-cycle of the building.

Figure II[1] shows that next to the owner himself, the Architect-Engineer is the predominant contributor to cost control. He can determine size, quantity, standards, selection of systems, materials, and equipment. These decisions, in turn, influence construction cost, operating cost, and the costs of maintenance or upkeep. On the other hand, the contractor plays a more restricted role in the cost of the project. He influences cost only through the processes of procurement and construction. Maintenance and operating personnel have the least influence in life costs because the major determinants of building cost have already been decided and they must, in effect, live with these decisions.

Highest Return On Investment

The Architect-Engineer, then, is in the best position to provide highest return on investment. One of the tools to accomplish this is *Value Management*. Yet, Architect-Engineers have always designed for the best value. What is different than about Value Management? One recognized authority views the goal of Value Management as . . . being optimum value at minimum cost. Optimum value occurring in Value Management when the cost of basic functional needs eqals functional worth.[2]

Elsewhere, Value Management is described as . . . a standardized and rigorous method for studying a given set of functions in oder to develop more economical, cost effective, or resource-conserving alternative ways to perform the required functions. Simple cost reductions almost always involves a drop in performance requirements: Value Management does not.[3]

Systematic Approach

A developed, systematic approach to Value Management Studies is being promoted by a number of government agencies. General Services Administration being the leader in Government in the development and use of Value Management during the design of public buildings. To meet the demand the principles and practices of Value Management are being taught in 40-hour workshops conducted by the Extension division of the University of Wisconsin and conducted by the American Consulting Engineers Council and the American Institute of Architects. Each participant becomes familiar with the seven phases of the Value Management job plan as outlined in Figure III and utilizes the worksheets developed for each team phase.

Team

The team is a central concept in Value Management. It consists of multidiscipline members, at least one an expert in one or more aspects of the high cost area being studied. The key member is the team leader who must bring out only an objective viewpoint but considerable Value Management experience to the study. In a Value Management Study, the original designer(s) is normally not on the Value Management team. He may provide information and insight but should not be asked to act as an objective evaluator of his own work. The designer will be required to comment on the Value Management team recommendations, which he may accept, reject, or suggest be modified. If he rejects the recommendations, he will be asked why the changes recommended should not be implemented. Because the Architect places his seal on the drawings, he must in the final analysis

decide whether changes suggested by the Value Management team are to be implemented into the design unless otherwise directed by the owner.

The team structure utilized at this firm consists of the team leader and, depending on the subject being studied, all or some of the following: Architect, Civil Engineer, Electrical Engineer, Mechanical Engineer, Programmer, Specification Writer, Structural Engineer, Site Planner, Contractor, Subcontractor and Specialist. Preferably not over five basic team members with the others serving on an "as-needed" part time basis. On certain projects, the firm will retain a Contractor or Contractors to serve as part of the team and with responsibility to prepare quantitative estimates and cost models.

The cost model which the firm uses is a summary cost breakdown similar to the American Institute of Architect's and General Services Administration's Cost-Worth Model. This system uses twelve main group elements with each group element divided into two to four elements. From this cost model, the team can develop a worth model and select the high cost area or areas of study.

Team Study

When the study team is formed, it systematically progresses through each of the work phases (see Figure III), performing the following functions:

- To select from the cost model a high cost subject to study;
- To gather all information on the subject for study;
- To determine the functions of subject;
- To determine the cost/worth ratio of the subject;
- To list ideas for alternate methods for performing the functions;
- To evaluate each idea;

- To develop the best ideas complete with life-cycle costs and any implementation costs;
- To prepare an implementation plan;
- To present recommendations to Architect and the original designer.

The team will concern itself with ways to reduce the owner's annual operation and maintenance cost as well as the initial construction cost. By recommending even a slight change, for example, it may be possible for the owner to reduce his new service staff by one employee. Or, the team may wish to consider the use of throw-away units to reduce annual maintenance cost, recognizing that this may increase construction cost. The increased initial cost is justified if the annual maintenance cost savings are significant enough. The team might consider a system or item of equipment which has the potential for a rare failure rather than select a more expensive alternative with reduced rates of failure.

The purpose of Value Management is not simply to reduce initial cost. Anybody can cut costs, but cost reduction without regard to total life-cycle costs or established performance levels is shortsighted and inadequate. Value Management attempts to optimize performance and long term costs while recognizing initial cost constraints. For example the Value Management team might consider eliminating the waterproofing grout and ceramic tile for an indoor swimming pool, but rejects the idea because of poorer quality, the need and expense to repaint the pool each year, and the possibility of continuing leakage problems.

The team might consider selecting a system or item of equipment with a usable life of ten years rather than twenty years. This may make sense if the system or equipment is expected to become obsolete within a short time or if the function of the facility could change after ten years. Such a decision would reduce construction cost by permitting selection of a less expensive alternative and it avoids abandonment after ten years of equipment or system still in good condition and usable for another ten years. This could also result in a savings on the owner's annual tax cost, since the system or equipment could be depreciated over a shorter time.

All Value Management studies should begin in the concept stage if costly changes in design are to be prevented. A Value Management study team or teams should meet at this early stage to develop cost targets, review criteria and aid decisions about systems, materials, and equipment to be incorporated into the project. These reconnendations would then be written into the project program.

At the completion of final preliminary documents, the study team again meets. A quantitative

estimate and cost model is prepared at this time, although it may be necessary to make many assumptions. From this cost model the team identifies those high cost areas for more intensice study. Following this, the team develops its recommendations for changes to be incorporated into the working drawings and specifications.

The study team meets for a final review when the working drawings and specifications are nearly complete. A quantitative estimate and cost model is again made to assure that the project is still within the budget. It is not feasible at this time, of course, to make any recommendations requiring major changes in design or specifications unless such changes are absolutely necessary to keep the project within the budget or unless the estimated lifecycle cost savings are substantial enough to justify the redesign cost.

Cost of Value Management

Value Management as described in this article is an extension of the regular service of an Architect-Engineer to his client (defined in AIA Document B141). The added cost of Value Management includes the costs of additional research, special meetings, team personnel, quantitative estimates at two different stages of design, clerical help, overhead, and profit. Because Value Management assumes the probability of cost reduction, Architect-Engineer fees for projects involving use of Value Management should not be based on percentage of construction cost. A quoted or negotiated fixed fee is the best way to assure that the extra time and effort involved in Value Management is adequately compensated, regardless of total construction cost. The contract should clearly define the scope and nature of all services, including Value Management.

In the conclusions presented by General Services Administration on the effectiveness of Value Management, Public Technology, Inc., indicated that . . . the performance record of Value Management has been consistently good in a wide range of applications. Value Management studies frequently produce a return on investment of 8 to 1 or better. In 1974, the Public Buildings Service saved more than $10 million with a return of nealy 13 to 1 for every dollar spent on Value Management.[4]

Clearly the Architect-Engineer can be the single most influential contributor to owner savings, not only from the standpoint of initial construction cost but also, of annual cost over the life of the facility. If the Architect-Engineer is to provide the type of Value Management described in this article, he must have a substantial and diversified staff capable of providing an independent team not associated with the original project design or be able to engage the outside services of a trained Value Specialist and team members. To be successful in Value Management, the Architect-Engineer firm must therefore have an adequate staff or be able to supplement his staff with outside consultants, recognize the opportunity which Value Mangement affords, be capable of financing Value Management start-up costs, sponsor the training of key personnel, and make any necessary changes in the internal organization of the firm to accommodate a Value Management approach. Finally the client must also be educated in the *value* of Value Management. He must recognize the advantages it can provide and be willing to include these services in the cost of design. As a planning professional, are you resisting progress or are you accepting the challenge of Value Management?

References

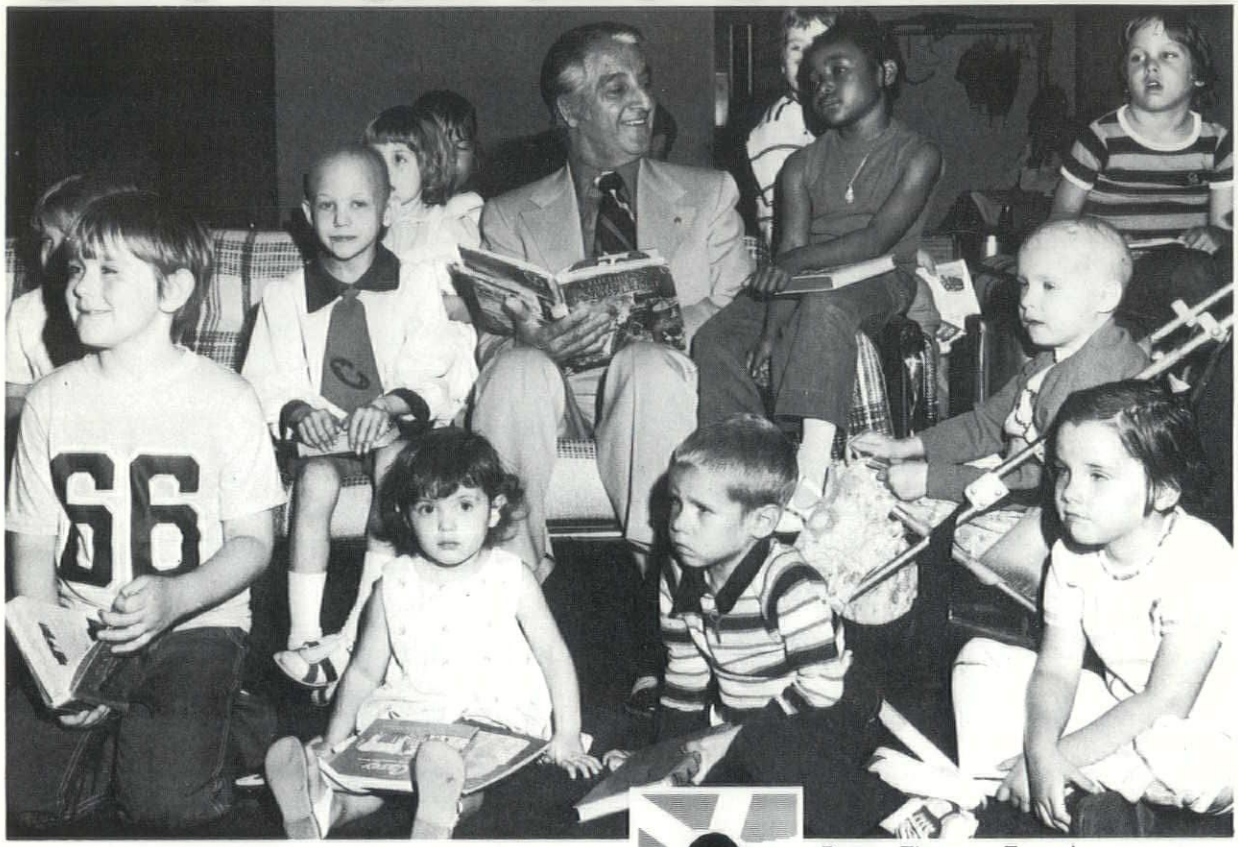
1 Adapted from Value Engineering Handbook, PBS P 8000.1 (Washington, D.C.: General Services Administration, 1972), p.8.

2 Cited from letter of Donald E. Parker, Director, Value Management Division, general Services Administration, Oct. 29, 1976.

3 *Value Management Applications in the Public Sector* (Washington, D.C.: Public Technology, Inc., n.d.), p.6.

4 Ibid., p.5.

Give them the Gift-of-Life



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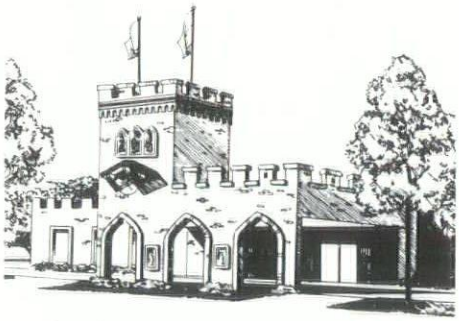
San Marino Club



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Omission From Roster Issue

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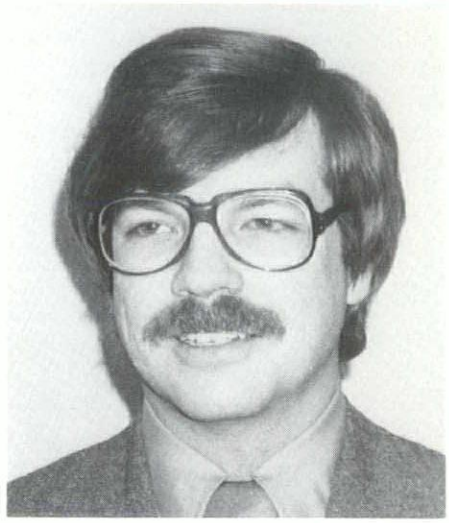
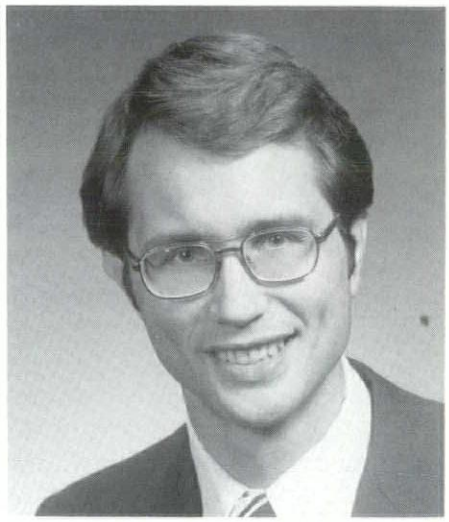
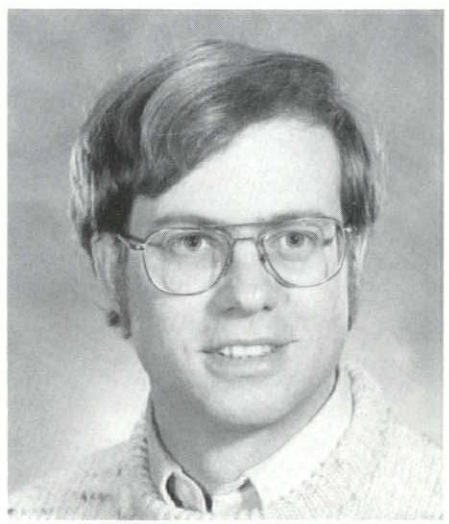






Officers are: William Hamill, Jr., President (center column); Derwin Bass, Vice-president; Jon Tilburt, Secretary; Roger Lepley, Treasurer (inside column, top to bottom).

Three New Fellows from MSA

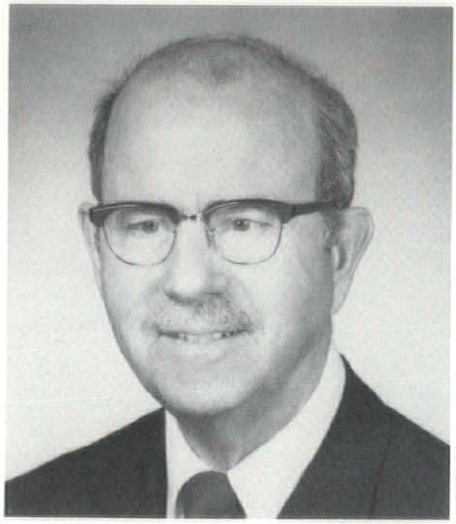
Joseph Lacy, Carl Luckenbach and Howard Sims were inducted into the College of Fellows of the American Institute of Architects during the AIA Convention in San Diego.

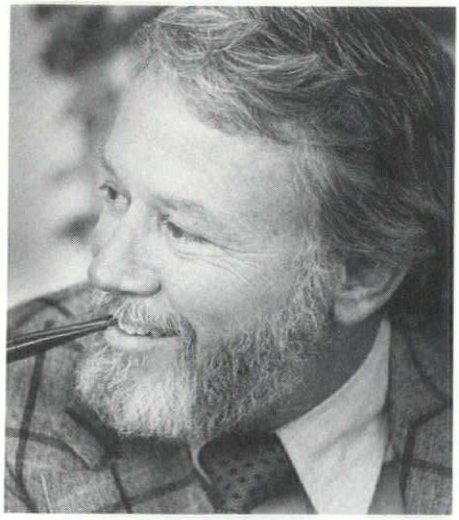
Lacy a graduate of the University of Pennsylvania worked with Paul Cret and Louis Kahn before becoming a partner of Eero Saarinen. As a senior member of the firm he shared in an impressive list of honors for buildings designed by the firm including the General Motors Technical Center.

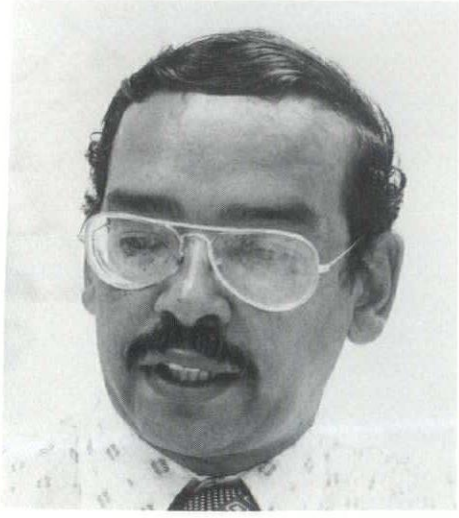
Luckenbach, graduated from University of Michigan with a B. of Architecture and from Harvard with a Master of Architecture. He has had his own firm since 1962 and has received recognition for his projects for AIA Design Awards, NSPE and Progressive Architecture.

Sims, spent four years in the U.S. Navy as an Architectural Technician then attended the University of Michigan graduating with a Bachelors and a masters Degree in Architecture.

He has been involved in many community programs on national and local AIA committees and was spokesman for the Biennial Design Awards Jury for the U.S. Department of Housing and Urban Development.







New Fellows are: Joseph Lacy, Carl Luckenbach and Howard Sims (top to bottom).

MSA News

Detroit Ceramic Tile School Graduates Pre-Apprentices

Fourteen young men received Apprenticeship Certifications upon graduation from Detroit's Ceramic Tile Training Center. Each completed forty weeks of training under the direction of the school's instructor, retired tile contractor, Joe Zuccato.

The school, which is sponsored by the Detroit Ceramic Tile Contractor's Association with the cooperation of Tile Layers Local Union #32, is part of the Association's continuing effort to bring qualified new tile setters into their industry.

The Training Center is funded with CETA money made available through the U. S. Department of Labor's Bureau of Apprenticeship and Training and administered through Wayne County's Manpower Development Office.

The curriculum for this class included theoretical and practical instruction in both traditional and newer methods of ceramic tile installation. During the training period, each pre-apprentice was paid a wage of $2.35 per hour. Now, as apprentices they earn 55% of the journeyman's rate which will increase every six months for three years in percentage increments until they achieve journeyman status.

Representing the Detroit Ceramic Tile Contractors' Association on the Apprenticeship Committee are John J. Bruny, Chairman, John W. Lanzetta and Edward S. Servitto. The Union representatives are David Medici, Business Manager of Local #32, Roy T. Jackson, Industry Steward, and Edward Burke. Applicants are now being interviewed for the Training Center's new term, scheduled to start in mid-summer.

New Standard Specifications For Ceramic Tile Installation Published

Three years in the making, the first all-inclusive volume of U. S. national standard specifications for ceramic tile installation is off the presses.

The much-needed standard, combines and updates the content of six ANSI installation standards and the Tile Council of America's materials standard. For the spec writer it is a great work saver.

It follows the CSI's format and language, eliminating the need for repititious, time-consuming descriptions. With this manual in hand, the specifier needs merely to reference the standard in his specifications.

Secondly, through the elimination of repetitious chapters contained in the previous ANSI documents, the sheer volume of pages has been drastically reduced. The previous 100-plus pages have been compacted into an easy-to-use 40-page manual.

The standard covers six installation methods, five of which were included in previous ANSI documents: epoxy, dryset mortar, latex, Portland cement mortar, and conductive dryset mortar. The sixth is the organic adhesive method, put together by the Adhesive & Sealant Council.

Ease of use is emphasized throughout the standard. Yet not one iota of detail is sacrificed.

The new standard has been organized and published by the Tile Council of America with input from all segments of the ceramic tile industry and many related industry associations. Professionals can receive up to five free copies. Under office letterhead, write to the Great Lakes Ceramic Tile Council, 33505 State Street, Farmington, Michigan 48024.

Kosakiewicz Apppointed Superintendent

Dennis Kosakiewicz has been promoted to Production Superintendent by the Michigan Precast Concrete Company, a subsidiary of the D & J Gravel Company, Howell, Michigan.

Dennis Kosakiewicz transferred to the Michigan Precast Concrete Company at its inception a year ago. His leadership and experience will be a valuable addition.

MIDWEST'S LARGEST SHIPMENT OF GLAZED CERAMIC TILE REACHES DETROIT

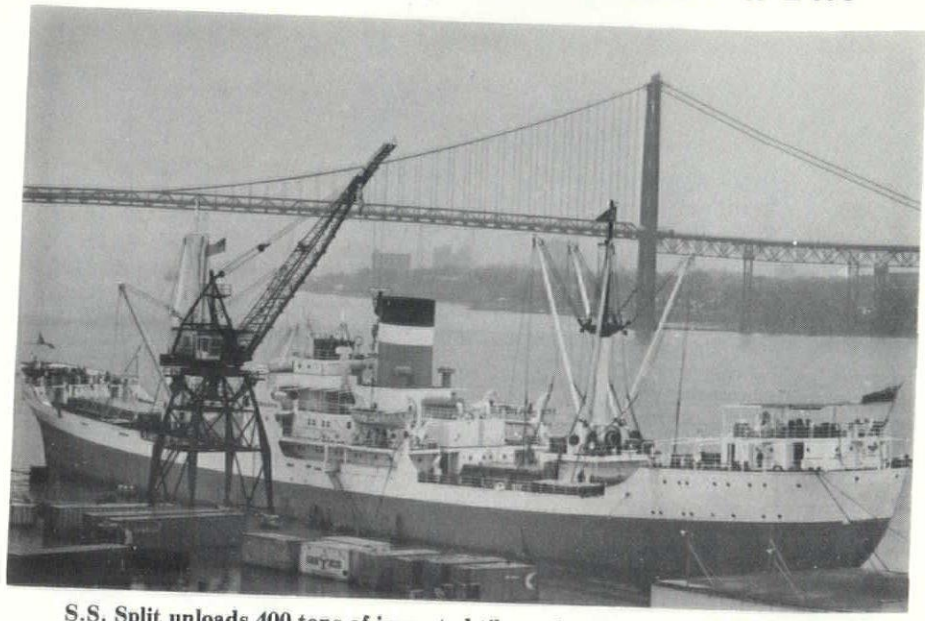
Would You Believe! 400 Tons of Of Italy's Finest Glazed Tile

By GENE YARNELL
Port of Detroit

In what is billed as the largest international tile shipment ever off-loaded in the Port of Detroit, 400 gross tons of Italian glazed ceramic tile was unloaded last week at Harbor Terminal.

The tile is now in stock and available to builders, architects, designers and tile contractors through Tela-Joy Tile Sales, Inc., 9092 Telegraph Rd. between West Chicago and Joy Rd. in Redford.

The unique tile, available in hundreds of patterns, is the product of the creative artisans of Grouppo Cerameche San Marco, Scandiano, Italy, world famed for its multi-hued brilliant fired clay products.



S.S. Split unloads 400 tons of imported tile at the Detroit Marine Terminal. The shipload of tile was then moved across Jefferson Ave. to the Astro-Warehouse for customs inspection. The hundreds of patterns are now in stock and available through Tela-Joy Tile Sales.

Phil Mularoni, Tela-Joy co-partner, discusses the excellent handling and storage offered with Jerry Agranove of Astro; Renzo Trevisan; Dick Mularoni, Tela-Joy co-partner; Jim Tripp, president of Marketing One and covering the promotion of the event; and Gianni Silingardi are looking forward to entering the warehouse and inspecting the Italian creations.

"Each pattern is handcrafted and designed by artisans whose craftsmanship reflects the pride and skill handed down through generations," Phillip Mularoni, Tele-Joy partner, said.

"This is the largest shipment of Italian glazed tile ever available in the Midwest," he said. "This awesome display is sufficient to totally pave Belle Isle, with enough left over to tile each building."

Gianni Silingardi, Grouppo Cerameche San Marco general manager, in Detroit to supervise the event, said the shipment of over one-quarter million square feet of tile was the largest single order ever destined for one site to leave the plant.

Dick Mularoni; Gianni Silingardi, San Marco general manager from Italy; Phil Mularoni; and Renzo Trevisan, San Marco rep. to the United States, inspect one of over 300 skids of tile destined for Tela-Joy Tile Sales, 9092 Telegraph Road.

"The quality of the finished product reflects the finest tradition of our Italian craftsmen," he stated.

Mr. Silingardi said the Tela-Joy stock order will provide area architects, designers and contractors with a continuous inventory of immediate supply, thereby eliminating the normal lead time delays encountered with imported products. Tela-Joy has it in stock, available for viewing and rapid delivery.

Dick Mularoni, Tela-Joy co-partner, pointed out that "the base inventory of Cerameche San Marco will be continuously expanded and replenished as sales are made. This is not just a 'one-shot' deal.

"We are also pleased to announce that Tela-Joy has negotiated contracts with the outstanding tile manufacturers of Japan, Germany, England, Mexico and Switzerland.

"Arrival of this initial shipment reflects the growing awareness of discerning architects, contractors, interior decorators and the public that the beauty and durability of fine quality tile products is once more in vogue among quality-conscious consumers," he said.

Gianni, Renzo, Dick, and Phil congratulate each other on a tremendous job of coordinating the massive shipment of tiles.

"CERAMIC TILE FROM FIVE CONTINENTS"

A shipload of unique patterns and designs on display and in stock for immediate delivery. Visit our showroom at Telegraph between Joy Road and West Chicago.

TELA-JOY TILE SALES

9092 TELEGRAPH ROAD DETROIT, MICHIGAN 48239
531-7575