

OCULUS

an eye on new york architecture

The New York Chapter of the American Institute of Architects

Volume 48, Number 4, December 1986

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NYC DEPARTMENT OF GENERAL SERVICES
NYC HEALTH AND HOSPITALS CORPORATION
NYC HOUSING AUTHORITY
NYC DEPARTMENT OF HOUSING PRESERVATION & DEVELOPMENT
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Architects in Public Agencies

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OCULUS

Architects in Public Agencies

Volume 48, Number 4, December 1986

Oculus

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Architects employed in the public sector are an important part of the architecture profession. They originate a large number of consultant service commissions and produce a large volume of in-house work. They establish design criteria and standards, regulate consultant hiring procedures, and coordinate fee schedules for projects within public agencies. Despite their important function, there has been little information available about public employees who perform architectural services.

Public Architecture is therefore the focus of this special issue of Oculus. It is dedicated to the architects who make it happen—private consultants, agency administrators, planners, project managers, and in-house designers.

The involvement of architects in the public sector is widespread. They have an impact on the preservation of our architectural heritage; they design structures and open spaces for a myriad of public purposes; they affect the appearance of our transportation arteries and access to our waterfront; and they influence the development of the entire region.

On the following pages you will find:

- *A diverse body of architectural work produced by 16 public agencies, page 6 ff.*
- *An article outlining the history and accomplishments of the Public Architects Committee of the New York Chapter/AIA, page 3.*
- *A recapitulation of the January 1986 Survey of architects working in the public sector, page 3.*
- *A report on recent activities of the Chapter's Public Architects Committee, page 3.*
- *A private sector view of public agencies, page 26.*

Public Architects Committee: A History

Forty percent of all architecture in this region is carried out by architects working in the public agencies. Some 52 agencies and over 550 architects have so far been identified in the New York City region. The sheer number of people and the multi-billion dollar volume of work they oversee in New York City alone makes them a significant and influential force.

In the early 1980s, the NYC/AIA Public Architects Committee became a rallying point for architects employed in the public sector. Much credit is given to John Belle, then Chapter president, for an evening event devoted to public sector architects. It kindled interest and constituted a committee.

There were many factors creating the right set of circumstances for an active Public Architects Committee. There was a nucleus of people who had been in the Chapter, people who had made a career in and commitment to government service, people who were determined that something should happen at the AIA to support their professional activities.

The first two co-chairs — Adrienne Bresnan of the NYC Parks Department and Sarelle Weisberg of the NYS Facilities Development Corporation — expressed determination and commitment about the Committee's tasks. Four successive NYC/AIA presidents had worked in or for the public sector: John Belle, Arthur Rosenblatt, Ted Liebman, and Terry Williams, each with his own agenda, created an atmosphere that fostered and encouraged these activities.

The Committee saw a need to say that architects who work in the public sector contribute significantly to the profession. There was also the need to recognize the professional contribution that these individuals make to the realization of the structures they are charged with building, a seeking of mutual respect among architects regardless of where they practice. Most importantly, there

cont'd. p. 4, col. 1

Public Architects Committee: The Survey

by Ted D. Kleiner and
Sheldon D. Wander

Through the sponsorship of the New York Chapter of the American Institute of Architects and the National Endowment for the Arts, The Public Architects Committee of the NYC/AIA has undertaken an effort to further the communication about architects in the public sector — who they are and what they do.

In January 1986, 34 agencies that employ architects in the New York City area were surveyed. Based on 225 individual respondents representing 20 agencies, the survey profiled the educational training, professional responsibility, and influence that these professionals have on our region's built environment.

A total of 82.9 percent of those surveyed had completed at least a Bachelor of Architecture program. This includes 16.7 percent who continued their education for purposes of receiving a Masters Degree in Architecture.

A significant correlation exists between the number of respondents who finished their Bachelors of Architecture and those who went on to receive their professional registrations. A total of 66.2 percent had completed their BA; 67 percent were registered.

The majority of respondents continued their professional development through professionally related college/university courses, AIA-sponsored continuing education programs, and other professional seminars and meetings.

According to the AIA, approximately 30.3 percent of the registered architects who work in this public sector are members; 35.3 percent of all respondents had some form of AIA membership. This should be viewed in light of the small number of agencies, two of the twenty that responded, which reimburse their employees for dues associated with AIA memberships.

Additional insight into the publicly

cont'd. p. 5, col. 2

Public Architects Committee: Recent Activities

by Jerry Maltz

During the past year, the Chapter's Public Architects Committee sponsored two important public events at the Urban Center: a panel discussion entitled "The Urban Design Group Revisited" on February 18, and a reception/presentation on March 3 regarding the \$44,000 NEA Grant on "Architects and Designers in the Public Sector."

Participating on the Urban Design Group panel were Jonathan Barnett, Myles Weintraub, Jaquelin Robertson, and Donald Elliott, with Ted Liebman moderating. Roberta Gratz and Roger Starr acted as questioners. The presentation reminded us that the UDG pioneered in the development of zoning as an urban design device, promulgated the value to the city of mixed-use buildings, and made architects considerably more aware of the necessity for entering the political system and learning to understand "how things work." It was acknowledged that the 1960s was a more optimistic time than the 1980s, with more money available for large-scale planning, and a greater amount of community involvement in the process. The discussion therefore focused on exploring appropriate forms in today's world for advancing the primacy of the design function and clarifying its fundamental importance to the public. Questions were also raised about whether urban design is an objective matter or simply one of style.

Though there was some disagreement, most participants felt that there are enduring and constant human requirements that good urban design can satisfy, with surface variation that reflects changing styles. Mechanisms do exist within today's governments that allow for the implementation of good urban design principles, but most important is the concern of the Mayor, who is in effect the leading urban designer of the City.

Despite the complexity of the system, the public is better informed today than it was in the 1960s. So the session

cont'd. p. 26, col. 1

Public Architects Committee: A History

cont'd. from p. 3

was a need for identity and purpose, to see their work in the broader spectrum of New York City development and to understand the role they play in the overall urban picture.

The first undertaking was focused on discussions of who they were and what they did. Robert Gitlin of the UDC, took the initiative to formulate a statement of objectives, saying, in part, that the Committee serve as "a forum for increasing the opportunities of its members to interact with other architects, to enrich each architect's professional horizon, and to strengthen the entire profession by more active participation of architects in government."

Useful as a definition of the group's purpose, it was also important to find out who were the public architects, a necessary step in building an organization. Working initially with handwritten lists, the green book directory of governmental offices and agencies, and a telephone, Committee member Margot Wooley of the NYC Public Development Corporation, began to uncover architects working in all kinds of unexpected places. In compiling the directory, which was eventually published, the Committee wanted to identify public architects, to contact them, and to involve them in its activities.

An important aspect and major benefit to all members of the group has been the networking that has taken place informally over the past few years. Few people, even those in middle and upper management positions, knew many of their counterparts in other agencies. It was difficult to exchange ideas and information, learn about how others solved similar problems, or seek (and find) the cooperation of another agency. Although not a part of its structured activities, the group has provided access to people and to ideas. Members call upon each other as outside resources when they need to set new policy or procedures. They can also discuss each agency's procedures for fees, selection

processes, and other working methods. It has also resulted in inter-agency cooperation in problem-solving.

A three-part format for monthly meetings was established: Business reports from sub-committees formed to address specific items; Issues of interest to architects in the public sector; Presentations, a show-and-tell slide show by an architect about his organization and the work it performs.

Not only was such a format highly informational, it provided variety to the meetings drawing on the wide-ranging interests and activities of its members. Attendance varied from 6-40 people, a fact that most attribute to the issue being discussed. Salaries, liability, and timely technical issues, such as asbestos, drew crowds; other less compelling issues drew fewer people. Recognizing that the Committee and its activities would benefit from a high degree of appeal and visibility, other events followed, most notably a series of tours to construction sites of major public projects. Their professional positions gave Committee members access to places not afforded other architects or the public.

The first sold-out tour — to Ellis Island — gained the group a lot of attention and provided new insights to the Ellis Island controversy. Other tours were important because the agency architect was there to explain the project in detail, offering opportunities for public and private sector architects to gain a better sense of their colleagues' activities.

High on the Committee's agenda was the establishment of an award to be given annually by the New York Chapter/AIA to a public sector architect in recognition of overall contribution to the profession. It was felt that granting such an award would be an acknowledgement — that architects employed in government make real contributions to the process and affect what is actually built; that the work they do is essential in

defining the quality of life in New York City.

After a year of effort, Committee members Richard Rosenthal, NYC Housing Authority; Margot Wooley, NYC Public Development Corporation; and Sheldon Wander, Port Authority of New York and New Jersey, successfully stated their case to the Chapter's Executive Committee and the annual award was voted in unanimously.

In order to expand the Committee's activities, it applied for and received a grant from the NEA. These efforts coincided with initiatives of the National Endowment for the Arts. According to Charles Zucker, then the Assistant Director of the Design Arts Program, there seemed to be a large constituency of architects in public sector work who were not being served by the AIA or other professional organizations, who had little contact with each other, yet who were responsible for decisions about what to build and for construction budgets in the billions. Zucker wanted to develop a model program as a prototype for other states and cities to adopt that would provide support activities and information to enable these practitioners to be more effective in their work.

As one of the largest local chapters, the NYC/AIA with its already established Public Architects Committee was a perfect fit with NEA's goals. With encouragement from the National Endowment's Design Arts Program, the Committee, under the chairmanship of Sheldon Wander and the guidance of Alexia Lalli, sought funds to further its activities state-wide as well as to plan programs that would not only address the needs of its members, but could serve as a model for other chapters. With its track record of accomplishments to date — its identification as a group, the tours and lectures, the establishment of the award — the group was given a grant of \$44,000 to be administered through the New York Chapter.

Public Architects Committee: The Survey

Ted Kleiner and Sheldon Wander are architects with the Port Authority of New York and New Jersey.

Kleiner and Wander *cont'd. from p. 3*

With funds from the grant, the group published an updated version of its directory, conducted a major survey that revealed the types of work done by various agencies and the responsibilities of the architects who were employed there, and organized a Blue Ribbon Panel discussion held at the Urban Center one afternoon last March. The purpose of the Blue Ribbon Panel was to elicit other points of view from many people within the government, political, planning, and advocacy groups about what issues public architects should be focusing on in future programs. By opening up the discussion to outsiders, the group began to build an awareness of its existence and its concerns.

Of prime concern among the current members and present chairman Ted Kleiner of the Port Authority of New York and New Jersey is the need to continue the momentum of activity already established by enlarging membership and building a constituency. There is also the desire to gain the support and recognition of the various governmental agencies in order to encourage their architectural employees to become Committee members, and to persuade those in decision-making positions about the benefits of good design. The issue of quality as it relates to design continues to resurface.

The Committee feels that there should be a concerted effort to make design quality a more public issue. Write about it, criticize it, discuss it so that a better informed public can evaluate the level of quality that is being achieved in our public environment. Bring other voices to bear on the problem to add force to the effort and the argument. Encourage the media to write about what is happening in the public sector. Thus pressure can be brought to bear on those in a position to create a change in design priorities in this City. An informed public can make decision-makers more accountable.

Sponsoring events like the Blue Ribbon Panel where exchanges of concerns and goals can be put forward

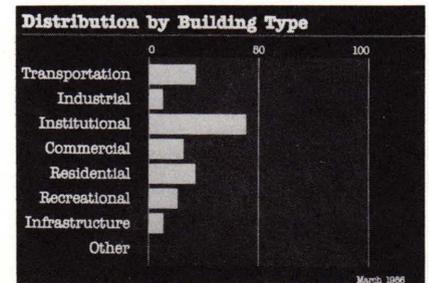
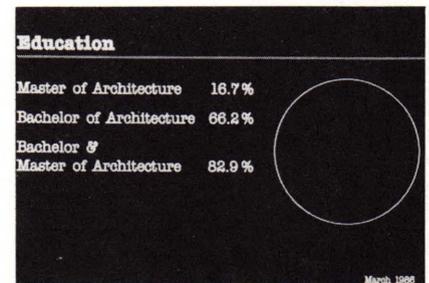
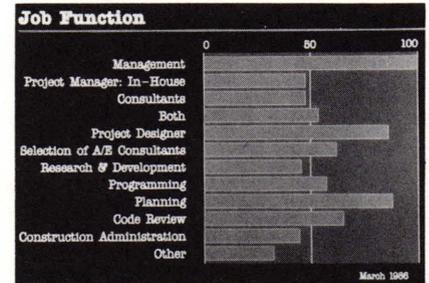
employed architect is found in the statistics that highlight salaries, length of service, and continuous time served under the employ of any one particular agency/office. The average salary paid to public architects is \$36,589. This does not include benefit packages commonly provided in the public sector. The average length of service is 12 years, while the average time actually having worked in the field, regardless of whose employ, public or private is 17 years.

Although these architects have averaged a 12-year time period for work in the public domain, they remain at the same agency/job for just under 10 years.

Given this picture of architects working in the public sector, how and on what do they spend their time? Based on the respondents from the 20 agencies, it is clear that wide and diverse roles are practiced. Almost one-half of the 225 surveyed consider themselves part of management. Their roles appear to be split equally between the management of in-house and consultant-designed projects. Only a third of the respondents see their job function as project designers for in-house work, while almost 40 percent are involved in the selection of architectural/engineering consultants. This is significant, considering that a major objective of our effort is aimed at bettering the communication between the public and private sectors.

The one-year budget for architectural and engineering services totalled \$230 million dollars. Of this amount, \$141.8 million was spent on *in-house* work, while \$88.2 million was for consultant contracts. The \$230 million dollar total was distributed among a diversity of

and where strategies and actions can be agreed upon is one effective way to increase involvement and awareness of the issues among the politicians, administration officials, and other civic leaders. Done on a more informal basis, more frequently, this approach might net some effective results.



projects. The largest portion, 60.5 percent, was allocated to alterations. Almost 30 percent was spent on new construction, with an additional 9.1 percent going to interiors.

The distribution of work by building type indicates that over 40 percent of the efforts in the public sector are institutional projects. This is in contrast to the 17.3 percent, 15.4 percent, and 10.9 percent of the total expended on transportation, residential, and commercial projects respectively.

The group's original objective of creating an awareness of public architecture and of advocating for better quality design throughout the City are the most compelling of goals. To achieve them remains the essential purpose of the New York Chapter's Public Architects Committee.

NYC Department of City Planning

Times Square Redevelopment
Chief Urban Designer: Lauren Otis
Urban Designers: Geoffrey Baker,
Shawn Burke

Atlantic Terminal Redevelopment
Director, Brooklyn City Planning
Office: Wilbur Woods
Senior Planner: Victor L'Eplattenier

The Department of City Planning, directed by the Chairman of the City Planning Commission, is responsible for advising and assisting the Mayor, Board of Estimate, and City Council on physical planning and development. This department also assists the Commission and Community Boards in proposing zoning regulations and conducting studies and collecting data to serve as the basis of planning recommendations.

Design functions of the Department of City Planning encompass three areas: 1) developing urban design guidelines for site-specific and large-scale projects, 2) design review for projects that require discretionary approvals by the City Planning Commission, 3) generic design guidelines.

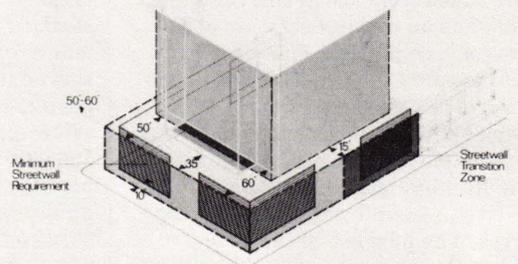
The Department's recent planning and design activities reflect the following priority areas:

- **Channeling Growth:** The expanded use of zoning to direct private development into target areas and to finance critically needed public facilities.
- **Stabilization and Revitalization:** The use of zoning and discretionary powers to stabilize areas under pressure and to reclaim deteriorated neighborhoods in an orderly and coordinated manner.
- **Preservation:** The protection of irreplaceable features of our urban landscape to ensure they remain intact for future generations.
- **Waterfront Revitalization:** The first comprehensive program in modern times to revitalize the City's waterfront for different uses, ranging from economic development to recreation.

The role of architects and urban designers in the Department is to coordinate design review of projects over which the Commission has discretionary power, and to perform design and analysis of zoning and development alternatives.

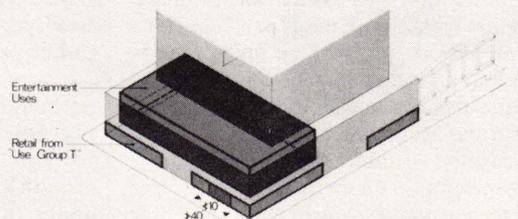
HEIGHT And SETBACK STREETWALL CONTINUITY

- STREETWALL required within 10' of lot line for specified minimum % of Avenue and Street frontages
- STREETWALL to be 50'-60' high on Avenues and for specified minimum return on Streets
- STREETWALL controls to be determined in TRANSITION ZONE adjoining theatre
- SETBACKS above streetwall: 50' to Avenue, 15' to Streets. Control above by Tier 1 or 2
- PEDESTRIAN CIRCULATION SPACE requirements to be maintained, except arcades not permitted



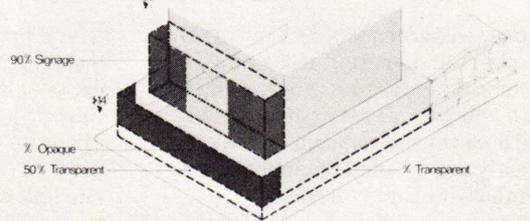
USES

- RETAIL required at grade along specified minimum % of Avenue and Street frontages
- RETAIL USES limited to "Use Group T"
- STOREFRONT WIDTHS controlled
- ENTERTAINMENT USES required, minimum F.A.R. to be specified



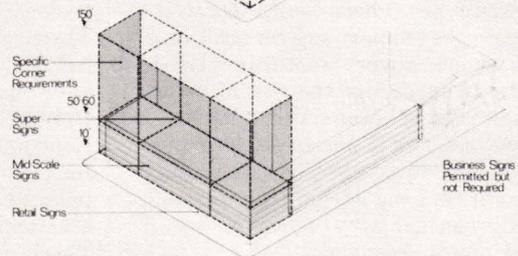
TRANSPARENCY And SIGNAGE

- Minimum % of facade at grade to be TRANSPARENT on Avenue and Streets
- Bulk encroachment permitted above streetwall if minimum 90% signage at corners (compatibility with signage requirements)



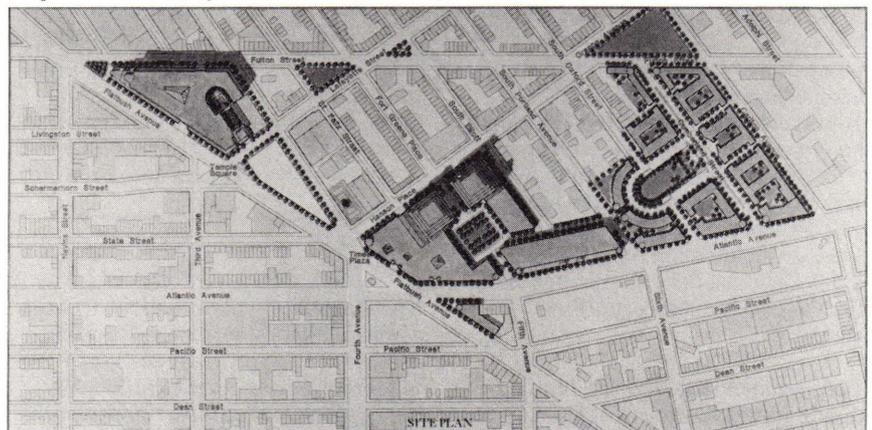
SIGNAGE And LIGHTING

- Minimum area requirements for BUSINESS and ADVERTISING SIGNS
- SIGNAGE ZONES defined on Avenue facades within which requirements can be met, area of zones substantially exceeds sign area requirements
- ADDITIONAL CONTROLS to be determined



PROPOSED URBAN DESIGN CONTROLS

Proposed urban design controls for Times Square



Atlantic Terminal, Brooklyn

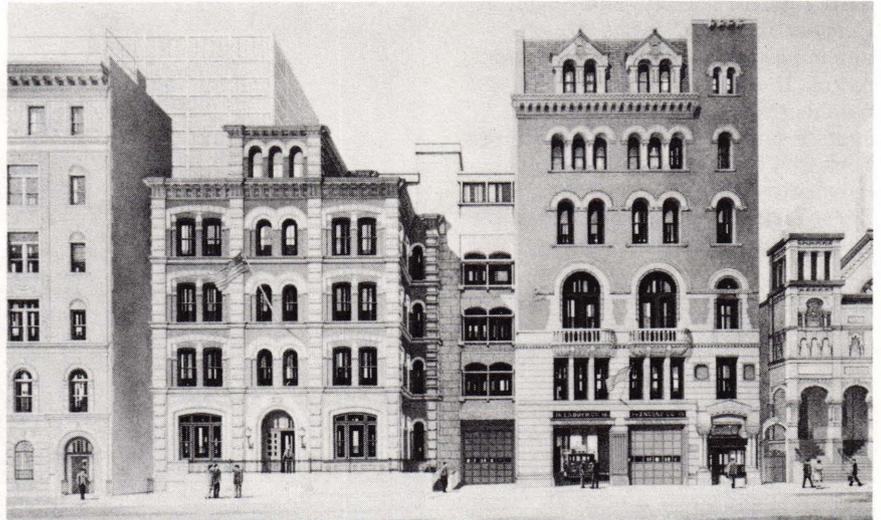
NYC Department of General Services

**Maximum Security Detention Facility
in Lower Manhattan**
New York, NY
Consulting Architect: Urbahn
Litchfield & Grosfeld
Construction Management Firm:
Morse/Diesel
DGS Project Managers: Robert
Rivielle, Herbert Jaslow, Robert
Buscemi, Jung Shin
Design Completion: November 1985
Construction Completion: August 1989

**Combined 19th Precinct Stationhouse/
Firehouse for Engine Co. 39 & Ladder
Co. 16**
New York, NY
Consulting Architect: The Stein
Partnership
Construction Management: J.
Barenello & Sons
DGS Project Manager: Floyd Graham,
Richard Rode
Design Completion: March 1984
Construction Started: August 1985



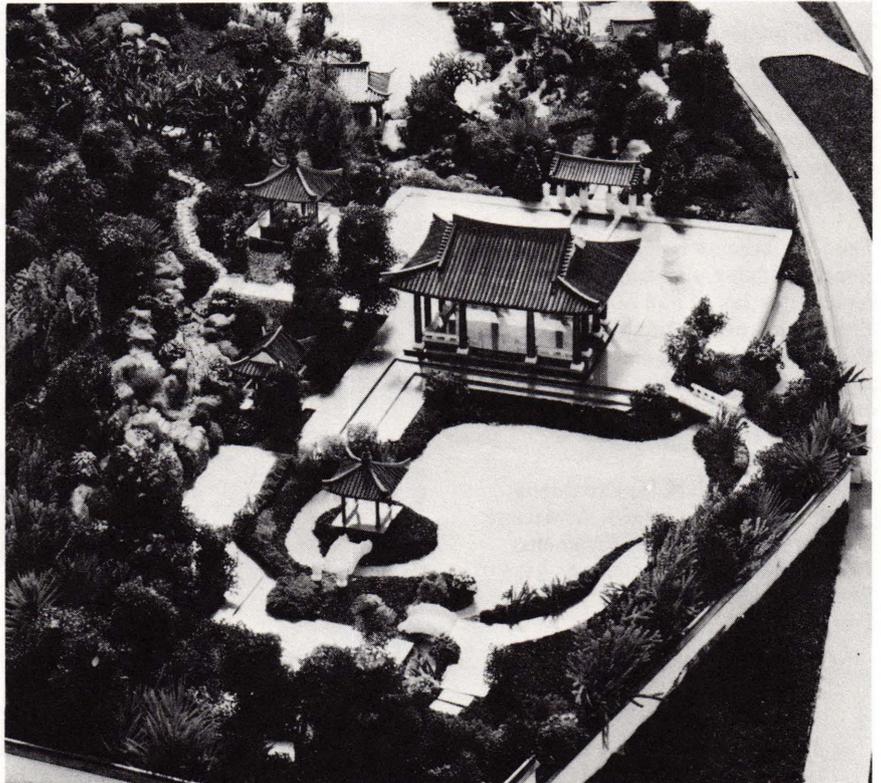
Maximum security detention facility



Combined 19th Precinct Stationhouse/Firehouse

The Department of General Services is the City's major service agency, within which is the Division of Public Structures. Four Bureaus within the Division of Public Structures are responsible for implementing the City's design, construction, and maintenance programs for many of its public buildings, among which are a substantial number that have Landmark status. The Bureau of Facilities Management is specifically charged with maintaining and operating Municipal Buildings, Borough Halls, and similar structures. The Bureau of Building Design, Bureau of Construction, and Bureau of Project Management are responsible for administering the design/construction process for new buildings, major additions, rehabilitations, and restorations to meet the needs of 14 public mayoral agencies. The buildings include museums, libraries, zoos, conservatories, police stations, fire houses, courts, correction facilities, community centers, office and studio facilities, and other public works.

The majority of projects are designed by consultants, with in-house architects, landscape architects, and engineers developing the programs and coordinating the process. In fiscal year 1986, designs were completed for about 150 projects, having a construction value of \$340,000,000.



The Gardens of the Orient, Flushing, NY

The Gardens of the Orient
Flushing, NY
Consulting Architects: Fuchida
Associates (Japanese Garden)
Sub-consultants: Yankee Planning
(Korean Garden), Landscape
Architecture Company of China

(Chinese Garden)
Consulting Engineers: Andrews and
Clark Inc.
DGS Project Manager: Andrew
Platovsky
Design Completed: March 1986
Construction Schedule to Begin: 1988

NYC Health and Hospitals Corporation

North Central Bronx Hospital
Bronx, NY
Design Manager: NYS Facilities Development Corporation and HHC Planning and Consultant Services (formerly Health SPACE); director: Leon Dunkley
Client: HHC/North Central Bronx Hospital; executive director: Richard Plaatsman
Designer: Associated Architects

Lincoln Medical and Mental Health Center
Bronx, NY
Design Manager: NYS Facilities Development Corporation and HHC Planning and Consultant Services
Client: HHC/Lincoln Medical and Mental Health Center; executive director (acting): Angel Quinones
Designer: Urbahn & Associates, Architects

New York City Health and Hospitals Corporation (HHC) is the largest municipal health care system in the nation. It operates 16 hospitals, five neighborhood family care centers, over 30 satellite clinics as well as New York City's Emergency Medical Service and its own corporate offices. These facilities occupy more than 15 million square feet.

The Corporation's Capital Programs Division manages the overall planning, budgeting, design, and construction for all HHC facilities. In the 1986 fiscal year, HHC's capital construction budget was \$59.8 million, with over 252 contracts bid. Of this figure, Corporation staff prepared designs worth \$42.7 million; the balance was prepared by consultants.

Typical projects include: upgrading in-patient areas, modernizing operating suites, expanding emergency rooms and mechanical and electrical systems, site improvement and energy conservation, and asbestos abatement measures.

The Corporation recently initiated comprehensive planning for the major reconstruction of five of its hospitals. This program is estimated to cost \$1.2 billion over the next ten years and will provide HHC with the capability to meet its patient care needs into the next century.

Jo Ivey Boufford, M.D., President
Anthony F. Japha, Senior Assistant Vice President Capital Programs
Dennis R. Newman, Assistant Vice President/Chief Engineer Capital Programs



North Central Bronx Hospital



Lincoln Medical and Mental Health Center

NYC Housing Authority

Washington Heights Site B
Apartments for the Elderly
Turnkey Architect: Edelman
Partnership
Housing Authority Design Review:
William Diederich

West Tremont II Rehab.
Architect: James McCullar and
Associates
Housing Authority Design Review:
Robert Bruckner

The New York City Housing Authority constructs, manages, and maintains the 180,000 units of fully subsidized public housing in New York City. During the 1980s, while housing subsidies for moderate income housing were being virtually eliminated, a large fund for public housing development remained to be spent, and some 6,000 units of new and rehab public housing in 60 projects have been designed and construction started. These were largely done under the Turnkey Program, whereby projects are designed and built by developers to Housing Authority requirements.

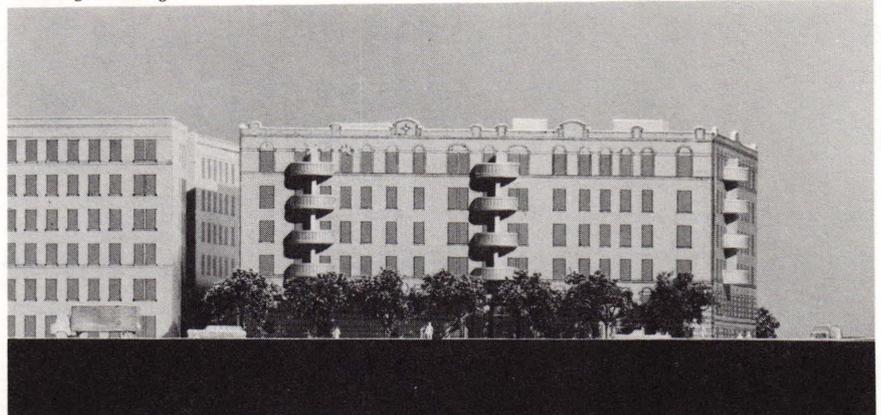
Federal Modernization funds under the CIAP (Comprehensive Improvement Assistance Program) and other funded programs have also flowed in excess of \$1 million/year for the past several years, resulting in the largest renovation effort in the Authority's 51-year history.

All Authority design professional staff is now concentrated in the Department of Design and Capital Improvement. Led by a Director and Deputy Director, both registered architects, the department numbers over 200, including 35 with architectural titles, 13 landscape architects, 60 engineers, and the rest program administrators and clericals. While many of the larger contracts are done by consulting A/E's (approx. 80 were retained this year), the greatest number of contracts is prepared by in-house staff. The Department is organized in sections for all the construction/design professionals, including architects, specification writers, landscape architects, and the engineering specialties. The Department handles contracts from the budgeting stage through bidding, up to the point of construction start.

Richard P. Rosenthal, Director



Washington Heights Site B



West Tremont II Rehab

Photo: Grant R. James

Photo: Gilamiago

NYC Department of Housing Preservation and Development

The New York City Department of Housing Preservation and Development is the primary City agency responsible for housing and community development. It was established to bridge the gap between supply and demand for affordable housing by the City's 7 million inhabitants by preserving, improving, and expanding the housing stock of almost 3 million dwelling units — 20 percent built before 1929 and 40 percent before 1947.

The agency's architects provide technical and design assistance, review architectural plans and specifications, and inspect buildings for all projects receiving City or Federal funds.

Plans for the rehabilitation of City-owned buildings for homeless families are now being produced in-house. Four tenements at Convent Avenue are completed, providing 79 temporary apartments. Construction has begun on five buildings (Colony South) to provide 140 temporary apartments and community facilities. Plans for 400 units of permanent housing are being bid and the agency expects to complete plans for at least another 400 dwelling units by the end of the year.

HPD Architectural Staff

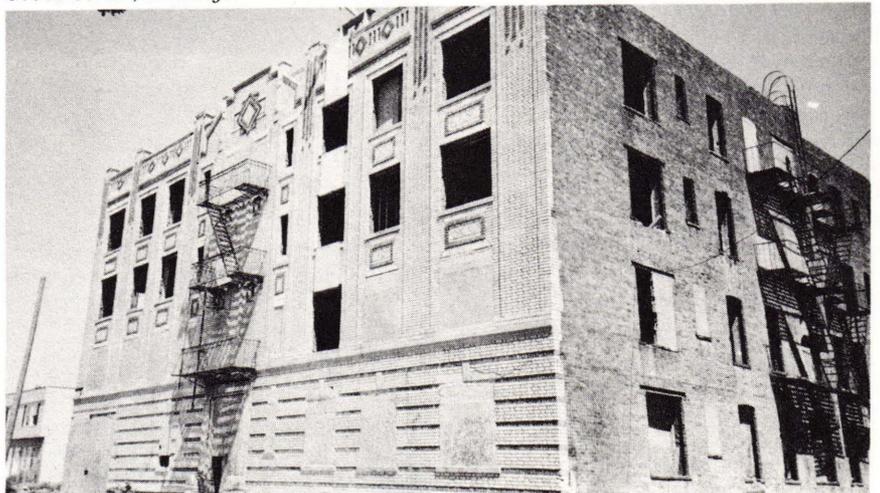
Arleen Gamza, Architect-in-Charge;
Robert Farkas, Phyllis Berton,
Martha Coleman, Steven Faicco, Judy
James, William Ragusa, Darrell Dims,
Bruce Spiegel, Timothy Tam, Ellen
Vaysbeyn



Convent Avenue



Grove Street, Brooklyn



Colony South

NYC Landmarks Preservation Commission

The New York City Landmarks Preservation Commission was established in 1965, when local landmarks legislation was enacted into law. This municipal commission has a mandate to identify, designate, and preserve landmarks, historic districts, scenic landmarks, and interior landmarks. To qualify for designation, potential landmarks must be at least 30 years old and have special character or special historic or aesthetic interest and value.

The Landmarks Preservation Commission is composed of a chairman and 10 unpaid commissioners appointed by the Mayor. The landmarks law requires that the Commission have a representative from each borough and include a realtor, 3 architects, a landscape architect or city planner, and a New York City historian. The commissioners are responsible for all designations and for determining the appropriateness of proposed alterations to designated properties.

The work of the Commission is carried on by a professional staff, which includes architects, preservationists, planners, archeologists, and architectural historians. The staff conducts three major activities: surveying the City of New York to identify potential landmarks, researching proposed landmark properties, and regulating individual, scenic, and interior landmarks and historic districts by reviewing proposed alterations.

Although it is one of the smallest City agencies, the Landmarks Commission is the largest municipal historic preservation agency in the United States. By mid-1986, the Commission designated more than 750 individual landmarks and 48 historic districts—approximately 17,000 properties.



Prospect Park circa 1895, designated a Landmark in 1975



Long Island Historical Society interior, designated a Landmark in 1982.



Brooklyn Heights, designated a Historic District in 1965.

NYC Department of Parks and Recreation

New York City's parks system, encompassing 26,000 acres and covering more than 13 percent of the City's land area, is one of the largest and most complex in the country.

The Department of Parks and Recreation is responsible for maintaining, operating, and rehabilitating the sites that make up this system, including 572 parks; 535 tennis courts; 900 playgrounds; 350 malls, squares, and triangles; 46 indoor and outdoor swimming pools and 35 minipools; 709 playing fields, 13 golf courses; three zoos; nearly 15 miles of beachfront; seven ice rinks; four major stadia; and 2.6 million trees.

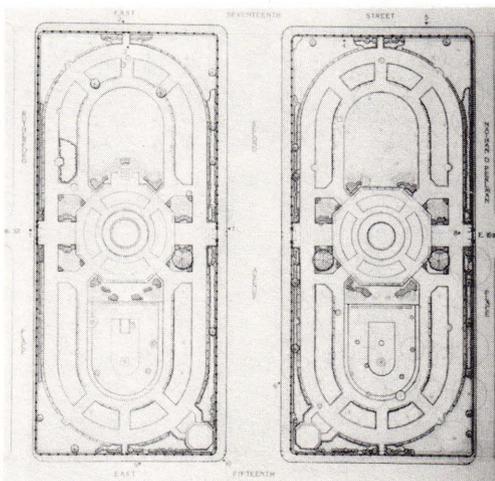
The Capital Projects Division is the professional/technical component of the Department and is responsible for the design and construction of permanent improvements to the park infrastructure. Approximately 100 architects, landscape architects, and engineers prepare design contracts, coordinate the work of consultants, and manage construction for the annual Capital Projects of the park system.

Through its Capital Program, the Parks Department preserves the legacy of irreplaceable urban open space while providing the public with quality recreational opportunities and greener, safer, and more attractive parks. In fiscal year 1985, \$92 million was appropriated for Parks' capital budget and in fiscal year 1986, \$154.5 million was provided for Capital Projects. Over the next decade, the city plans to allocate 1.3 billion for capital improvements to rebuild and spruce up the City's neighborhood parks and playgrounds and to restore the extensive large and regional parks and facilities throughout the five boroughs.

Henry J. Stern, Commissioner
Alan M. Moss, Deputy Commissioner



Union Square restoration



Stuyvesant Square restoration

Union Square

Landscape Architects: Hui Mei Grove, Susan Kaplan
Architect: Robert Klein
Construction Supervision: Robert Piccolo
Estimating and Specifications: Gerald Schwartz

Stuyvesant Square

Landscape Architects: Rex Wasserman, Tim Orlando
Estimating and Specifications: John Abbrancati

Around the Chapter

by Lenore M. Lucey

• The 1986 Architectural Heritage Ball started the holiday season off with bells and whistles on Saturday, November 8, 1986, at Columbia's Low Library. The evening started with cocktails and hors d'oeuvres in the Faculty Room, where guests viewed the donated renderings that were to be auctioned later in the evening. The party moved into the Rotunda for dinner, where the New Amsterdam Jazz Ensemble played throughout the evening. Dancing was spirited, speeches were short, and the auction successful. Watch for full coverage and photographs in the next issue of *Oculus*.

• The NY '88 National Convention Committee has reached its full complement with the appointment of NYC/AIA's Paul Segal (Paul Segal Associates) as Program Chair. Ted Pappas (Pappas Associates Architects), who will be AIA President in 1988, had previously appointed Melvin Brecher (Geddes Brecher Qualls Cunningham) as Chair. John H. Winkler (SOM), Host Chapter Convention Chair, will also sit on the Institute's committee.

• A large part of the Executive Director's job is answering members' calls about what the AIA or the Chapter are doing on issues of concern to the profession. I am usually able to refer callers to the person or committee that is working in their area of concern because there is much that "we" are doing; however, what is also important is what "you" are doing. NYC/AIA is only as effective as volunteer committee members make it. We have many very active committees, please take some time to think about your particular interests and become involved. Cathanne Piesla and I can advise you as to which committee would be appropriate, and who to contact.

• In preparation for starting a new year I would also ask you to take the time to check your mailing label and forward any corrections to the Chapter and the Institute. Please note that address corrections or changes must be sent both to us and to

1986 Architectural Heritage Ball posters are for sale at the Chapter. You can try your hand at rendering the McKim Mead and White section as our invited donors did! Posters are \$10 each, or 12 for \$100 if they are picked up and paid for at the same time.

Coming Chapter Events

• Tuesday, December 9, 6-8 pm. The Urban Center, 457 Madison Avenue. The Professional Practice Committee is sponsoring a round table discussion "Maxi Marketing for the Mini Firm." Suzanne Warner Raboy will moderate. Panelists: Thomas C. Page, Communications Director of RTKL Architects, Larry F. Gainen of LePatner, Gainen & Block Attorneys, among others.

• Wednesday, December 10, 6:30 pm. The Art & Architecture Committee is sponsoring a panel discussion on "The Collaboration Between Artists and Architects in the Design of the World Financial Center." Speakers will be Cesar Pelli, Siah Armajani, and Scott Burton. Kathy Halbreich will moderate and Amanda Burden will represent the owner. Admission \$5. For location, confirmation of date, reservations, and further information: Cathanne Piesla 838-9670.

Correction

In the October 1986 issue of *Oculus*, co-authorship of the Brooklyn Museum's catalog to its Machine Age exhibition was mistakenly ascribed. The co-author with Dianne H. Pilgrim and Dickran L. Tashjian is of course Richard Guy Wilson, Associate Professor, Architectural History, The University of Virginia.

Washington. When you forward corrections or address changes, please list your committee affiliations as well.

• From myself and the staff, the very best wishes for a joyous holiday celebration, and a healthy, prosperous, and happy New Year.

Names and News

The Whitney Museum of American Art designed by Marcel Breuer and built in 1966 has been officially declared eligible for listing on the National Register of Historic Places as a building of national significance . . . Ellen Mandelbaum's design for four 20-foot church windows, "The Four Seasons," has been selected as a finalist in the Interfaith Forum on Religion, Art and Architecture '86 National Art Awards Program . . . Francis C. Gunther and Jan Kalas have been elected executive vice presidents at The Eggers Group and John W. Jappen has been promoted to senior vice president . . . Oppenheimer, Brady & Vogelstein recently received two eastern regional awards from the National Association of Housing and Redevelopment Organization (NAHRO) for a low-income housing design and for low-income housing programs developed for the New Jersey City Housing Authority . . . Paul Segal and Michael Pribyl have announced that Peter Rees has joined Michael Canter, Kenneth R. Davis, and Joan Krevlin as an associate of Paul Segal Associates . . . Videotaped proceedings of "Design and Development of Continuing Care Facilities," a symposium conducted by the AIA Committee on Architecture for Health, are available for purchase or rental from the AIA. For more information: Michelle Jones 202-626-7429 . . . Suzanne Stephens participated in "Museum in Academe," a symposium on the issues and ideas concerning the function, funding, and design of today's college and university museums. It was sponsored by the Vassar College Art Gallery . . . Peter Blaufeux is the chairman of a two-part session on Lighting Energy Management at the Apple Power Energy Expo at the Jacob K. Javits Convention Center, December 3-4 . . . Michael Kearney has been made an Associate of Voorsanger & Mills . . . Still another museum in Edward Larrabee Barnes' future is an education wing in Glens Falls, New York, one of only a few collectors' house museums in the U.S. The new addition will connect Hyde House to another building. A \$5

cont'd. p. 16

OCULUS NYC / AIA DEC 86

CONTINUING EVENTS

Oculus welcomes information for the calendar pertaining to public events about architecture and the other design professions. It is due in writing by the 5th of the month for the following issue.

Because of the time lag between information received and printed, final details of events are likely to change. It is recommended that events be checked with sponsoring institutions before attending.

Send Oculus Calendar information to: New York Chapter/AIA, 457 Madison Avenue, N.Y. 10022.

EXHIBITION

Frank Lloyd Wright's working drawings for Fallingwater with photographs taken during construction. The Rotunda of Low Memorial Library, Columbia Univ. 280-5573. Closes Dec. 4.

THE CHAIR FAIR

Open exhibition of chairs designed within the last 10 years presented by The Architectural League. IDCNY. 753-1722. Closes Dec. 5.

TUESDAY 2

PLAN EXAMINER TRAINING SESSIONS

3-8 Article 8 Places of Assembly (9-11 am); 3-10 Article 10 Structural Work (11-1 pm) on Dec. 2, 3 & 4. Department of Buildings, 210 Joralemon St., Room 816, Brooklyn. For more information: Commissioner Charles M. Smith Jr. 248-8811.

TUESDAY 9

NYC/AIA ROUND TABLE

The Chapter's Professional Practice Committee is sponsoring a discussion "Maxi Marketing for the Mini Firm." 6-8 pm. The Urban Center. (see Coming Chapter Events).

PLAN EXAMINER TRAINING SESSIONS

3-11 Article 11 Foundations (9-11 am); 3-12 Article 12 Light, Heat, Ventilation & Noise Control (11-1 pm) on Dec. 9, 10, 11. Dept. of Buildings, 210 Joralemon St., Room 816, Brooklyn. Information: Commissioner Charles M. Smith, Jr. 248-8811.

IMAGINARY CITIES

Exhibition of European Views from the Collection of the Art Commission. Hunter College Art Gallery, 68 St. at Lexington. 772-4999. Closes Dec. 19.

EXHIBITION

Remaking America: New Uses, Old Places based on Barbaralee Diamonstein's book of the same name: Municipal Art Society at the Urban Center. 935-3960. Closes Dec. 21.

WEDNESDAY 3

NYC/AIA INTERN ARCHITECTS PROGRAM

John Winkler on Players and Roles on a Project: The Owner, Architect, Consultants, Contractor, Construction Manager, etc. 6-8 pm. NIAE, 30 W. 22 St. 838-9670.

ARATA ISOZAKI

Exhibition of his architectural drawings. Max Protetch Gallery, 37 W. 57 St. 838-7436. Closes Jan. 3.

WEDNESDAY 10

NYC/AIA PANEL DISCUSSION

The Collaboration Between Artists and Architects in the Design of the World Financial Center sponsored by NYC/AIA Art & Architects Committee. Speakers: Cesar Pelli, Siah Armajani, and Scott Burton. 6:30 pm. For reservations: Cathanne Piesla 838-9670. (See Coming Chapter Events)

NYC/AIA INTERN ARCHITECTS PROGRAM

Paul Segal on Design and Technical Production. 6-8 pm. NIAE, 30 W. 22 St. 838-9670.

EXHIBITION

Drawing Toward Building: Philadelphia Architectural Graphics 1732-1986. Pennsylvania Academy of Fine Arts, Philadelphia. 215-972-7642. Closes Jan. 4.

EXHIBITION

In Pursuit of Beauty: Americans and the Aesthetic Movement. Metropolitan Museum. 879-5500. Closes Jan. 11.

THURSDAY 4

CHARLES MOORE

Exhibition. John Nichols, 83 Grand St. 226-1243. Closes Jan. 31.

LECTURE

The Frank Lloyd Wright I Knew by Edgar Tafel to benefit ADPSR. 6:15 pm. Parsons Cinema Auditorium, 66 Fifth Ave. 334-8104.

PRATT LECTURE SERIES

Lewis Davis on "Urban Design and Recent Work." 6:30 pm. Higgins Hall, St. James Place & Lafayette, Brooklyn. 718-636-3405.

THURSDAY 11

LECTURE

Architecture for Family Structures, a presentation by Jill Stoner of her housing projects presented by the Alliance of Women in Architecture. 718-361-8154 for time and place.

EXHIBITION

Berlin 1900-1933: Architecture and Design. Cooper-Hewitt Museum. 860-6868. Closes Jan. 25.

MARIO BOTTA

Exhibition of projects by the Swiss architect. The Museum of Modern Art. 708-9400. Closes Feb. 10.

EXHIBITION

The Machine Age in America, 1918-1941. The Brooklyn Museum. 718-638-5000. Closes Feb. 16.

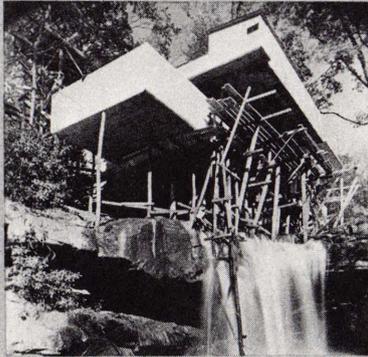
FRIDAY 5

EXHIBITION

The Metropolitan Museum of Art's annual Christmas tree and Baroque creche display. 879-5500. Closes Jan. 4.

FRIDAY 12

1900: Models for proposed White House expansion displayed in Washington.



MONDAY 8

CSA TRADE SHOW

The first Connecticut Society of Architects Trade Show. 10-6 pm. Treadwell Cromwell Hotel, Cromwell, CT. For more information: 203-865-2195.

MONDAY 15

TWELFTH NIGHT WITH THE TAYLOES

19th-century music, entertainment, refreshments, and decorations. The Octagon Museum, Washington, D.C. Reservations should be made in advance 202-638-3221.



MONDAY 29

1940: St. Paul's Cathedral in London bombed by Nazis.

TUESDAY 16

A CHRISTMAS CAROL

Charles Dickens' original manuscript of "A Christmas Carol" will be on exhibition at the Pierpont Morgan Library. 685-0008. Closes Jan. 11.

PLAN EXAMINER TRAINING SESSIONS

3-13 Article 14 Heat & Combustion Equipment, 3-14 Article 15 Chimneys & Gas Vents (9-11 am); 3-15 Article 17 General Outline of Fire Protection Systems (11-1 pm) on Dec. 16, 17 & 18. Dept. of Buildings, 210 Joralemon St., Room 816, Brooklyn. For more information: Commissioner Charles M. Smith, Jr. 248-8811.

TUESDAY 23

1970: First tower of World Trade Center topped out in New York City.

TUESDAY 30

1935: LeCorbusier made his first visit to the USA.

WEDNESDAY 17

NYC/AIA INTERN ARCHITECTS PROGRAM

Jerry Hallissy and Randolph Croxton on Construction Phase Services and Summation. 6-8 pm. NIAE, 30 W. 22 St. 838-9670.

WEDNESDAY 24

1823: Dublin Georgian architect James Gandon died (1743-1823).

WEDNESDAY 31

1671: French Academy of Architecture opened.



THURSDAY 1 JANUARY

1934: Historic American Buildings Survey began.

FRIDAY 2 JANUARY

1893: Louis Sullivan's Schiller Building opened in Chicago.

Names and News

cont'd. from p. 13

million capital campaign to construct it is underway . . . **Robin Burns** has been appointed Chief Architect of the City of New York Parks & Recreation . . . Classes, workshops, seminars, and dry runs to prepare candidates for the June 1987 Architects Registration Examination will begin January 19, 1987, at the Institute of Design & Construction, 141 Willoughby Street, Brooklyn. For RA Schedule: 718-855-3661 . . . Partners of the newly organized firm of **Alexander Cooper+Partners** are: **Alexander Cooper, Roland Baer, Geoffrey S. Koper, David McGregor, and Brian Shea**. Senior associates are **Richard C. Ashcroft and Arthur A. Baker**. Associates are **Donald Clinton, Adam King, Karen Krauze King, and Joseph Lengeling** . . . The Landmarks Preservation Commission has designated as individual New York City landmarks: the Century Building, 33-37 17 St.; the Sun Building (originally the A.T. Stewart Store), 280 Broadway; **Starrett-Lehigh Building**, 601-625 West 25 St.; and 1025 Park Avenue (originally **Reginald DeKoven House**), all in Manhattan . . . **Brennan Beer Gorman/Architects** have announced that **Hugo Consuegra** has joined the staff as an associate . . . The Fourth World Biennale of Architecture Interarch '87 will be held in Sofia, Bulgaria, September 21-27, 1987. Deadline for reservations is July 1: Centre for International Congresses and Meetings, 1000 Sofia, 20 Serdica Street, Bulgaria. Telephone: 885744 . . . The National Institute for Architectural Education is looking for an executive director, preferably "with degree or experience in architecture or design education, to manage and represent it and help the Board develop and implement programs and policies. Work in NIAE's Manhattan offices with half time available for other non-conflicting business." Send job description to **Howard H. Juster**, chairman, NIAE, 632 Broadway, New York 10012 . . . The Friends of the Upper East Side Historic Districts presented the **Ralph C. Menapace Memorial Award to J. Sinclair Armstrong** at its annual meeting last

month . . . **Carmi Bee** was a participant in the "Successful Firms Roundtable" held in Memphis in October. **RKT&B** was one of eight firms selected to participate in the roundtable, which was held in conjunction with the AIA Practice Committee Conference . . . Recipients of the New York State Association of Architects/AIA's 1986 Design Awards included: Two awards for institutional design to **Peter L. Gluck & Partners** for the addition to **Uris Hall**, Columbia University, and to **Hardy Holzman Pfeiffer Associates** for the **Wellesley College Sports Center**. Three awards in the commercial/industrial category to **Hardy Holzman Pfeiffer** for **WCCO Television Headquarters** in Minneapolis; to **James Stewart Polshek and Partners** for the **Rochester Riverside Convention Center** in Rochester, NY; and to **Henry Smith-Miller, Architect**, for the Corporate Headquarters of **Solomon Equities** in New York City. Two residential awards went to **Rothzeit Kaiserman Thomson & Bee** for the **River Rose-Park Rose building** in Battery Park City; and to **Voorsanger & Mills** for the **Lambert House** in Bridgehampton, Long Island. An honorable mention in the adaptive re-use category went to **Arata Isozaki** in association with **Block, Hesse & Shalat** for **The Palladium** on East 14th Street. In the institutional category an honorable mention award went to **Alfredo De Vido Associates** for the **Community Church of Astoria** in Queens; and two honorable mentions for commercial/industrial design went to **Kohn Pedersen Fox Associates** for the **General Re Corporate Headquarters building** in Stamford, CT; and to **Murphy/Jahn Architects** for **701 Fourth Avenue South**, Minneapolis . . . *Oculus* regrets the death of **Benjamin Lane Smith**, a partner in the firm now known as **Haines Lundberg Waehler** from 1945 to 1965.

Book Notes

Toward Building, Philadelphia Architectural Graphics, 1732-1986 by **James F. O'Gorman, Jeffrey A. Cohen, George E. Thomas, and G. Holmes**

A Debate is Proposed

Dear Editor:

I was somewhat disturbed over the fact that the cover of the October 1986 issue of *Oculus* portrayed a building by an architect who is not a member of the Chapter. As you know, the Chapter has always been in the forefront in design for new and renovated construction. Certainly, in the last few months there have been many instances of buildings designed by New York City architects that would warrant such an encomium.

Although I appreciate that one school of thought would hold that the New York Chapter should not take such a parochial view, perhaps such an approach should be taken after the membership has had a dialogue on the subject. I, for one, would be interested to hear their opinion on this.

Barry B. LePatner
LePatner, Gainen & Block

Editor's Note:
Readers' opinions are invited.

Perkins has been published by the University of Pennsylvania Press in conjunction with the Pennsylvania Academy of the Fine Arts exhibition on view through January 4 . . . **The Health Facilities Review**, published by the AIA Press features 99 outstanding health care facilities recently built in the U.S. and Canada. Available from the AIA Bookstore at \$14 for AIA members . . . **Business Management in the Smaller Design Firm** by **Lowell Getz** has been published by Practice Management Associates, Ltd. . . . **Remaking America: New Uses, Old Places** by **Barbaralee Diamonstein** has been published by Crown Publishers, Inc. . . . The Atheneum of Philadelphia has announced the publication of its **Catalog of Architectural Drawings** by **G.K. Hall**, 70 Lincoln St., Boston, MA 02111. The two-volume catalog lists more than 39,000 drawings representing the work of 383 American architects and firms.

NYC Public Development Corporation

PDC is New York City's real estate development corporation—a full-service organization devoted to the planned, integrated development of a wide range of industrial and commercial projects and ventures. These range from the South Street Seaport and major manufacturing facilities to improvements of neighborhood shopping streets.

The Corporation works with developers who are designing and constructing projects with the City and also supervises the design and construction of public facilities for the City of New York. In the 1987 fiscal year, PDC's Planning and Design Division will spend approximately \$80 million in City Capital Budget funds for public projects.

PDC's in-house planning-and-design staff develops plans for areas of the City, prepares design evaluations of proposed developments for key sites, supervises the preparation of environmental impact statements, analyzes and defines projects, prepares requests for proposals for consultant services, and manages consultant contracts. The type of project that PDC designs varies from year to year; recent projects have included streetscape and open space design, industrial facilities, subway station improvements, a temporary structure at Times Square, a school, and an enclosed farmer's market.

South Ferry Plaza Development

Developer: South Ferry Associates, a joint venture of Continental Development Group, Worldwide Holdings Corporation, The Zeckendorf Company, Arthur G. Cohen Properties, Zev Wofson
Architects: Fox & Fowle, Frank Williams & Associates

Streetscape Reconstruction
Landscape Architect/Engineer: Vollmer Associates
Construction Completed: 1984

The Crossroads Site

Architect: Prentice & Chan, Ohlhausen
Sculptor: Tim Prentice



South Ferry Plaza development, New York, NY



Streetscape reconstruction, 82nd Street, Jackson Heights



Times Square, Crossroads Site

The New York Public Library

The New York Public Library is a private, not-for-profit corporation that acts as agent for the City in operating the public library system in the Bronx, Manhattan, and Staten Island. This is an extensive system encompassing 81 branches and research libraries.

The Library's capital program comprises some 100 projects with an estimated cost exceeding \$100 million.

A program of improvement extends throughout the library system, including the installation of HVAC systems, window replacement for energy conservation, access for the handicapped, and general rehabilitation.

Current projects include: Restoration and expansion of The Schomburg Center for Black Culture and the adjacent Countee Cullen branch; reconstruction of the St. George Branch Library; construction of a new borough center in The Bronx, a new Library for the Blind and Physically handicapped, and installation of an automated circulation control system throughout the branch libraries. A major project over the last five years is the extensive rehabilitation and expansion of the Central Research Library, which in May celebrated its seventy-fifth anniversary.

Central Research Library

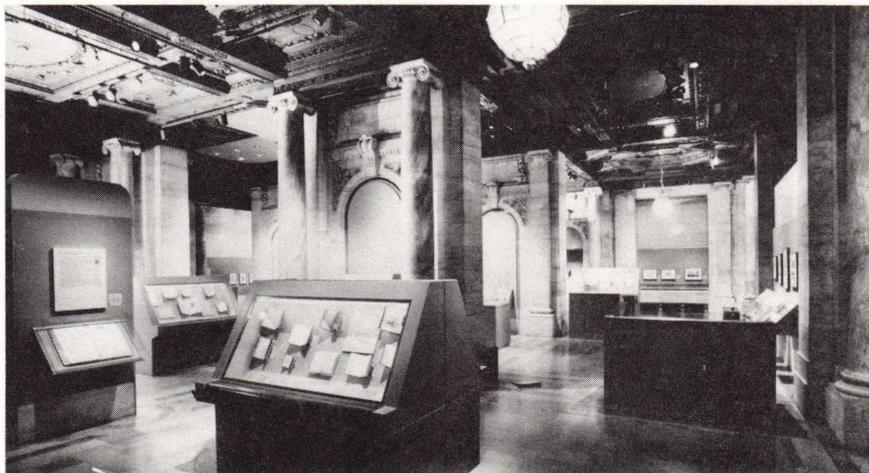
Consultants: Carrere and Hastings original architects; Davis, Brody & Associates and Giorgio Cavaglieri, master planners and architects; John L. Altieri, mechanical/electrical engineer; Fisher/Marantz, lighting; the Ehrenkrantz Group, facade restoration; Office of Capital Planning & Construction (NYPL), project coordinator.

The Rehabilitation of the Yorkville Branch Library

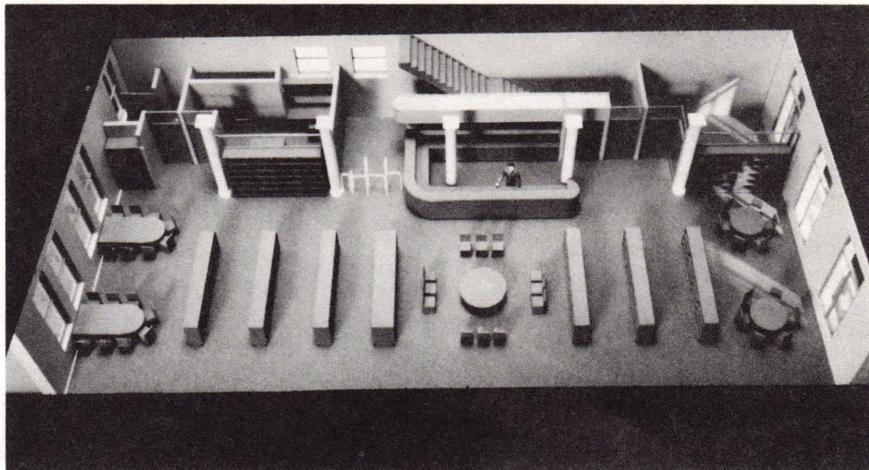
Consultants: Gwathmey Siegel & Associates
Architects: Ambrosino DePinto & Schmieder
Project Administrator: The Department of General Services, City of New York



The McGraw Rotunda



Gottesman Exhibition Hall



Yorkville Branch rehabilitation

NYC Department of Transportation

Reconstruction of Roosevelt Avenue Woodside
 Urban Design: Ekkehart Schwarz
 Engineering: Barney LaGreca
 Parkash Sarwal
 Contractor: F. Mascali Construction

Chinatown Malls
 Mott, Pell, and Doyer Streets
 Urban Design Team: Ekkehart Schwarz, in charge; Raisa Saratovsky

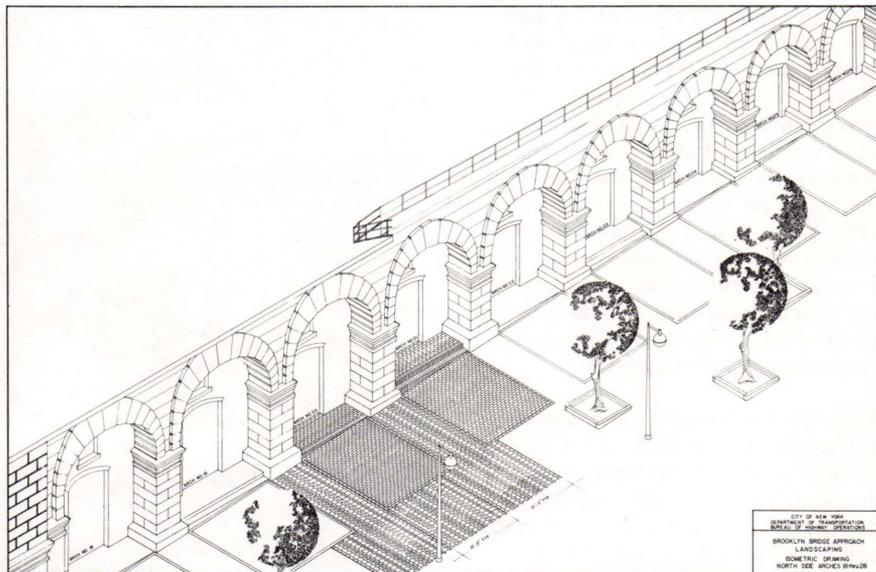
Landscaping of the Brooklyn Bridge Approach Areas
 Manhattan
 Urban Design Team: Ekkehart Schwarz, in charge; Almuth David, John Levy, Raisa Saratovsky
 Engineering: Barney LaGreca, Morris Levian
 Contractors: Thomason Industries, Landsite Contracting Corp.



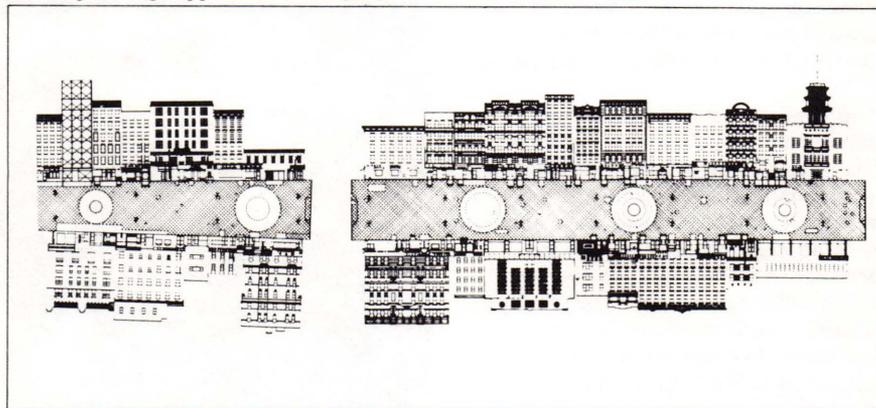
Roosevelt Avenue

The Department of Transportation is responsible for the design and maintenance of all land that is mapped as street. It is therefore responsible for most of the City's public spaces.

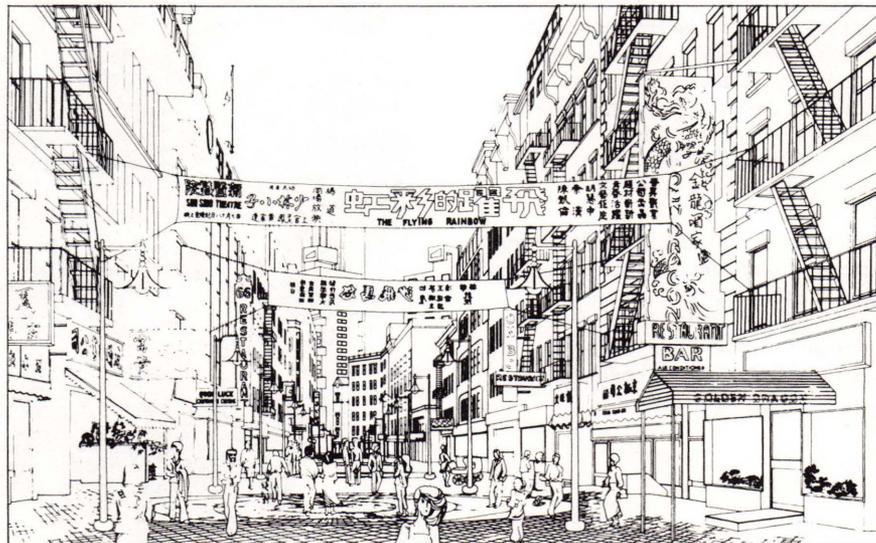
Architects with the Department of Transportation work in the Bureau of Planning and Research, Office of Urban Design. The Department's architects are advocates of the pedestrian. They prepare urban design proposals for streetscapes, malls, plazas, and small leftover traffic islands, doing this in close collaboration with local communities. They also prepare and review working drawings for the architectural part of street reconstruction contracts.



Brooklyn Bridge approach landscaping



Chinatown mall reconstruction



Chinatown mall reconstruction

NYC Transit Authority

86th Street Station
Project Architect: Gerald Barkley

21st Street Station
Project Architect: Stephen Cea

Parsons Boulevard Station
Project Architect: Norman Jacklin

All these projects were overseen by
Paul Katz, Division Architect

The Architects of the NYCTA have the envious challenge of working for a transit system used daily by millions of New Yorkers. The system, built mainly in the first part of this century, has experienced little change. In fact, some of the original trains were still in operation on some routes as late as 1969. Limited funding and deferred maintenance has caused considerable deterioration of rolling stock and structures, resulting in an unwelcome environment, an unreliable system, and reduction of patronage.

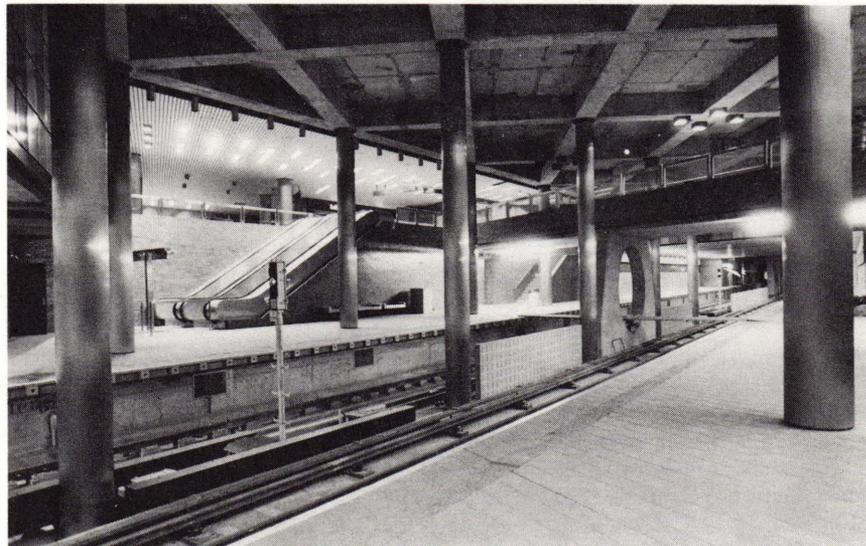
Against this backdrop, the Authority embarked on a multi-billion dollar rehabilitation and modernization program. Improvements are already noticeable. New airconditioned trains and buses have been introduced. Track conditions are being corrected. Programs to keep the system free of graffiti are underway. In short, the system is experiencing a renaissance.

The Transit Authority architects are playing a vital role in this renaissance. Utilizing a large in-house A/E staff, occasionally aided by consultants, a seemingly hostile transit environment is being made more inviting and brought to modern standards. Over \$250 million have been earmarked to rehabilitate 50 stations. A new system-wide graphics program has improved public information and brought consistency to a visually cluttered environment. Elements of historic significance throughout the system are being addressed with sensitivity. The planning of new routes includes the design of six new stations, which are under construction. Three of these were designed by TA architects.

The transit system also includes such ancillary facilities as train shops and barns, signal towers, power substations, bus depots, and repair facilities — all of which require architectural design services.



Station rehabilitation and modernization 86th Street/Lexington Avenue



Station redesign 21st Street/41st Avenue



Station redesign Parsons Boulevard/Archer Avenue

The Port Authority of New York and New Jersey

The Port Authority develops and manages terminal, transportation, and other commerce facilities; it devises and implements projects to strengthen economic and transportation systems; and it supports and spurs the region's economy. It also provides the following architectural services: programming; selection and management of A/E consultants; in-house design; construction administration; and code review.

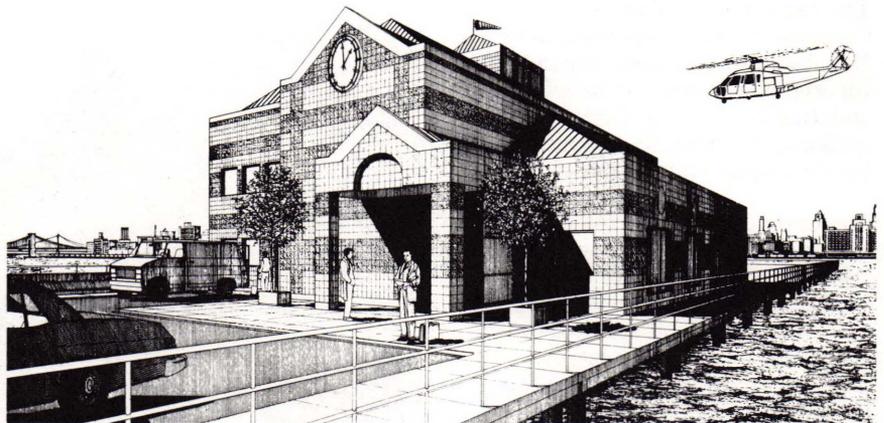
The Port Authority has completed the following major architectural projects utilizing in-house staff: Newark International Airport, Eastern Airlines Shuttle Terminal at LaGuardia Airport, Parking and Frontage Structure at LaGuardia Airport, Port Authority Bus Terminal Expansion and Modernization. The following major projects have been completed utilizing outside architectural consultants: the World Trade Center, Teleport, and Terminal Buildings at JFK and LaGuardia Airports.

R. Monti, Director of Engineering & Chief Engineer
E. Fasullo, Deputy Director of Engineering & Deputy Chief Engineer
D. Hahn, Asst. Chief Engineer of Design
S. Wander, Chief Architect

Hudson Transportation Center
 Hoboken, NJ
 Architects: The Port Authority of New York and New Jersey, Engineering Department; Cooper, Eckstut Associates; Cabrera/Barricklo
 Engineers: The Port Authority of New York and New Jersey
 Architectural Design Team: Port Authority; R. Davidson, D. Fram, J. Keyser, M. Kulik; Cooper Eckstut Associates; S. Eckstut, T. Lurcott, R. Ashcroft, M. Manfredi
 In design

Downtown Manhattan Heliport
 New York, NY
 Architect & Engineers: The Port Authority of New York and New Jersey, Engineering Department
 Architectural Design Team: R. Breton, R. Davidson, R. Collins, E. Bankler, C. Bonacci, D. Fram
 In construction; completion early 1987

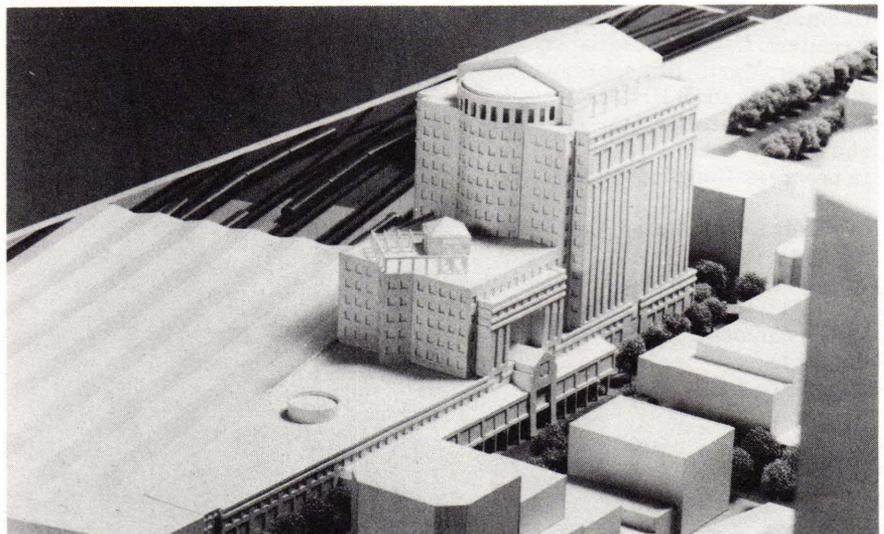
Technical Center, Bathgate Industrial Park
 Bronx, NY
 Architects & Engineers: The Port Authority of New York and New Jersey, Engineering Department
 Architectural Design Team: D. Eversley, M. Appel, C. Bonacci
 In construction; completion early 1987



Downtown Manhattan Heliport



Technical Center, Bathgate Industrial Park, Bronx



Hudson Transportation Center, Hoboken

NYS Facilities Development Corporation

The Facilities Development Corporation (FDC) was created by the New York State Legislature in 1963. Its original mission was to build new facilities for the care of psychiatric patients, the mentally retarded, and the developmentally disabled.

Currently, FDC serves the design and construction needs of several New York State agencies and municipalities. FDC provides capital project management services to acquire, plan, design, construct, renovate, and equip public facilities. Its principal clients are the Office of Mental Health (OMH), the Office of Mental Retardation and Developmental Disabilities (OMR/DD), and the Division of Alcoholism and Alcohol Abuse (DAAA). FDC also provides technical assistance to the Department of Social Services, and the Housing Trust Fund, and has provided project management services to over 30 municipalities.

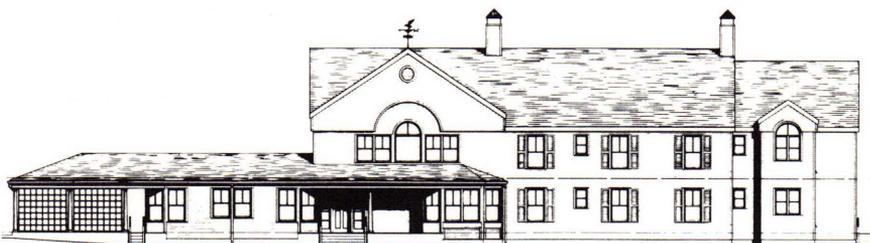
Today, FDC has over \$700 million in capital appropriations that finance approximately 1,000 projects.

FDC's staff of 250 includes 35 licensed architects, that is approximately 15 percent of its staff. Twenty-two are currently based in the New York (Downstate) Office.

Prototype Community Residence—Statewide

Client: NYS Office of Mental Health
Architect: Urbahn Associates;
designer: Martin Stein; project director: Manfred H. Reidel
FDC Administrators: Cass Grenier and George Yee
In progress. Complete 1986-7

Gowanda Rehabilitation Center
Helmuth, NY
Client: NYS Office of Mental Health
Architect: Robert T. Coles
FDC Administrator: Iris Alex and Robert King
Completed 1986



Prototype for statewide community residences



Gowanda Rehabilitation Center, Helmuth, NY



Ridge Hostel, Ridge, Long Island

Photo: Ara Ignatius



New York Psychiatric Institute, New York, NY

Ridge Hostel
Ridge, Long Island, NY
Client: NYS Office of Mental Retardation & Developmental Disabilities
Architect/Engineer: Bogen Johnson Lau & Jenal; partner-in-charge: Andrew C.P. Wong; project architect: Stephan P. Nelson
FDC Administrator: Francis Vecchione
Completed 1985

New York Psychiatric Institute
New York, NY
Client: NYS Office of Mental Health
Architect: Herbert Reimer
FDC Administrator: David Sanders

Photo: Ara Ignatius

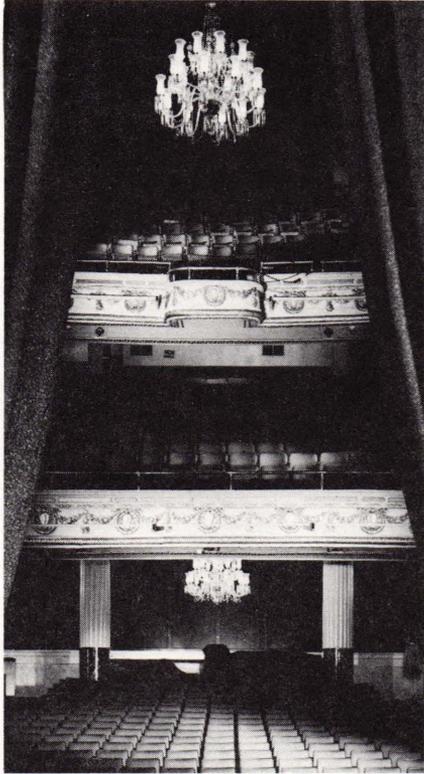
Photo: Mark Darley

NYS Urban Development Corporation

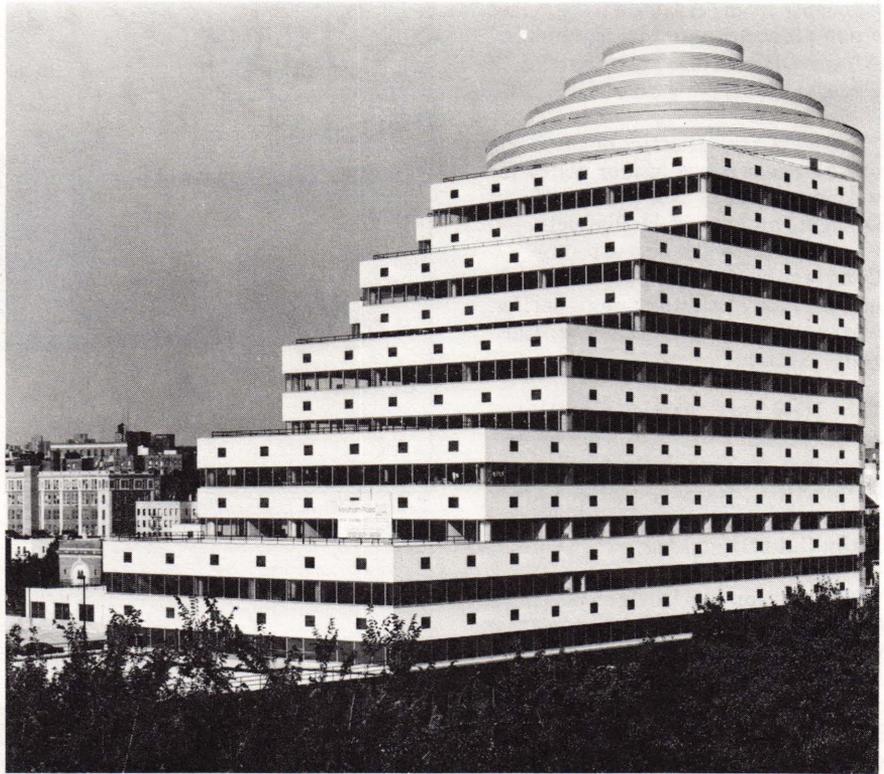
Apollo Theater Video Center
Architects/Engineers: Legendra,
Johnson & McNeil
UDC Architect: Frances Huppert

Javits Convention Center
Architect: I.M. Pei & Partners
UDC Consultant: James Stewart
Polshek & Partners
Completed: 1986

Fordham Plaza
Bronx, NY
Architect: Skidmore, Owings &
Merrill
UDC Architect: Raymond Schwartz
Completed: 1986



Apollo Theater video center, New York City



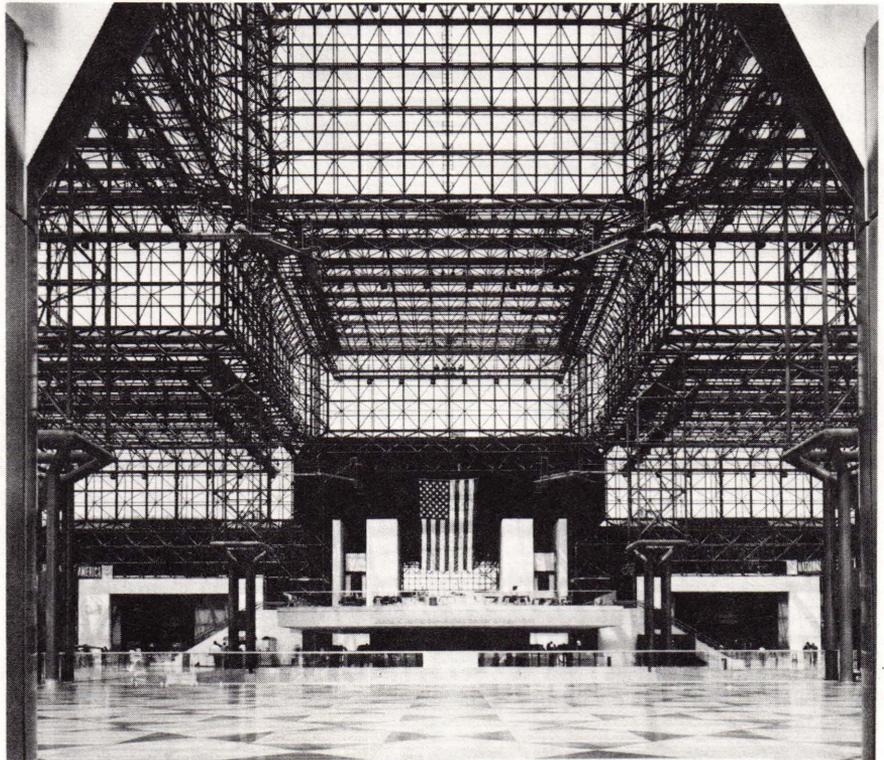
Fordham Plaza office tower, Bronx

Photos: Nelson Bakerman

The Urban Development Corporation's primary objective is the creation of jobs. Funds and technical assistance are provided to promote commercial, industrial, municipal, and recreational projects; for revitalization of deteriorating neighborhoods and retail areas; for high technology developments and related educational facilities; and for miscellaneous other projects.

UDC's staff of professional architects, planners, engineers, and estimators monitors designs and studies prepared by outside developers' architects and consultants. Reviews are conducted to ensure adherence to program, budget, schedule, and code requirements and to promote design excellence.

Individual projects range from under \$100,000 to well over \$400,000,000. During 1985, the value of all projects exceeded half a billion dollars.



Javits Convention Center, Manhattan

U.S. Army Corps of Engineers New York District

Excerpts from "A Guide to Services," a pamphlet prepared by the Public Affairs Office, New York District, 26 Federal Plaza, New York, N.Y. 10278

"The New York District of the Corps of Engineers is one of four districts within the Corps' North Atlantic Division, and one of 41 Districts worldwide. We are entrusted by Congress with major responsibilities in the fields of military engineering, water resources development, and conservation.

"The New York District's military construction responsibilities cover work in New York, New Jersey, Connecticut, Massachusetts, Rhode Island, Vermont, New Hampshire, Maine, and Greenland.

"Construction and Design: We provide engineering, design and construction support for Army & Air Force installations. This work can include design and construction of barracks, hospitals, family housing, commissaries, office buildings, air fields, sports facilities, and other support complexes.

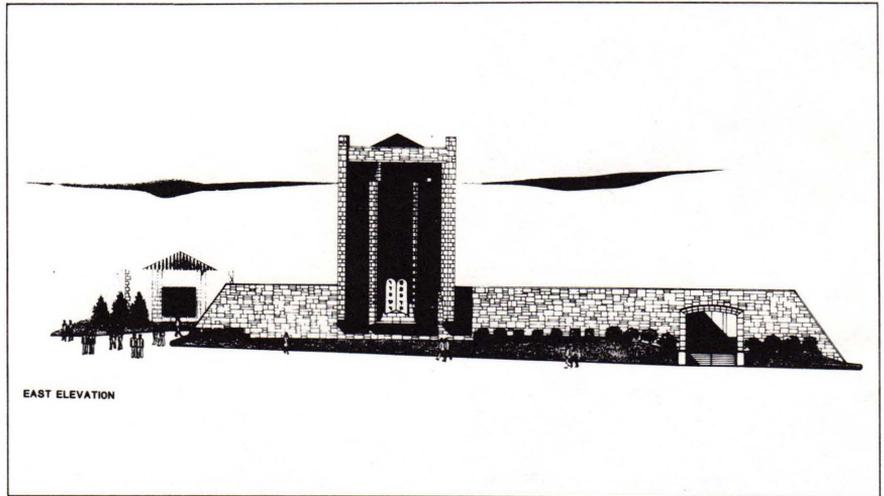
"Our employees include engineers, environmentalists, planners, architects, appraisers, real estate specialists, physical scientists, attorneys, accountants, secretaries, and other specialists."

The District's Architectural Section, located in the Engineering Division, currently employs 10 architects. It provides a full range of architectural services including design and the selection of Architectural/Engineering Consultants for the Army and Air Force facilities throughout the northeast. We support and review the work of the A/E firms we select as their work progresses.

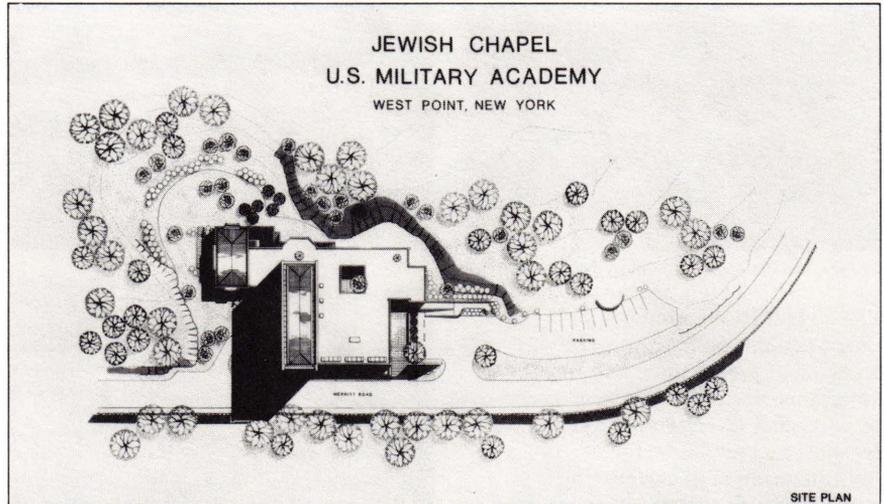
The District military construction budget for the fiscal year 1987 represents approximately \$250 million in construction placement. An additional \$40 million has been appropriated by Congress for our civil works mission.

New Jewish Chapel, U.S. Military Academy
West Point, NY
Principal Design Firm: Abramovitz-Harris-Kingsland
Architects & Planners: principal-in-charge: Max Abramovitz
Design Agency: U.S. Army Engineering District New York
Completed: 1985

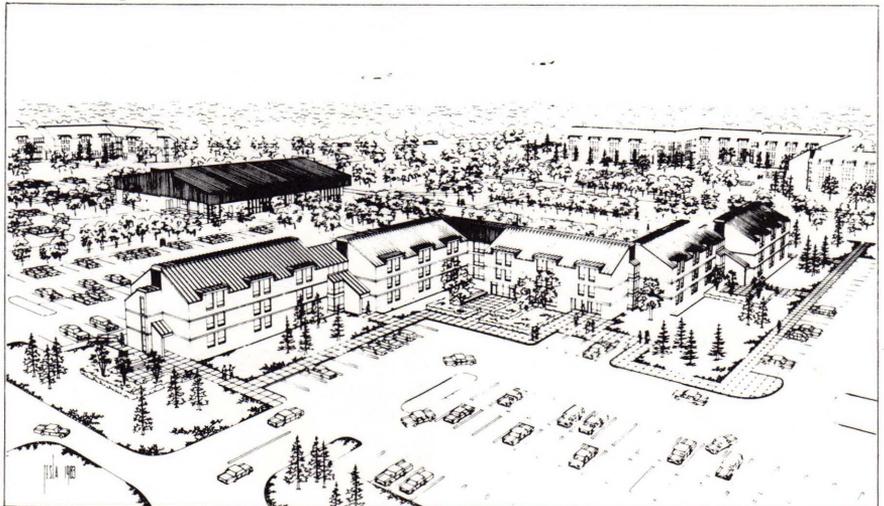
Unaccompanied enlisted personnel housing
Loring Air Force Base, Limestone, Maine
Principal Design Firm: Ellenzweig, Moore & Associates; principal-in-charge: Leslie Moore; project architect: George Tremblay
District Coordinators: Antonio Sian, Isabelita Huerto



Jewish Chapel, West Point, NY



Jewish Chapel, West Point, NY



Loring Air Force Base, unaccompanied enlisted personnel housing and dining hall

U.S. Army Corps of Engineers, North Atlantic Division

The United States Army Corps of Engineers is headquartered in Washington, D.C. Under the office of the Chief of Engineers are several Division offices, of which the North Atlantic Division is one. The Districts comprising the North Atlantic Division are Baltimore, New York, Norfolk, and Philadelphia.

The Corps has a dual mission. It is responsible for civil works projects, such as dams, flood control projects, and dredging projects; and military projects, which include such building types for the military services as housing, physical fitness centers, office buildings, and hospitals. The North Atlantic Division administers design and construction programs and reviews work done in-house by the Districts.

Administration Building
Radford Arsenal, VA
Architects/Engineers: Odell Associates Inc.
Contract Administration: Norfolk District
Completed: 1974

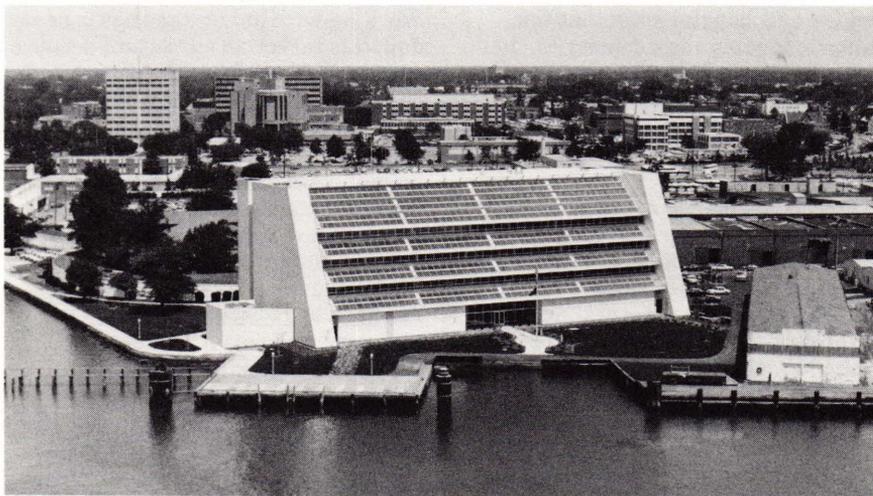
Norfolk District Office Building
Architects/Engineers: Odell Associates Inc.
Schematic Design and Contract Administration: Norfolk District
Completed: 1983

Kingman Building
Fort Belvoir, VA
Architects/Engineers: Callmer & Milstead
Contract Administration: Baltimore District
Completed: 1973

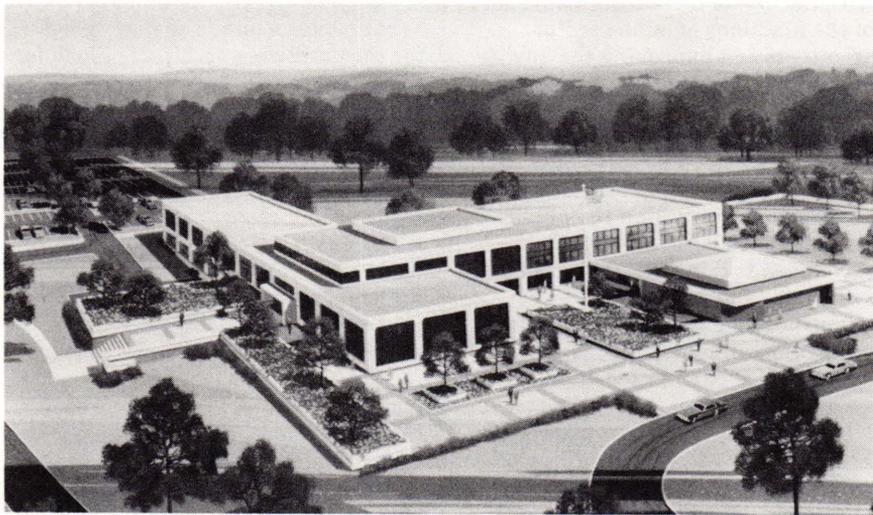
Walter Reed Army Hospital
Washington, DC
Architects/Engineers: Stone, Marraccini & Patterson/Milton T. Pflueger, joint venture
Contract Administration: Baltimore District
Completed: 1978



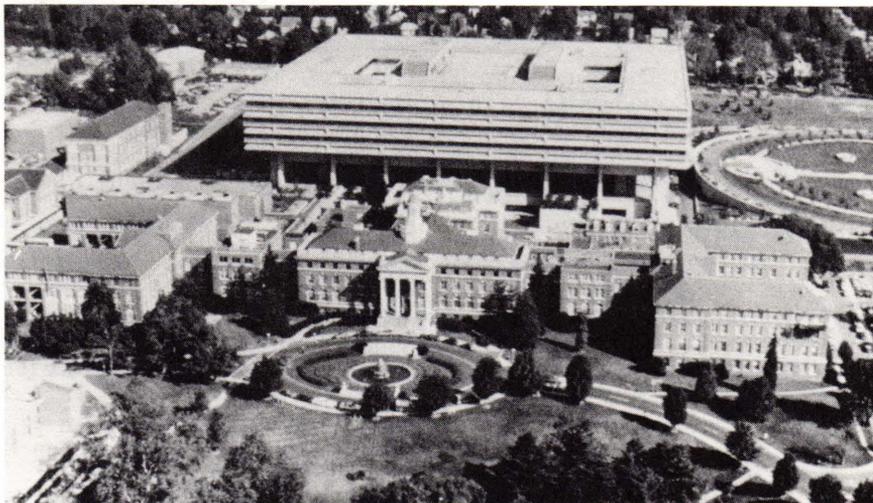
Administration Building, Radford Arsenal, VA



Norfolk District Office Building, Norfolk, VA



Kingman Building, Fort Belvoir, VA



Walter Reed Army Hospital, Washington, D.C.

Public Architects Committee: Recent Activities

Maltz

cont'd. from p. 3

ended on a hopeful note: that this knowledgeable constituency can have an increasing effect in maintaining awareness (within the political arena where decisions are made) of the value of quality urban design.

The Blue Ribbon panel on Architects in the Public Sector was comprised of 23 distinguished citizens from Public Agencies and Institutions, Foundations, Architectural Schools, Professional Organizations, and private firms. They met to discuss possibilities and make recommendations to the Chapter's Public Architects Committee for utilizing the grant received from the National Endowment for the Arts, with the aim of increasing awareness of the functions of public sector architects and improving the quality of public building design.

Among the topics discussed by the panel were a need for advocates of good design in the top echelons of City government and within the public agencies themselves. They recommended, in part, that a better system for the selection of architectural/engineering consultants be developed, as well as design management courses for public architects.

The results of the recent survey of public agencies, conducted by the committee, were presented.

The afternoon's activities ended with a reception attended by approximately 75 Chapter members who met the panel and heard a summary of their recommendations. A "Directory of Architects in the Public Sector in the New York Metropolitan Area," recently published by the committee and funded by the Grant, was distributed to everyone present.

Jerry Maltz is an architect with the Bureau of Building Design, NYC Department of General Services.

Working with Public Agencies: A Private View

by David Castro-Blanco

Working with public agencies is never dull; it is rather an adventure because each is different from the others and one never knows what to expect. At least the first time. Thereafter, the common characteristic they all share is their consistency, for good or evil. Some are consistently good, well organized, sensitive to the needs of the consultant, and think of themselves as a vehicle for good design. They encourage it, nurture it, and sometimes even produce it. Others, unfortunately, seem deliberately to drive consultants away. The trick then is to choose the good agencies to work with and live happily everafter. Easy enough? Not necessarily.

What makes a public agency "good" for the practicing architect? I look for these traits:

- Their history and reputation with other practitioners.
- The accessibility of their top leadership.
- The quality of their project managers.
- The fairness of their consultant contracts.
- The adequacy of their compensation.

Not surprisingly, I have found that those agencies for whom I can qualify each of the above parameters as "good" or "very good" also show a high commitment to design and professional excellence; the adventure of working with them can be fun and profitable.

The better agencies have a stated commitment to professional excellence and let this fact be known by their consultants. In my experience, two that come immediately to mind, without implying that they are the only ones, are the Port Authority of New York and New Jersey and the U.S. Air Force. The former recently conducted a highly successful A/E forum with the principal firms doing business with the Port Authority "to seek ways of improving the product of the design process in order to deliver capital projects more effectively and

David Castro-Blanco is president of Castro-Blanco, Piscioneri & Associates, P.C., Architects and Planners

efficiently," in the words of Joseph L. Vanacore, Executive Officer for Capital Programs.

In pursuit of the same goals, the Air Force includes with the design program book at the inception of a project an exhortation for good design and encourages consultants by conducting annual regional and national design awards programs. These would be hollow gestures if the agencies did not practice what they preach, but practice they do. There is a willingness to extend oneself when there is receptivity on the other side.

I asked several colleagues, after promising absolute confidentiality, to give me their candid opinions of some of the local agencies with whom they work. Their names (and their firms) are therefore not given. Their opinions, unedited, are given:

Port Authority of New York and New Jersey

- Project Managers do not have adequate back-up and are often overwhelmed by the sheer number of projects they handle. Decisions from the users are slow and sometimes at variance with policy, resulting in a tug-of-war.

- Agency is very cooperative. Intelligent personnel. Interdepartmental communications very good. Payments are reasonably prompt.

- Agency is well organized, efficient, and most importantly, responsive to quality of design. Good vibes.

- Tendency to change criteria. Often require over detailed work on irrelevant areas.

- Basic planning information is difficult to obtain. Tendency to change criteria. Require too much detail in early milestones, which becomes counterproductive effort.

- Very satisfactory to work with, but one must be able to adjust psychologically to their proclivity for making frequent about-face changes.

Acknowledgements

We appreciate the efforts of the following, who were responsible for gathering the information about their respective agencies for this issue of *Oculus*:

- **Department of City Planning:** Dimitri Siderakis, Douglas Woodward, Peter Pfeffer, Carlos Tejada, Rebecca Robertson
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- **Health & Hospitals Corporation:** Hal Foster
- **Housing Authority:** Richard Rosenthal
- **Department of Housing Preservation and Development:** Arleen Gamza, Phyllis Berton
- **Landmarks Preservation Commission:** Joseph Bresnan
- **Department of Parks and Recreation:** Adrienne Bresnan
- **Public Development Corporation:** Margo Wooley
- **New York Public Library:** Floyd Graham
- **Department of Transportation:** Ekkehart Schwarz
- **Transit Authority:** John Tarantino, Lester Grossman, Paul Katz
- **Port Authority:** Sheldon Wander, Ted Kleiner
- **Facilities Development Corporation:** Sarelle Weisberg
- **Urban Development Corporation:** Robert Gitlin
- **Army Corps of Engineers, New York District:** Isabelita Huerto
- **Army Corps of Engineers, North Atlantic Division:** Barry Saltsberg

New York City Board of Education

- Very pleasant to work with. Knowledgeable personnel who relate well to consultants. Review turn-around very slow. Payments are slow.

New York City Transit Authority

- Too many employees are involved in the design process. Critical decisions are held up and comments, when they come, are almost always too late to meet deadlines. Projects do not move smoothly.

- Agency is very difficult to deal with. Their interdepartmental communication is very bad. Decisions are very difficult to obtain. Comments requested generally take more time than the agreed turn-around period. Payments are always late.

- Agency is so uncoordinated that their left hand doesn't seem to know what the right is doing. Protracted pay/invoice cycle.

New York City Health and Hospitals Corporation

- Too much red tape and paper work. Heavy bureaucracy. Cooperative and knowledgeable project coordinators and managers. Good liaison with users, helpful in defining users program. Slow in paying.

New York State University Construction Fund

- Very cost conscious, sometimes to the detriment of the users (students and faculty). Not difficult to deal with.

- Key people are architects familiar with procedures in architectural offices. In some cases the program is not well defined, leading to extensive meetings with users. On small projects, design manual requirements are equivalent to 80 percent working drawings.

- Well organized. Once defined, which may take several meetings, program is very clear. Their methods of updating and identifying latest program are simple. Directions are timely and helpful. Scope of work for Schematic and Design Manual phases

substantially exceeds the percent of fee payable on approval. Tend to "low ball" construction budget. Project coordinators seem overworked and often not available, but always return calls promptly.

General Comments

Some general comments received are also important to state in this article because they reflect a willingness on the part of architect-consultants to give constructive criticism and to enlist the cooperation of public agencies to achieve good design. Among the most important are the following quotes:

- Public agencies tend to treat all projects the same administratively, regardless of size and complexity. This is a managerial burden that small projects cannot support, resulting in consultants accepting small commissions as an accommodation to the agency in the hope of landing a larger project in the future. When this doesn't happen, resentment is generated.

- Contracts are often unclear with many "weasel" clauses that are used by project administrators to extract extra or unanticipated work from the architectural consultant.

- Some agencies establish tight (sometimes unrealistic) design schedules, for the consultant, yet they take an inordinate amount of time to perform their own functions.

- Too frequently neither the time nor the fee is adequate for the schematic and preliminary phases, although the requirements are very demanding. If the project is halted or abandoned, the architect-consultant suffers substantial losses.

- It is difficult in many agencies to get contracts approved and to go through the bureaucracy smoothly. Sometimes it is impossible because of their insensitivity to consultants' problems, such as the uninsurability of clauses requiring the consultant to handle asbestos removal.

- In contract negotiations, some agencies delegate those duties to individuals with an overdeveloped and misguided sense of protecting public funds from the clutches of architects. Such attitudes tend to delay and sometimes to prevent the achievement of agreements that are fair and equitable and that enable consultants to provide services of unquestioned professional excellence.

The public sector agencies are good clients whose daily contact with outside architects is as good as the quality of their staff, which in turn is as good as the quality of the leadership at the top. In this respect public agencies are not different from private firms. They must attract quality personnel who are attuned to the pulse of the marketplace and who know the workings of the real world. They need professionals of the highest caliber who have done or are capable of doing what they demand of their consultants. In fact, and this might sound like treason, I believe that those agencies who have good leadership and produce some of their work in-house have a greater understanding of the workings of and relate better to private offices. When their leadership is wise, they do not have an adversary attitude but work with the private practitioner for the common goal of seeking "ways of improving the product of the design process."

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