

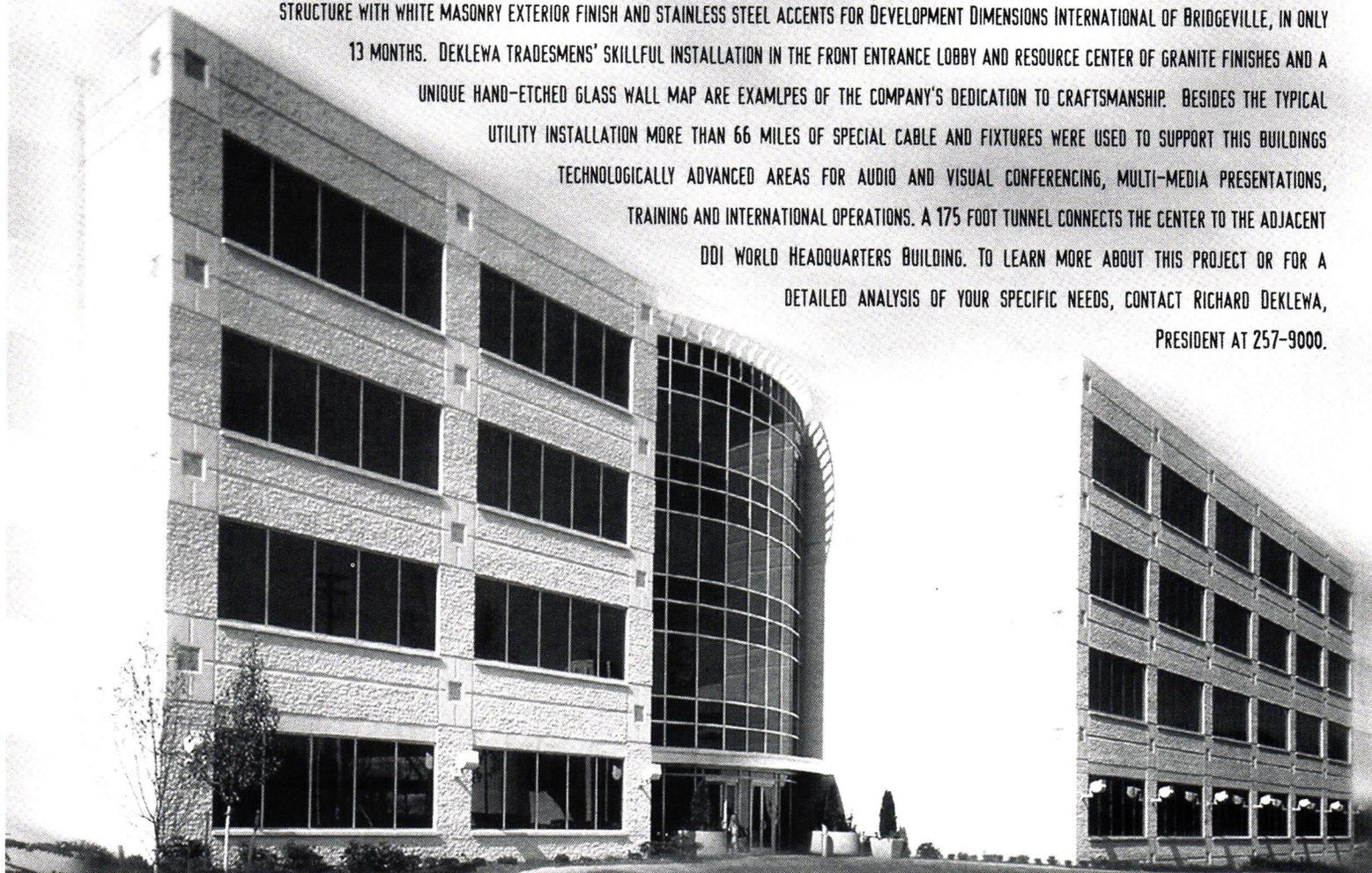
C O L U M N S





DEKLEWA DEVELOPS A NEW DIMENSION

THE RECENT COMPLETION BY JOHN DEKLEWA & SONS, INC. OF THE NEW CENTER FOR ADVANCED LEARNING AND ASSESSMENT TECHNOLOGY SIGNALS ANOTHER MILESTONE IN THE CONSTRUCTION FIRM'S LONG HISTORY OF PROJECTS FOR HIGH PROFILE CLIENTS. DEKLEWA CONTRACTORS ERECTED THIS "STATE OF THE ART" FOUR STORY STEEL FRAME STRUCTURE WITH WHITE MASONRY EXTERIOR FINISH AND STAINLESS STEEL ACCENTS FOR DEVELOPMENT DIMENSIONS INTERNATIONAL OF BRIDGEVILLE, IN ONLY 13 MONTHS. DEKLEWA TRADESMEN'S SKILLFUL INSTALLATION IN THE FRONT ENTRANCE LOBBY AND RESOURCE CENTER OF GRANITE FINISHES AND A UNIQUE HAND-ETCHED GLASS WALL MAP ARE EXAMPLES OF THE COMPANY'S DEDICATION TO CRAFTSMANSHIP. BESIDES THE TYPICAL UTILITY INSTALLATION MORE THAN 66 MILES OF SPECIAL CABLE AND FIXTURES WERE USED TO SUPPORT THIS BUILDING'S TECHNOLOGICALLY ADVANCED AREAS FOR AUDIO AND VISUAL CONFERENCING, MULTI-MEDIA PRESENTATIONS, TRAINING AND INTERNATIONAL OPERATIONS. A 175 FOOT TUNNEL CONNECTS THE CENTER TO THE ADJACENT DDI WORLD HEADQUARTERS BUILDING. TO LEARN MORE ABOUT THIS PROJECT OR FOR A DETAILED ANALYSIS OF YOUR SPECIFIC NEEDS, CONTACT RICHARD DEKLEWA, PRESIDENT AT 257-9000.



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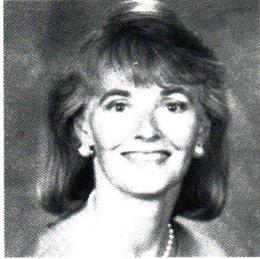
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GENERAL CONTRACTORS BUILDING SUCCESS

Eat This Root

by Cheryl Towers



"As architects, we have to do a better job of designing cities, not just buildings." — RICARDO

LEGORETTA, FAIA, AIA 2000

GOLD MEDAL WINNER

Sally Mizerak and I had the pleasure

and challenge recently of teaching a group of Russian women the fundamentals of participative planning, American style. The pleasure came from the energy and enthusiasm of working with these highly intelligent and dedicated leaders who are facing unbelievable odds. The challenge was that none of the women spoke English and we don't speak Russian, save the occasional "da" and "nyet". Sally was able to toss in "good morning", thanks to a trip to Moscow five years ago with the same Magee Hospital program, but that was the extent of our language proficiency.

U.S. State Department translators did a masterful job, especially in the breakout groups (we taught by leading the participants through a mock planning session). My group became quite animated at one point, and I wasn't certain if they needed intervention. Seeing my puzzlement, they sent a message through the translator: tell her not to worry, we're just having ideological differences. They were laughing, so I moved on, although I never did figure out what "ideological differences" meant.

At the end of the morning, we asked the group how they felt about the process. We were very unsure as to what the reaction would be because planning under the Soviet system was anything but inclusive, and the concept of volunteerism equalled conscription. They told us this process was similar to methods used in Russia, but far more emotional. One woman who spoke a bit of fractured English reported, "Is good, this emotion." As Sally commented, just because people don't show their emotions doesn't mean that they don't have them.

Driving back to the office, I was reminded of an interview with Ricardo Legoretta, FAIA, the AIA 2000 Gold Medal winner, that had aired on PBS' *The News Hour* the previous evening. Legoretta is an engaging man who brings creativity, passion and Latin sensibilities to the profession. His use of color and texture is wonderful. He touches emotions and we respond, whether we think of ourselves as emotional or not. He also made a comment midway through the interview that has special relevance to Pittsburgh: "As architects, we have to do a better job of designing cities,

not just buildings." AIA has chosen well, and as our Russian friend said, "is good, this emotion."

Thinking about the importance of touching emotions brings me to another matter, the search for an appropriate sobriquet for today's Pittsburgh. I read recently that someone has suggested Steelicon Valley to signify our heritage and our future. It all started in California's Silicon Valley, of course, but has drifted to ridiculous extremes, a freshet of terms flowing from civic boosters eager to capitalize on their region's high tech growth. Virginia has adopted the Silicon Dominion — maybe I've been watching too much Star Trek, but that one leaves me in orbit. My favorites to date are a toss up between the Silicon Sandbar (Cape Cod) and the Silicorn Plain (Iowa). None, though, do what I think they need to, and that is capture the emotional appeal of an area. Somehow it's all just...silly.

Finally, a thank you from all of us to those of you who have made so many encouraging comments lately about *Columns*. November's film and architecture cover story seemed to engage many of our readers, as did Bob Bailey's discerning of Abbot Suger, and the architectural time line in January. In return for your support and for the honor of working with the Russian healthcare officials, I offer this concluding thought. It originally came through Bill Metzger's daily email funny (that's SmilinByll to the cognoscenti):

The History of Medicine

- 2000BCE: Here, eat this root.
 1000 AD: That root is heathen. Here, say this prayer.
 1850 AD: That prayer is superstition. Here, drink this potion.
 1900 AD: That potion is snake oil. Here, swallow this pill.
 1940 AD: That pill is ineffective. Here, take this antibiotic.
 2000 AD: That antibiotic doesn't work anymore.
 Here, eat this root.

The relevance to architecture?

- 2000 BCE: Here, live in this cave.
 (Supply your own intervening residential alternatives)
 2000 AD: Here, live in this earth sheltered house!

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On the cover: Chapel of the Assumption, Caritas Christi, Motherhouse of the Sisters of Charity of Seton Hill. Design by Ruprecht Schroeder Hoffman Architects. Photo by Blackman and Bell Photographers.

AIA Pittsburgh serves 12 Western Pennsylvania counties as the local component of the American Institute of Architects and AIA Pennsylvania. The objective of AIA Pittsburgh is to improve, for society, the quality of the built environment by further raising the standards of architectural education, training and practice; fostering design excellence; and promoting the value of architectural services to the public. AIA membership is open to all registered architects, architectural interns, and a limited number of professionals in supporting fields.

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A View from the Other Side by Anne Swager

At the beginning of every gym class

in grade school, we lined up tallest to shortest. As the shortest and skinniest child in the class, I was the last in line. The class was divided into teams picked by classmates and I was most often the last one picked. While I had an overabundance of guts and willingness to get into the fray, this never made up for my obvious lack of physical talent. Being chosen, of course, didn't always revolve around merit. Some girls got routinely picked even though they always seemed to run from the ball because it might mess up their perfect "Page Boy" haircuts. Admittedly, their long flowing locks looked better than my often misshapen "Pixie" but I wasn't afraid of the ball. During my teenage years, I was grateful that girls never asked boys out on dates. I'm sure my fragile ego never could have taken the rejection of some kid saying no. Sporting longer hair, I got asked out and went out with more than my fair share of nerds because I was afraid of hurting their feelings if I said no.

While dear old Mom would surely expound on how these early rejections form character and make you the strong person you have become, frankly, I'm glad I don't have to regularly go in front of a group of relative strangers over and over again to get a job. This isn't to say that I don't face my fair share of rejection, but unlike you, I have the advantage of a steady workflow that is lying in wait for me every morning. In my recent work with the Riverlife Task Force, I've been able to witness this phenomenon up close and personal from the other side.

Realizing our potential as a river city is a huge design problem. It involves planning for the future, acknowledging what is already there, what has to stay and what is being built. I've been deeply involved in the QBS process that is being used to select a design/planning firm for the riverfront plan. I've been pulled into discussions about what is already

designed or partially designed for the riverfront or the neighborhood nearby. All of these encounters, winning or losing, acceptance or rejection, involve deeply committed, bright people who often do not understand many of the fundamentals that dictate how architects work.

I am left wondering how architecture can be one of the most trusted and respected professions when so many potential clients do not understand how you solve *their* problem or what your responsibility is to them. Perhaps the answer is in the paradox. Because you are so highly respected (kind of a demi-god status), it is assumed that you have a "one-stop" design to fulfill all needs and answer a variety of programs for the same space. As our ad campaign so loftily says, architects build on the client's vision. It is when the client has many heads that the real games begin. In the passionate world of redesigning a city, it is often difficult for the public to understand your loyalty to your client when they feel it goes against the public good. Suddenly, this notion of working for your client becomes the very stick that hits you over the head. Lest I sound too glum, changing perspectives is an ongoing and constant process. A number of you have been brought into the Riverlife Task Force efforts just for that purpose.

While I don't have any pedestals on which to put you, I do marvel at your patience, energy, and tact when I see you in trying circumstances. The design firms that submitted qualifications put together thought provoking, professional submissions on short notice. Those of you caught in the maze of "how many groups need to weigh in on my plans" have unfailingly taken your time to explain your approach and justify your solution. I've gained a new respect for the extra hours that are chalked up to marketing and public relations. I'm also seeing a more realistic level of understanding on the other side. A small step, maybe, but all part of the long dance to a better city with a more respected and maybe even revered design community.



All of these encounters, winning or losing, acceptance or rejection, involve deeply committed, bright people who often do not understand many of the fundamentals that dictate how architects work.



AIA Pennsylvania Elects Leaders for 2000

Alan Weiskopf, AIA was elected president of AIA PA while **Gwen W. Dakis, AIA** continues in the office of treasurer.

NCARB Offers Uniform Applications and Online Forms

Registered architects may now obtain registration instructions and submit transmittal request forms for 36 U.S. jurisdictions and 10 Canadian provinces at the NCARB web site (www.ncarb.org/forms/req/tran.html). Also, 17 states have adopted the "Uniform Application" for registering architects, making it possible to use the same form for each of those 17 states.

Banners Enhance Cultural District

The Pittsburgh Cultural Trust commissioned Agnew Moyer Smith to design a series of colorful banners that now hang throughout the Cultural District to celebrate the arts organizations and galleries that make their home there. Look for AIA banners along Penn Avenue on the south between Seventh and Eighth Streets, on the north side between Ninth Street and Garrison Place, and on the south side between Garrison and Tenth Street.

Eames House Celebrates 50th anniversary

Throughout the year 2000, the Eames Office and family are planning several activities to celebrate the 50th anniversary of the Eames House in Los Angeles, created as Case Study House #8 for the Arts and Architecture Case Study House program. For more information visit the web site at www.eamesoffice.com.



letters to the editor

■ I am perplexed after reviewing Ed Shriver's opinion on the Fifth and Forbes development, especially written as a representative leader of the architectural community. It is disconcerting that as a principal architect whose firm is now engaged in a major renovation that will ultimately help define the "tapestry" of Pittsburgh's re-emerging urban retail district, Mr. Shriver found destroying a landmark interior for a private client an acceptable solution. It is also disconcerting that he places the onus on the city to "...preserve our architecturally significant buildings," and "maintain the city's special spirit", while not shouldering that responsibility for the Lord & Taylor project.

The City does have a responsibility to its citizens to engage in an inclusive comprehensive process that relates to long term objectives to promote Pittsburgh's potential. It should be a similar process for all development – especially in a sensitive, livable environment like Pittsburgh. We rely on AIA for balance – I think balance was lost by the local AIA leadership on this.

Jason A. Fournier, AIA

(Editor's note: Mr. Fournier's letter was edited for length. Mr. Shriver's column appeared in the December 1999 issue and reflects the view of AIA Pittsburgh's board of directors as expressed in a longer, unpublished opinion piece. Mr. Shriver responds that he "is in full agreement regarding the City's responsibility to engage in an inclusive comprehensive process where significant public monies are involved.")

■ I would like to correct an apparent error in attribution regarding the design of Point State Park (December 1999 Design Awards issue).

According to copies of contract drawings for the project presently housed in my office, the contract documents dated Oct. 22, 1963 for the design of the Park were prepared by Charles M. and Edward Stotz, Jr., Bessemer Building, Pittsburgh, PA. The firm of "Stotz, Hess, and MacLachlan" was apparently the successor to the Stotz brothers, and "MacLachlan, Cornelius and Filoni, Inc." the successor to that firm. I am unaware as to the date the Stotz brothers entered the legal relationship with Hess and MacLachlan.

I realize that these comments may seem picky, but I am involved in the major capital project involving significant renovation, restoration, and additions to the Fort Pitt Museum through the Commonwealth of Pennsylvania (DGS), and the Pennsylvania Historic and Museum Commission (PHMC). They are very particular as to the proper attribution of design credit. The architect/engineer of record for this work was Charles M. and Edward Stotz, Jr.

Roger A. Weaver

(Editor's note: We regret the error. The printed information was provided on the Design Awards submittal form. Mr. Weaver's letter was edited for length.)

Supercooled!

by Cheryl Towers

Exploring Glass and Architecture



PHOTO BY TIM ROHRICH

Our fascination with glass is tied to its mystery. It's malleable when heated, opaque or translucent, clear or colorful. It can be melted, bent, molded, cut, shattered, plated, coated, glazed and tempered. And most puzzling, it's not really a solid at all, but a supercooled liquid. Visit any historical site with old glass windows and that property is obvious – the panes are thicker at the bottom than at the top. Liquids seek their own level, and that level is *down*.

The ancient Romans used glass for windows, but glass was not used as a building material until greenhouses and conservatories were constructed such as those at Versailles (17th century) and Kew (18th century). Vast vaults and domes supported by metal framework made an appearance in the 19th, most famously in such examples as the Crystal Palace (London), Paddington Station (London), and Les Halles (Paris). The evolution of the glazed curtain wall led to continuous glass facades made famous by the likes of Gropius, while Mies clad skyscrapers in glazed glass and Philip Johnson designed his glass cube house.

Glass materials have proliferated from glass blocks and tubing to tinted solar, triple paned and a host of other insulating and solar products. PPG Starfire™ is featured in Alcoa's Corporate Headquarters by The Design Alliance, for example. Huge expanses of bent glass are manufactured locally and used in numerous high-end architectural products. TRACO provided more than 40,000 S.F. of bent glass for the Louisville Airport, while Frank Gehry, FAIA used Standard Bent Glass Corp.'s product in his design for the Condé Nast headquarters in New York. Glass is also used as a safety feature when rated as fire resistant, such as TGP's technical glass products.

Glass is used by architects for many reasons, its ability to admit light and its potential beauty chief among them. We present these projects as fine examples of the use of a remarkable material.

PROJECT: John E. Waldron Campus Center at Gannon University

FIRM: WTW Architects

PROJECT ARCHITECT: Hank Colker, AIA

WINDOW DESIGN: John Vahanian Studios

CONTRACTOR: Building Systems, Inc.

During the design of the John E. Waldron Campus Center for Gannon University, Gannon commissioned John Vahanian Studios to design a stained glass window for the Center's entry area. John Vahanian and WTW collaborated on the window's design. The design features celebratory colors and an aluminum grid work that anchors the window within the context of the Center. The stained glass design captures the "blossoming of knowledge" through its flames and evocative shapes that erupt upward from the bottom of the window, and imbues the entry area with a sense of purpose and celebration of learning.

This article is the first in a series throughout 2000 that will highlight the use of materials.

PROJECT: Chapel of the Assumption, Caritas Christi, Motherhouse of the Sisters of Charity of Seton Hill (1999)

FIRM: Ruprecht Schroeder Hoffman Architects

PRINCIPAL IN CHARGE: Richard H. Hoffman, AIA

PROJECT ARCHITECT: Joel C. Cluskey, AIA

PROJECT TEAM: Lizette Rios-Williams, Assoc. AIA, Robert K. Miller, AIA, Keith Andrekyo, AIA, David E. Noss, AIA

INTERIOR DESIGN: RSH Interiors

GENERAL CONTRACTOR: John Deklewa and Sons, Inc.

STAINED GLASS RESTORATION: Renaissance Glassworks

ORIGINAL WINDOW DESIGN: Sister Mary Francis Irvin, S.C.

Stained glass windows were salvaged from old Assumption Hall and Chapel when that building was demolished in 1997 and, upon recommendation by the architect, incorporated into the new chapel. The windows were originally designed in 1950 by Sister Mary Francis Irvin, S.C. who was then a graduate student at the Cranbrook Institute. The glass is hand blown, arranged in a field of translucent blue-green hues interspersed with primary colors and painted religious symbols.

The challenge to the architect was to incorporate this existing stained glass while providing natural light and ample views to the exterior. In addition, there were concerns about introducing glare from sunlight due to north, east and south facing windows.

The curtain wall supports large panels of insulated glass composed of tinted gray and low-e glass. Direct sunlight is shaded by the glass type and a translucent fabric shade system with recessed automatic operators at the east and south facing windows. Within these large panels, a composition of stained glass and mullions was created, inspired by the Mondrian style of the original stained glass panels. An aluminum extrusion by the Caff Company was chosen to create the assembly. The stained glass panels were installed in select openings of the framing while the other rectangular sections remained empty and transparent. A custom extrusion was designed to fill in the blank rabbit at the empty sides of the "T" and "L" sections and was snapped in, thereby providing a rectangular mullion section. The aluminum frames were anodized in the champagne color of the curtain wall system and then shop fabricated. Joints were welded on the inside, thereby providing very clean, rigid connections.

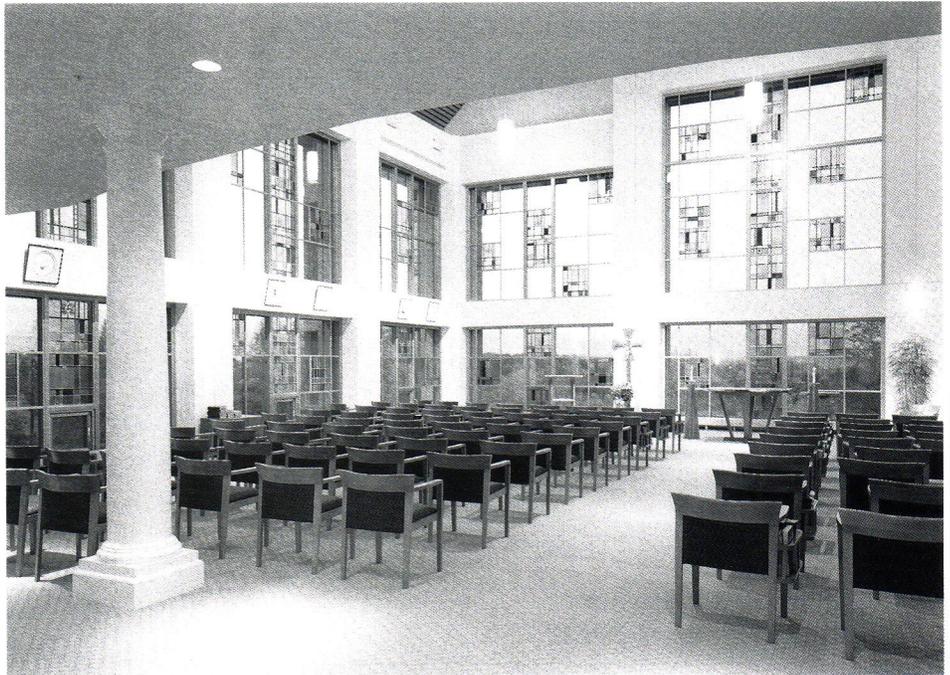
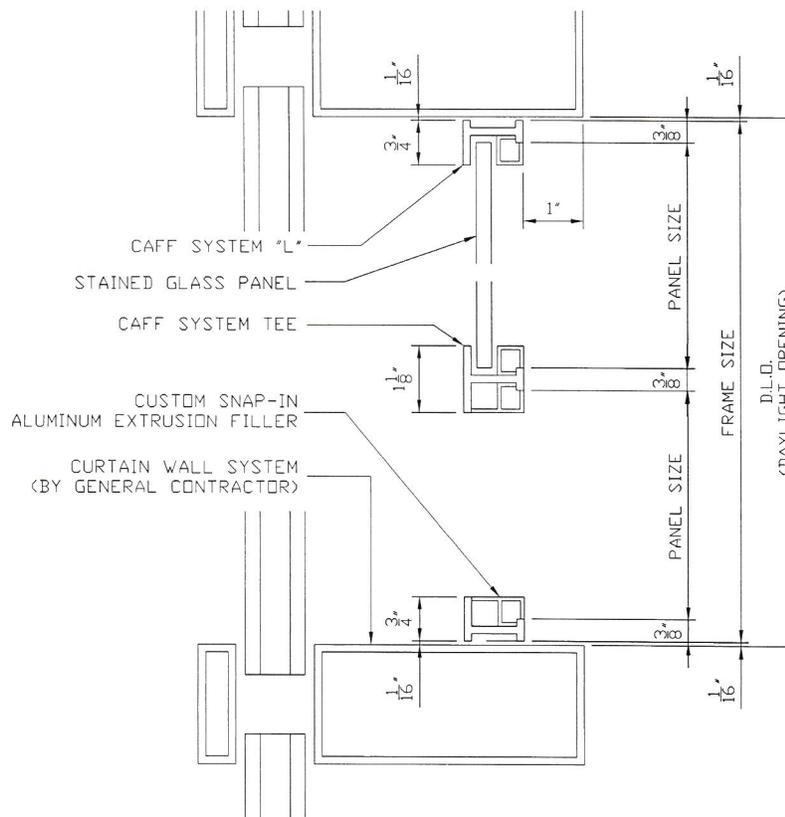


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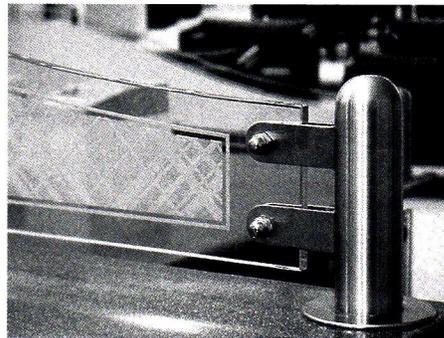
PROJECT: WHY Technology Center (1999)

FIRM: Burt Hill Kosar Rittelmann Architects

PROJECT ARCHITECTS: Michael Oei, AIA; Senior Designer: Adrienne Carruth

CONTRACTOR: L.F. Driscoll

The Center reflects the desire of its president to incorporate advanced digital technology, promote more interactive community involvement and position the stations for more effective marketing and recruiting. Located on Independence Mall in Philadelphia and conceived as a giant laptop screen articulated in a transparent glass skin, the building is the first to be constructed on the Mall expressly for the technology of the new century. A glass wall articulated with thin mullions tilts beneath the roof overhang. Manufactured by Schott, this is believed to be the world's largest installation of non-reflective glass.



PROJECT: Hunt Library Circulation Desk Renovation/Carnegie Mellon University (1997)

FIRM: Lami • Grubb Architects

PRINCIPAL IN CHARGE: Suzan Lami, AIA

PROJECT ARCHITECT: Julie Reker, AIA

GLASS MAKER: Williams Stained Glass

CONTRACTOR: Volpatt Construction

Glass was instrumental in the success of this project, which brought the Library's main circulation desk into the technology age. Wood and glass window walls were used throughout the interior; the window walls were refinished, reglazed and reused in the new desk area to lend a more original look. Curved glass panels were incorporated to hide the unattractive rear of the countertop computer terminals and divide each checkout station. These panels were treated with a double etching process and the CMU plaid translated into clear and translucent bands. A light overall etching was added on top of the pattern to increase the panels' hiding ability while still allowing the design to "read". The firm also designed stainless steel mounting pins and posts to hold the panels on the solid surface counter top.

Thick decorative glass panels were created for the face of the circulation desk area and etched with the same CMU plaid design on a larger scale.

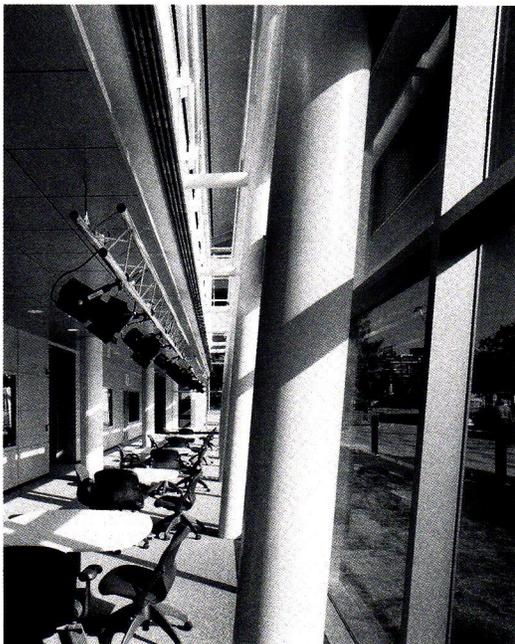
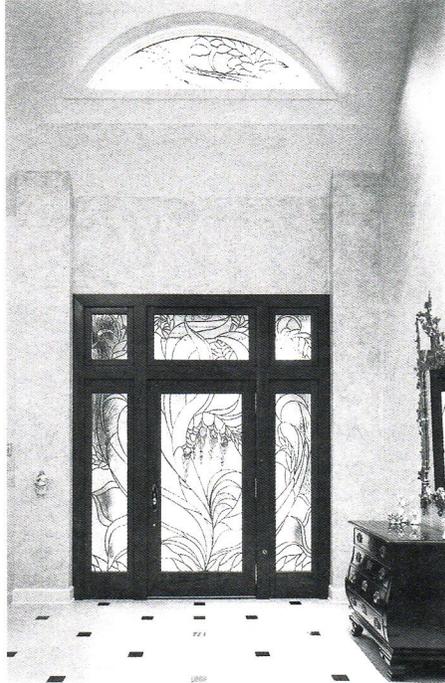
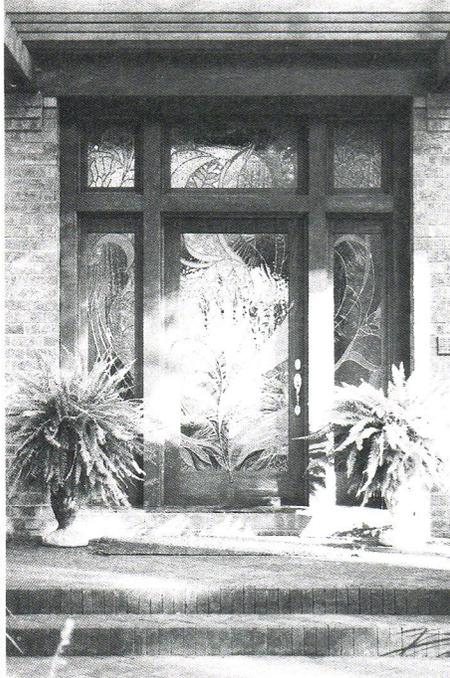


PHOTO © MATT WARGO



PHOTOS BY HARVEY BUTTS

PROJECT: **Residence (1994)**

FIRM: **Studio DeLisio Architecture & Design**

PROJECT ARCHITECT: Deborah Elliott

FABRICATION: Carol Page/Rex Glass

The architect and client envisioned a significant stained glass entry from the beginning of the project. The design was driven by the owner's close connection to the property and surrounding woodlands, resulting in an elaborate floral design. The use of different patterns and textured glass pieces bolsters the overall image, even though the panels break this image into six pieces. Color is only used in the middle door panel. Movement of the door resulting in movement of the glass presented a technical challenge that was overcome by reinforcing the wisteria design with zinc rather than lead jointing. In addition, copper rod was incorporated into the stem portion of the design and installed on both sides of the door. A hole was then drilled through the rods and glass to connect them and provide stability, a technique often utilized in restoration of old glass.

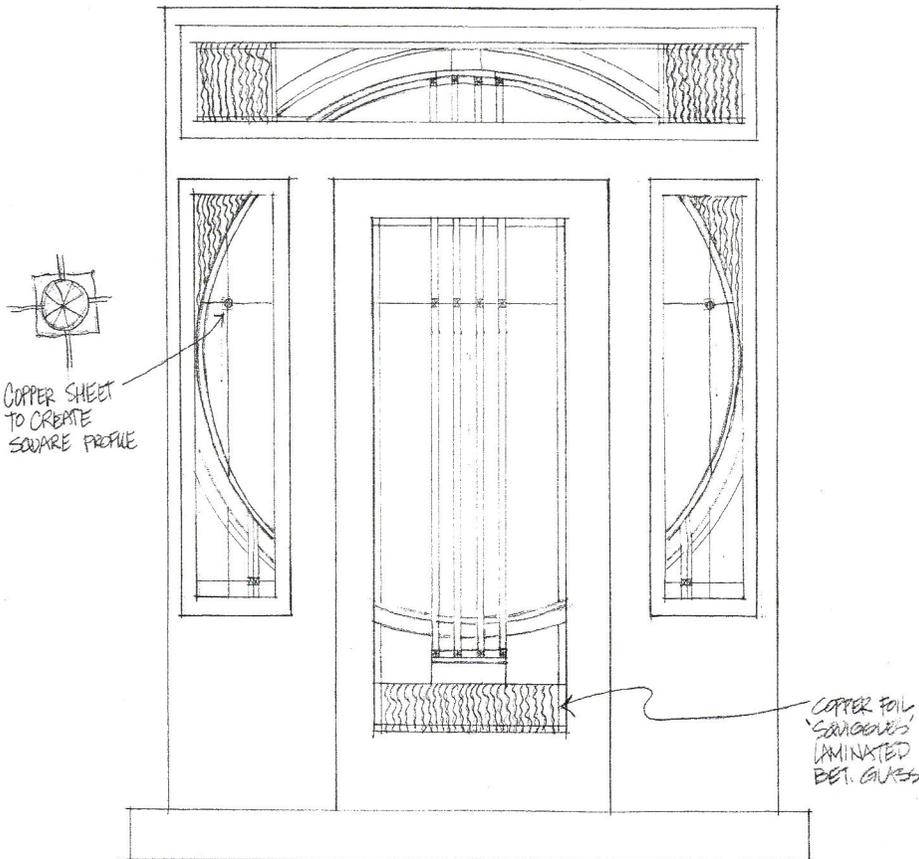
PROJECT: **Residence (1995)**

FIRM: **Studio DeLisio Architecture & Design**

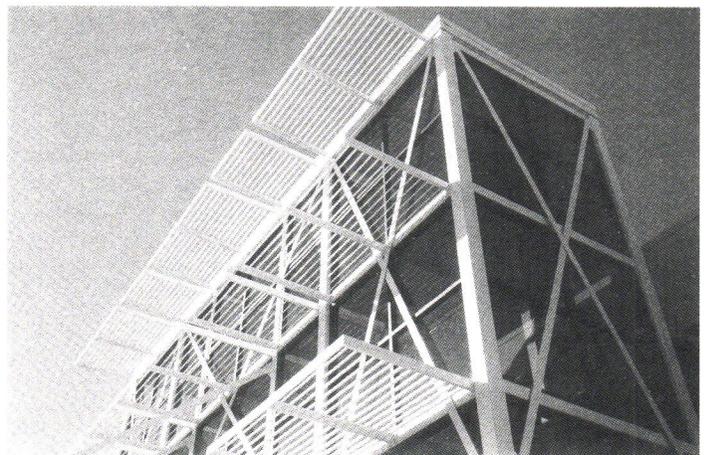
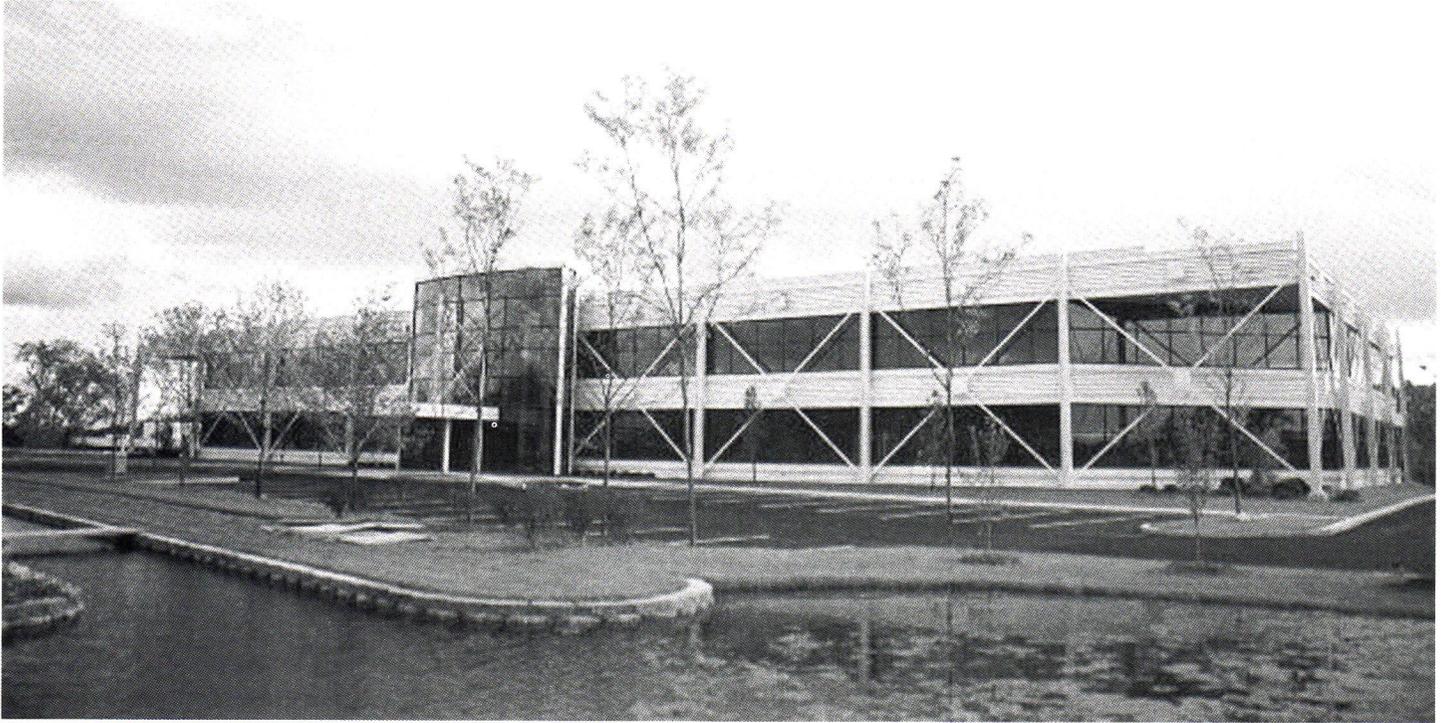
PROJECT ARCHITECT: Deborah Elliott

FABRICATION: Carol Page/Rex Glass

The door and window were replacements for existing apertures in a Mt. Washington residence. Most notably, copper foil "squiggles" were laminated between plates of glass to create an interesting decorative effect.



FRONT DOOR GLASS DESIGN



**PROJECT: Tech Office Buildings 6 & 8
Penn Center West (1999)**

FIRM: Gardner + Pope Architects

PRINCIPAL IN CHARGE: Gary Gardner, AIA

CONTRACTOR: Jendoco Construction Corporation

Both buildings were designed to appeal to high density, rapidly evolving high tech companies, and both provide state of the art building systems that allow for maximum flexibility and occupant comfort. Decisions relating to building systems were carefully considered for sustainability. The architects served as team leader of a

research project with Carnegie Mellon University to perform energy modeling to compare a conventionally designed building against numerous proposed options. Green design features include enhanced daylighting capability using high performance glazing, exposed structure for interior spaces to encourage landscape or virtual office planning components, and on-site collection and reuse of water run-off.

The building was selected by the US Green Building Council as one of twenty-five projects in the nation for Pilot Project status to be studied by the USGBC.



▲ ABOVE

PROJECT: **St. Clair Hospital Mammography Department (1990)**

FIRM: **Valentour English Bodnar & Howell**

Project Architect: Steve Kurpiewski, AIA

Glass Fabrication: Emerald Art Glass

Contractor: Waller Corp.

This glass partition wall in the reception/waiting area separates the staff workspaces from the public while providing a pleasing backdrop for the receptionist. The cloud pattern that is sandblasted into the glass is repeated in smaller windows throughout the suite of offices and examination rooms.



◀ LEFT AND TOP LEFT

PROJECT: **MRI Facility/Wilksburg, PA (1986)**

FIRM: **Valentour English Bodnar & Howell**

PROJECT ARCHITECT: Steve Kurpiewski, AIA

GLASS FABRICATION: D'Lubak Studios

CONTRACTOR: Cost Construction

A free form, structurally glazed glass window wall system forms the exterior walls for the waiting room, offices and other "people" spaces for this medical facility. The curved glass is a contrast to the orthogonal geometry of the masonry walls that forms the remaining structure.



PHOTO COPYRIGHT 1995 ED MASSERY

PROJECT: **Lights for private residence (1999)**
FIRM: **Kathleen Mulcahy/Ron Desmett, glass artists**

The three tusk-shaped blown glass lamps (previous page) are each 43" long and 10" wide. The luminescent quality comes from the many layerings of powdered white enamel melted into the surface of the glass, and the deep blue is threaded and pulled over the colors. Kitchen lights are shown (far left).



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PROJECT: **Lights for Casbah Restaurant (1994)**
FIRM: **Kathleen Mulcahy/Ron Desmett, glass artists**

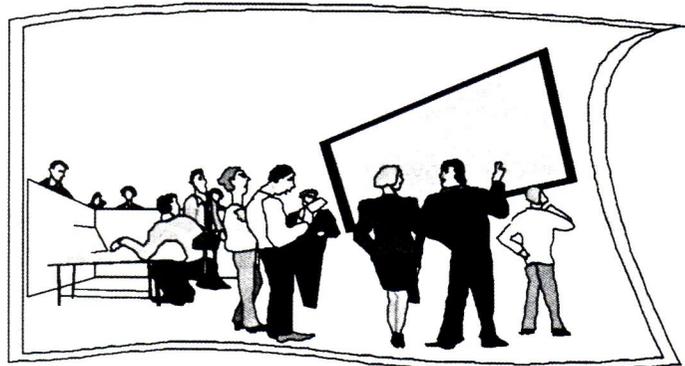
The lights (previous page) are handblown; the lamp fixtures and combined armature are forged steel.

The lights over the bar are 14" long by 5" wide. The artists created a "Casbah mix" of colors for the lights that were made of spice tones, warm reds, gold topaz, beige, opal oranges and a hint of green. Each form is threaded with color and placed in a rib mold and twisted to create a spiral pattern.

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Success and Succession

Ensuring a firm's afterlife by Peter Piven, FAIA

Architects start firms for many reasons, including receipt of an unexpected commission, desire for self-determination, economic betterment, design control, or even lack of a perceived viable alternative. Most new architectural firms are initiated when their founders are in their early-to mid-thirties. Although some founders have a sense of the kind of firms they would like to own and operate, most hit the ground running. Few develop strategic plans for the future, and even fewer think ahead to that future time, probably thirty years hence, that they will want or need to be concerned about their own retirement and the firm's successful succession beyond themselves.

Prior to World War II, succession beyond the founders was the exception. For architects who chose to be owners, the norm was to start a firm, practice as long as they were interested and able to do so, and then close up shop, whether voluntarily or involuntarily. So few firms succeeded beyond the first generation, many of their names are instantly recognizable: Shepley Bullfinch Richardson and Abbott, Holabird and Root, HLW (formerly Haines Lundberg and Wahler and before that Voorhees Walker Smith Smith and Haines), and SOM, to name a few.

Things changed. A new generation of firms emerged following the end of World War II. Although the great majority of firms continue to be modest in size, employing fewer than ten people, more mid-size (generally understood to be in the 11 to 50 range) and more large firms developed. Along with them, certain aspects of practice have become more common. Marketing and management, once anathema, became the norm and contributed to new understandings regarding the nature, extent and value of practice. Architects became more aware of the need for the successful succession of their firms, and its requisite transfer of ownership.

Why do owners transfer what they own to others?

• GROWTH

As firms grow in size, most find that they can not grow effectively only by adding staff at the bottom. They need to add principals at the top as well, particularly to secure and manage clients and provide necessary project and other internal leadership. (Although it is possible to employ professionals who enjoy, and are compensated for, principal-level responsibilities without having equity ownership, we will use the terms "principal" and "owner" interchangeably.) Firm growth spurs the need to expand ownership, either by elevating to principal status and transfer ownership to qualified candidates within the firm, or recruiting them from outside.

• EXPANSION

Similarly, firms that wish to expand either geographically, or in markets within a given geography, find that they can do so effectively only if such expansions are led by entrepreneurial professionals — those who can do what principals do.

• RETIREMENT

A significant change arises when principals begin to think about their own retirement or, equally importantly, about how to realize the (usually increased) value of the capital investment in their firms. Certain things become very clear at those junctures: 1) Unless they choose to liquidate their firms, and likely suffer the economic penalties that usually occur, retiring principals must see to the successful continuation of their firms. 2) The firm will not be able to continue successfully without (other) capable principals in place. 3) Without principals in place, there will be no one to whom to transfer (i.e. sell) ownership.

• NEW EXPERTISE AND LEADERSHIP

Firms lacking or needing new expertise and leadership, and not seeing such potential internally, frequently seek to import those necessary capabilities by bringing in new principal-level candidates and transferring ownership to them.

• CONTINUITY

Many architects who have developed viable practices

choose to have them continue beyond their own tenure in the firm, whether to ensure continued service to valued clients, a continued workplace for valued employees, or simply to have the "child" they created and which bears their name continue into the future.

What ownership transfer options foster successful succession?

• INTERNAL TRANSITION

Internal transition involves a selling owner's transfer of some or all of his ownership interest in the firm to another owner, or to a person in the firm chosen to become an owner.

The advantages of internal transfer include

- the opportunity to continue the firm as an ongoing entity,
- readily available buyers who have become enculturated in the firm's way of working,
- a reasonable financial return, usually in the range of 1.00 to 1.50 times accrual basis net worth,
- maintenance of effective control until the point that one's position is reduced to less than 50%, and
- probable maintenance of personal compensation and perks, subject to the establishment of a compensation and benefit arrangement that includes and is acceptable to the new owners.

The disadvantages of internal transfer include

- unavailability of suitable internal candidates,
- the need to begin sharing information and control, and
- the need to involve, foster the success of, and ultimately rely upon the contributions of others for the success of the firm, particularly regarding the ability to secure new work.

• RECRUITMENT OF A LEADER FROM OUTSIDE THE FIRM

When the firm does not have potential leaders in place, or the current owners do not see that potential, one alternative is to recruit such a person or persons from outside the firm.

The advantages of bringing in a leader from outside include

- the opportunity to continue the firm, if the transfer is successful, and
- potential redirection/rejuvenation.

The disadvantages include

- the risk associated with the need to deal with unknown qualities,
- the need to share information and firm governance almost immediately,
- the likely high levels of salary and perks that may be required to attract such a person, and
- the possible need to redirect the firm's marketing and project execution to accommodate the interests of the next leader(s).

There will likely be a need to provide compensation and benefits at the market-rate levels sufficient to attract and retain such a person. With a successful new leader in place, the current owner can reasonably expect to receive at least 100% of accrual basis book value, and possibly more for his ownership interest in the firm.

• MERGER WITH ANOTHER FIRM

If qualified candidates for ownership are either unavailable, or the conditions surrounding such a transfer are perceived to be excessively risky, the owner(s) may consider merging with another entity. In a "merger of interests", no cash is exchanged at the time of the merger. However, an owner interested in retiring creates the opportunity to redeem his financial interest in the merged company at a later date, probably at 100% of accrual basis book value.

Such a relationship has the advantages of a) providing for continuity of the firm, albeit in a new configuration, b) permitting the owner's eventual retirement and return of capital, and c) probably maintaining control of his own work. However, it would require the owner to a) begin working at a partner level in a basically unknown and untested relationship, b) begin sharing information, governance and control, and c) compromise on many issues, particularly those related to finances and

marketing without the certainty of eventual success.

• ACQUISITION

Where the need for securing or maximizing financial return is paramount, other options are deemed inappropriate or unlikely to be unsuccessful, or other issues unrelated to ownership become important (e.g., market expansion), owners may consider the possibility of selling their firms to another firm.

The advantages of acquisition by others include a) assurance of the firm's continuity, albeit in a different form, and b) the probability of higher personal return on equity, possibly in the range of 150 to 250% of accrual basis book value. The disadvantages, however, are significant and include a) immediate relinquishing of the control of the firm to others, b) living within the acquirer's financial and cultural frame while employed.

• LIQUIDATION

Although liquidation is an option, it is not an option that fosters successful succession. Nevertheless, failing any other reasonable way to plan for the continuity of the firm through ownership transfer, an owner can realize a portion of his investment by liquidating the firm.

The advantages of liquidation include

- the right and the responsibility to maintain control up to the point of liquidation, and
- maintenance of compensation and perks, within the economic capabilities of the firm.

Disadvantages include

- the probability of staff defections along the way and
- the significant negative impact on value: liquidating owners usually recover somewhere between 75 and 90% of the company's accrual basis book value.

Additionally, absent an ongoing concern to provide for follow-on insurance coverage, the owner will need to consider purchasing a liability insurance "tail" or assuming the risk of potential uninsured and unfunded claims.

What do firms need from their (new) owners?

Architectural firms need certain contributions from owners that they cannot reasonably expect to be provided by non-owners. Because they are of utmost importance to the success of the firm, and must be provided by the owners, they can be thought of as ownership *responsibilities*: capital, marketing, management, quality and leadership.

• CAPITAL

The owners are responsible for providing the capital necessary to initiate and operate the firm. Start-up capital is required at firm initiation for organizational expenses and initial operating expenses that are incurred and must be paid for before payment is received for services performed. Once up and running, the firm may require more capital to fund growth and to pay for ordinary operating expenses when collections fail to meet current needs.

• MARKETING

It is the owners' responsibility to secure the clients and projects that permit the firm to conduct its business of providing professional services. Although others may support the marketing and sales effort, ultimately it is the owners' responsibility to "feed the firm." Since the ability to market and sell is recognized as an important personal characteristic or learned ability, in some firms it is the single most important criterion for ownership. Since the firm can only do that which it gets/sells, marketing is the lifeblood of the firm. Those who can do it successfully are understood to be making a significant contribution to the firm's success and are frequently compensated accordingly.

• MANAGEMENT

The firm must be managed at the top. The owners must manage it to ensure that it exists tomorrow to fulfill the promises to its clients that it made yesterday. They must manage it so that it produces a profit sufficient to ensure the firm's bankability, competitiveness in the

marketplace and continuity. They must manage it to provide a financial return at whatever level they deem appropriate for their effort, investment and risk.

• QUALITY

The owners must establish the level of quality that, literally and figuratively, will stand for and represent them – design quality, technical quality and quality of service. The firm's completed projects will stand in the marketplace as proof of what the firm is capable of producing, a determination that cannot be left to non-owners. The firm's reputation regarding its relationship to its clients and others is of equal importance. Although implementation, review and control of quality may be delegated to others, it is the right and responsibility of the owners to establish the level of quality that must be achieved.

• LEADERSHIP

The owners must lead. They must provide the inspiration, direction and motivation necessary to move the firm towards the achievement of their vision for it. They do it by creating a vision and communicating it,

and by performing, setting examples, motivating, encouraging, mentoring and rewarding others so that they will perform in ways that move the firm towards the vision the owners have for it.

In turn, owners need certain things from the firm and from each other. From the firm owners need recognition, internally and externally; participation in decisions affecting the firm's and the individual's future; control over one's work and how one does it; principal-level compensation, benefits and perks; and equity growth. From each other owners need shared values; professional respect; trust; compatibility and commitment.

What should professionals, young or old, do about succession?

These understandings are crucial:

1. Whether or not to have the firm succeed one's own involvement is a personal choice, with important consequences for either path.

2. If succession is the choice, for any or all of the good reasons that apply, it must be planned.
3. Growth generally requires expanding leadership at the top, as well as staffing at the bottom.
4. Since the best opportunities to transfer ownership are internal, the owners must take care to develop their future successors.
5. The owners must understand what the firm needs from its owners and establish criteria that ensure the firm will get what it needs from the ownership group.
6. Employees who see themselves as potential owners should understand the responsibilities of ownership (i.e., what they will have to do as owners), and the criteria that the current owners will apply to the consideration.

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If you would like to comment on your firm's succession strategies, please send them to Editor, Columns, 211 Ninth Street, Pittsburgh, PA 15222 or email to cheryltowers@mizeraktowers.com.

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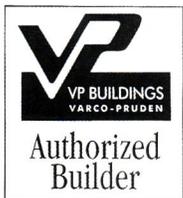
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From the Firms

→ East Liverpool (OH) City Hospital has engaged **Burt Hill Kosar Rittelmann Associates** to prepare a feasibility study for the addition of a cardiac catheterization suite.

Edge Architecture is designing alterations to the Homewood ECI Child Care Facility. The general contractor is Repal Construction Co., Inc.

Hayes Large Architects has been awarded health care projects by Lewistown, PA Hospital; Fulton County Medical Center (McConnellsburg, PA); Garrett County Memorial Hospital (Oakland, MD); and Windber, PA Medical Center. The firm has also been awarded the contract to design a new high school for the Oxford, PA Area School District.

P. Scott Moore, AIA is the architect and Med-Builders the general contractor for the MRI/Diagnostics Suite Expansion at the Jeannette (PA) District Memorial Hospital.

Dick Corporation's International Division has been awarded a \$37 million design/build contract for the San Juan, Puerto Rico Water Transmission and Distribution System Improvements Projects, and will also construct 223 single family homes to replace homes destroyed by Hurricane Georges in 1998. The Heavy/Industrial Division will build a new combined cycle power plant in Joliet, IL.

GAI Consultants, Inc. is now providing land surveying services in addition to engineering consulting.

Business Briefs

→ **Perkins Eastman Architects** has expanded its professional staff to include Tom Bartnik, Sean Beasley, Vinson Blanton, Nathan Burdette, George Girgis, Canard Grisby, Allison Hale, Zac Jones, **Cyntiha Macshane, AIA**, Dennis McGaughey, Rowana Parker, Tom Pierce, Rick Rebottini, Jeff Schmitt and Jason Strausser, who will provide architectural, planning, interior design, and construction management services.

Rick E. Avon, Jr. has joined the Pittsburgh office of **Weber Murphy Fox, Inc.**

Burt Hill Kosar Rittelmann Associates named 15 new associates in the Pittsburgh and Butler offices: Timothy R. Beggs, Tomas Bulisek, Tammy A. Moletz, **Michael R. Preston, AIA**, **Alexander K. Wing, AIA**, Eliza Smith Brown, Robert A. Butorac, Robert J. Deffenbaugh, Thomas Demko, Douglas G. Ellsworth, W. Jeffrey Funovits, Richard E. Gazda, **Robert H. McClintic, II, AIA**, **Stephen G. Ponter, AIA**, and George W. Weichey.

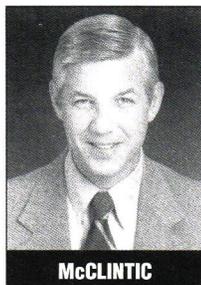


PRESTON



WING

LDA – L.D. Astorino Companies hired Thomas B. Harkins as a CADD coordinator and Laurel A. Pellis as a business development coordinator.



McCLINTIC



PONTER

Ross Schonder Sterzinger Cupcheck, PC has added **James C. Radock, AIA** as an associate.

Benton L. Rudolph, AIA has been named North Central regional director of **Baker and Associates**.

Matt Fineout has joined **Pfaffmann + Associates**.

Environmental Planning & Design welcomed Andrew J.G. Schwartz, James B. Miller and Susan M. Simmers as principals.

Anthony G. Poli, AIA is now manager of the Pittsburgh office of Quad Three Group, Inc.

The Design Alliance promoted LeRoy J. Frederick, principal in charge of facilities management services, to shareholder; Daniel J. Delisio was promoted to principal.

Gerald J. Pitzer was named vice president – contracts, risk management and training of GAI Consultants, Inc.

R. M. Gensert Associates, Inc. Structural Engineers named David R. Simpson as vice president.

Jeffrey A. Anderson, AIA has rejoined Mistick Construction as vice president of construction.

Matthew K. Pfennig has joined the professional staff of **WTW Architects**.

Insurance Restoration Services recently named Jeff Biery as project manager and Kellie Guldin as business development manager.

Kudos

→ Bessie M. Kinsner Elementary School, Overland, KS was featured in the 1999 *American School & University Architectural Portfolio*. The school was designed by **Hayes Large Architects**.

The Master Builders' Association honored these construction teams in the 1999 Building Excellence Awards competition: **Indovina Associates Architects** and Jendoco Construction Corporation (Best Project over \$5: Beth Shalom Synagogue); **Valentour English, Bodnar & Howell** and Burchick Construction Company, Inc. (Best Project under \$5: Stover Campus Center, Waynesburg College); and **Gerald Morosco Architects** and Giffin Interior & Fixture, Inc. (Frank Lloyd Wright Point View Apartments: Excellence in Craftsmanship).

KCI Technologies, Inc. won an honor award from the PA Consulting Engineer Council for the Montour Run Watershed River Conservation and Land Use Plan. Professional affiliate **Cheryl Towers** was a member of the consulting team.

Agnew Moyer Smith Inc. won recognition at the 2000 AIGA/PGH Communications Show in part for the firm's design of the Pittsburgh Cultural District Banner System.

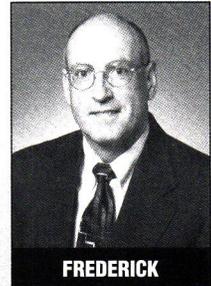
Robert Kobet, AIA has been named to the National AIA Committee on the Environment.



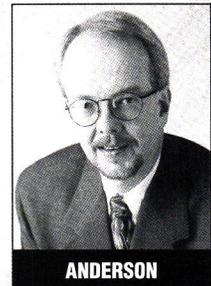
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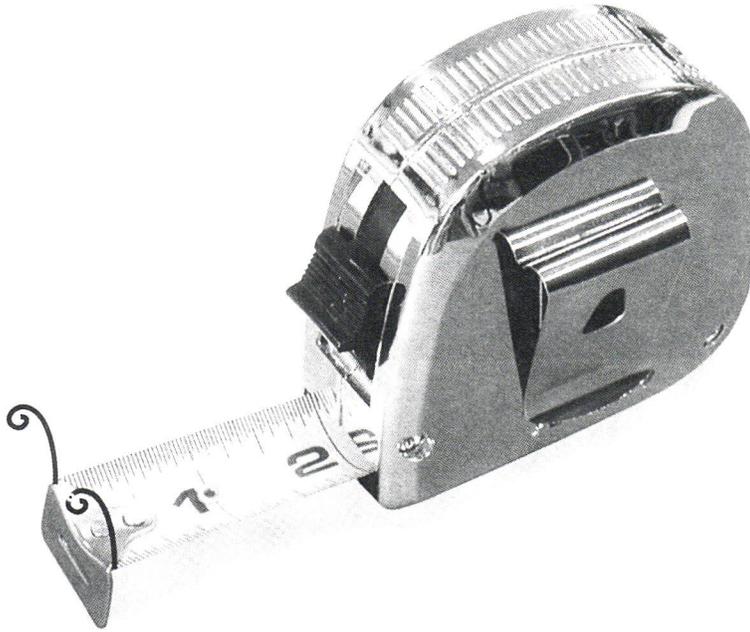
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April 6, Thursday

The Residential Provisions of the 1998 IECC Using MECcheck. This one-day seminar addresses how to demonstrate compliance with the residential provisions of the 1998 international energy Conservation Code™ (IECC) using the MECcheck code compliance tool. Ramada Plaza Suites, One Bigelow Square. Call (800) 423-6587 for information.
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April 7, Friday

The Commercial Provisions of the 1998 IECC Using ComCheck-EZ. This one-day seminar focuses on how to comply with the 1998 IECC using the COMcheck-EZ compliance tool. Ramada Plaza Suites, One Bigelow Square. Call (800) 423-6587 for information.
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Please send your information to the attention of Joan Kubancek, AIA Pittsburgh, 211 Ninth Street, Pittsburgh, PA 15222, or fax it to Joan at 412/471-9501. The deadline for inclusion is normally six weeks prior to publication. If you would like information describing qualified continuing education programs, please call the AIA office at 412-471-9548.

**For advertising information and rates,
contact the AIA office at 412-471-9548.**

AIA ACTIVITIES

March 3, Friday

Communications Committee Meeting, noon at the Chapter office, 471-9548.

March 10, Friday

Committee on the Environment, noon at the Chapter office, Gary Moshier, AIA, 252-1500.

March 14, Tuesday

AIA Pittsburgh Board Meeting 5 p.m. at the Chapter office. All members are welcome, 471-9548.

March 14, Tuesday

Professional Development Committee Meeting noon at the Chapter office, 471-9548.

March 16, Thursday

Legislative Committee Meeting, noon at the Chapter office, Chuck Coltharp, AIA, 252-1500.

AROUND TOWN

March 8, Wednesday

Society of Design Administrators. Monthly meeting at the Engineer's Club. Kristin Quinlan from AFLAC will discuss Cafeteria Plans and supplemental benefits. 11:30 a.m.–1:30 p.m. Lunch \$17 members, \$19.50 non-members. Reservations call Christine Taylor 412-231-5500.

March 13, Monday

International Masonry Camp 2000. March 13 is the deadline for applications to the Masonry Camp which is held in June. It is a nationally recognized program that brings together apprentice craftworkers, architectural students and interns for a one week Masonry Design/Build learning opportunity. For more information call Maria Viteri at (800) 464-0988 or e-mail mviteri@imiweb.org

March 14, Tuesday

CSI Meeting: The New Statewide Building Code. Panel discussion featuring Henry Hegerle, Peg Russell and Duncan Penney, AIA. Social 6 p.m. Dinner 6:30 p.m. (\$20) Program 7:30 p.m. Holiday Inn, Greentree. For reservations call Les Cartiff at 412-823-5053 by Friday, March 10.

2 C O A L O E N D A R

March 15, Wednesday

The Environment, Amenities & the New Economy, lecture by Richard Florida, H. John Heinz III Professor of Regional Development, H. John Heinz III School of Public Policy and Management, Carnegie Mellon University. Sustainable Pittsburgh Networking Forums 2000, 4:30 p.m., Bayer Learning Center, Duquesne University. For information, contact Court Gould: cgould@pghtech.org

March 21, Tuesday

IFMA Meeting: Emerging Trends in Facility Management. Speaker Fred Klammt, Principal of Aptek Associates. His presentation will include forecasting future offices, simulation modeling and infrastructure management. Registration 5:30 p.m. Dinner and Program 6:30 p.m. (\$25 members, \$35 non-members) Reservations required by March 15, call Nancy Guarino at 412-344-6595.

March 29, Wednesday

AIA/MBA Committee Meeting. Master Builders Association, 2270 Noblestown Rd. 6:00 p.m. 412-922-3912.

March 30, Thursday

AISC Panel Discussion: What can be done to improve the cost, quality, safety, and delivery of steel building projects. Participants are representatives from local owners, architects, engineers, contractors, construction managers, detailers, fabricators and erectors. Holiday Inn Greentree, 401 Holiday Drive. Registration & Social 5 p.m. Dinner 6 p.m., Program 7 p.m. For information call Bill Pascoli (412) 563-3688 or e-mail at pascoli@aiscmail.com

AIA Pittsburgh is using e-mail to keep our members informed of the chapter's activities. If you would like to be included and are a member, please send your address to aiapgh@usaor.com.

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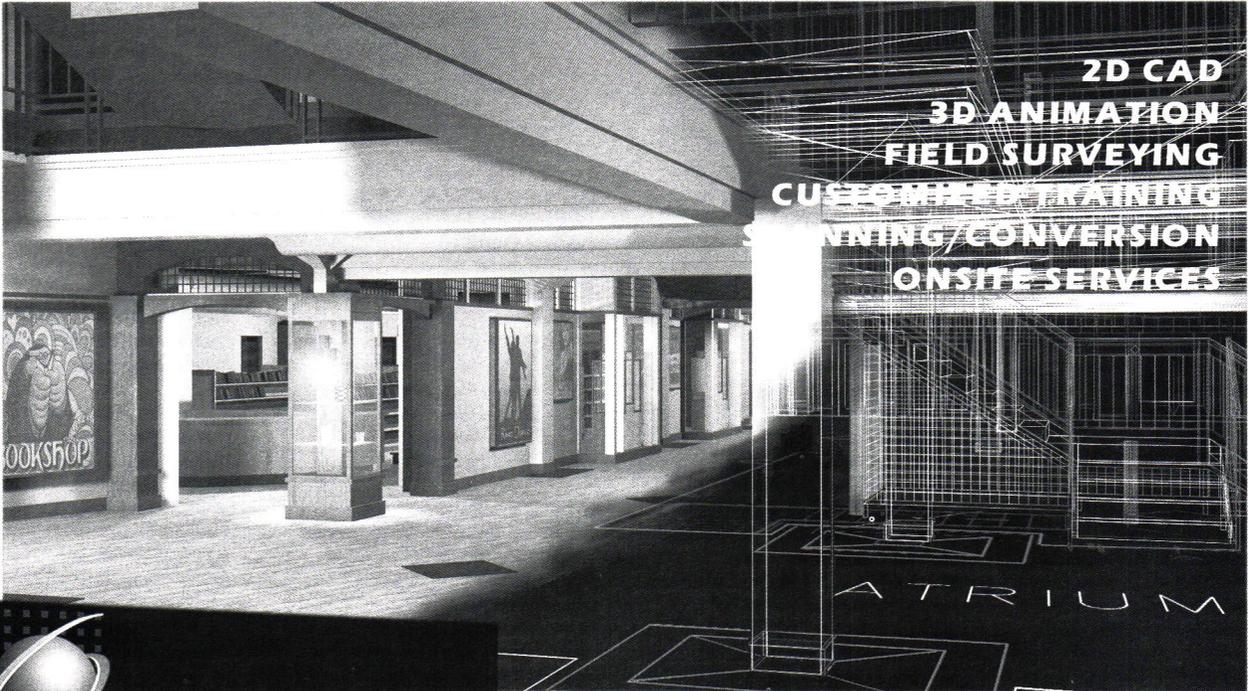
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Throughout the year 2000, *Columns* will explore innovative uses of various materials. All members are encouraged to submit designs in the categories below.

MAY 2000

- Masonry (*Deadline for submission is March 15*)

JUNE 2000

- Steel and other metals EXCEPT for aluminum (*Deadline for submission is April 15*)

JULY/AUGUST 2000

- Water as a material and/or system (*Deadline for submission is May 15*)

SEPTEMBER 2000

- Other materials not covered (*Deadline for submission is June 15*)

OCTOBER 2000

- Aluminum (*Deadline for submission is August 15*)

To contribute to an issue or to submit a story idea, please contact the editor at 412/362-1844 or by email: cheryltowers@mizeraktowers.com.



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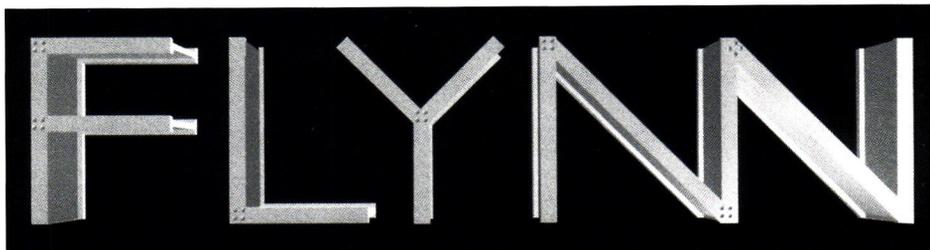
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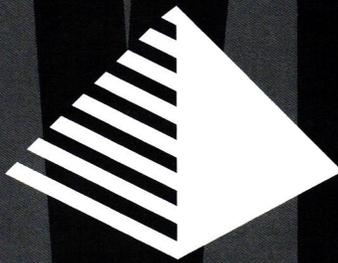
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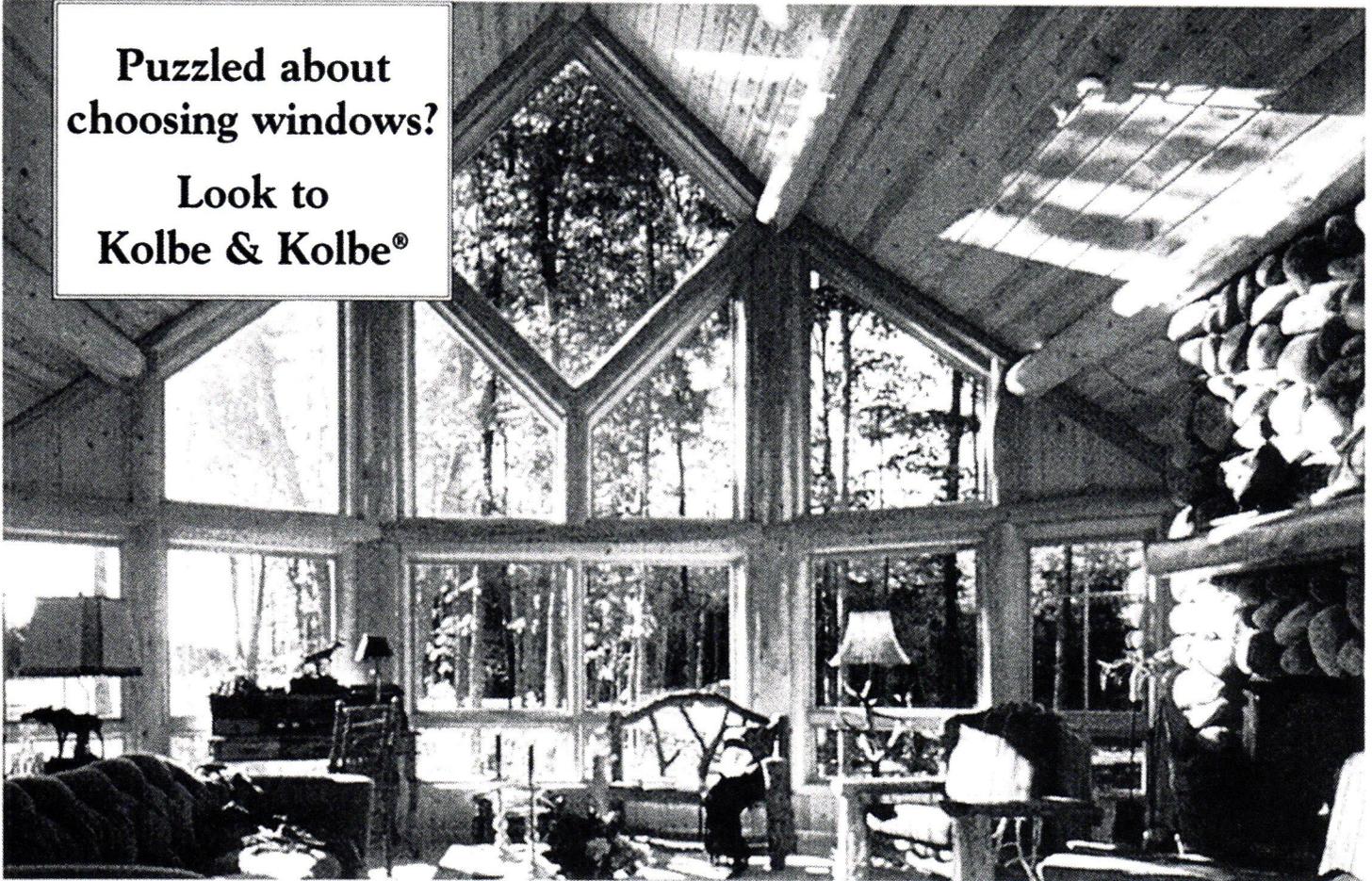
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