

Wisconsin Architect



Legislative/Federal Plaza

January 1984

Action

by Eric Englund

"Betty Jo supports WSA's position on single prime contractor."

"Talked to Senator Cullen. He agreed that the extension of the sales tax to architectural services is inappropriate."

"Spoke at length with Representative Wood. He is not in our camp ... but was interested in hearing our position."

"Senator Risser called and requested information on WSA's position on AB 257."

These messages are representative of telephone notes received by the WSA office during the course of legislative deliberations on the 1983-85 Budget Bill. What do they mean? The details aren't important ... what is important is that **your** legislators are interested in the opinions of the architectural community on a vast number of matters.

Don't stop now.

Build a rapport with your state Senator and Assemblyperson. Drop them a note every couple of months ... give a few bucks to their campaign ... put out a yard sign ... stay involved.

Consider the following observation. If you were to put down this magazine and go out on the street and stop the next 132 individuals, you'd have a reasonably fair representation of the caliber and competence of the members of the Wisconsin Assembly (99 individuals) and Senate (33 individuals). Some would be smart and some not so smart. Some would be young and some would be not so young. Some would be articulate and some would be not so articulate. Some would be open minded and some would be not so open minded. Some would be business oriented and some would be not so business oriented.

There's probably only one thing they would all have in common. THEY WOULDNT UNDERSTAND ARCHITECTURE.

In other words the architectural community has a win-win situation. Nothing can be lost by your getting to know your state legislator and becoming involved in the process. You can be certain that they don't understand your business and that they want to understand it in order to do their job. This doesn't guarantee that they will always agree with you ... but who does?

Your involvement and participation doesn't just help architecture, it helps us all because constituent interaction with elected officials is an integral part of our representative democracy.

P.S.

As long as you're participating ... WSA would like to be informed in order that your activities can be integrated into our legislative agenda.

1) Become a WSA Minuteperson. If you aren't registered ... call Karen or Sandra at the WSA office to get the appropriate forms.

2) STOP what you're doing right now and write a check to the WSA Political Action Committee. This tax deductible contribution will be utilized for political fund raisers and contributions which are a necessary part of involvement in the legislative arena. You don't have to give a lot ... the average contribution to the WSA Political Action Committee is probably \$15. The average expenditure by the WSA Political Action Committee is less than \$30 per candidate. Send your check payable to WSA/PAC to Nat Sample, FAIA. (1105 Rutledge St., Madison, Wis. 53703)

Lastly ... as your involvement in architecture educates you to areas where changes in public policies will serve the profession and the

public ... call those proposed changes to the attention of the WSA in order that your WSA Legislative Committee can study the matter and determine whether remedy via legislation or administrative rules are appropriate.

This month's WISCONSIN ARCHITECT includes our annual "centerfold" which will be distributed to all State Senators, State Assemblymen, and other public officials in State Government. Where are the hot spots going to be legislatively during the second half of the 1983-84 legislative session? Your guess is as good as mine. In addition to the topics reviewed in the "centerfold", legislative action is expected in areas pertaining to retainege on public works projects, reorganization of the Department of Regulation and Licensing, consolidation of state plan review functions into DILHR, and the new DILHR Sprinkler Code. The list of legislative matters goes on and on. Historic building codes, registration requirements for engineers, legislation regarding energy, and plumbing plan review by agent cities are also issues which may arise in the legislative arena.

WSA needs your participation as a WSA Legislative Minuteman. You will find it to be a most effective and efficient means of participating in your State Government.

Should you ever have any questions or comments regarding any matter which should be of interest to the WSA's legislative program, please feel free to contact the WSA office, or any member of the WSA legislative committee. The current members of the legislative committee include David E. Lawson, Chairman, Madison (274-2741); Fred Zimmermann, Madison (238-7626); Nat Sample, Madison (257-3825); Jack Klund, Madison (238-3468); Paul Graven, Madison (271-4722); Glenn Johnson, Milwaukee (271-4080); and Doug Smith, Chippewa Falls (723-2816).



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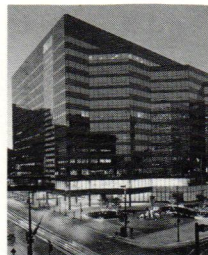
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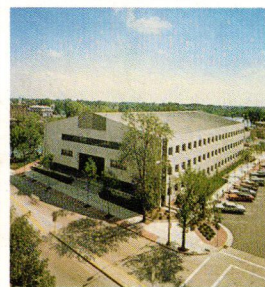
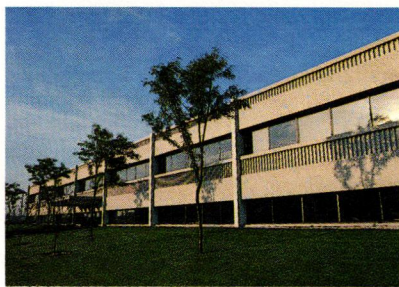
JANUARY 1984

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COVER CREDIT:
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Henry S. Reuss Federal Plaza

There are many chapters in the remarkable story of urban revitalization which has occurred in downtown Milwaukee.

One principal theme characterizes the growing and impressive list of successful projects that have reshaped downtown: The willingness to take significant risk and to defy convention wisdom.

The new Henry S. Reuss Federal Plaza is an apt example. The project represents an investment of major financial risk by the developer, significant political risk by the City's leaders, and, to be sure, great architectural risk by the designer.

Judging from the increasing success of the leasing program, developers Jim and Dave Carley have been rewarded for the financial risk they took when they personally guaranteed financing for the building. As for the public officials, the new flow of property taxes from Federal Plaza will justify the risks they assumed in relying on the privately owned building to help finance the nearby Grand Avenue. Finally, the growing (but not unanimous) acceptance by the Milwaukee public of the building's provocative design appears to have vindicated the architectural risk taken by Wojciech M. Madeyski, vice president and principal designer at Perkins & Will in Chicago.

The building, approvingly called "Big Blue" by many Milwaukeeans, has added a dramatic dash of color and nonconforming style in a community whose preponderant architectural character remains conservative.

Understandably, most of the attention given to the building by the general public has focused on the bold curtainwall system of alternating blue and reflective glass panels. Madeyski's choice of this system was governed by his desire to add a major element of color to Milwaukee's neutral skyline. His specific choice of blue was based largely by the predominance of that color in nature.

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Notwithstanding the 100 percent glass exterior, extensive use of insulation, and a particularly advanced mechanical system, enable the building to achieve extremely stringent energy consumption standards established by the Federal government. Actual operating results indicate annual consumption of energy at about 50,000 btu per square foot.

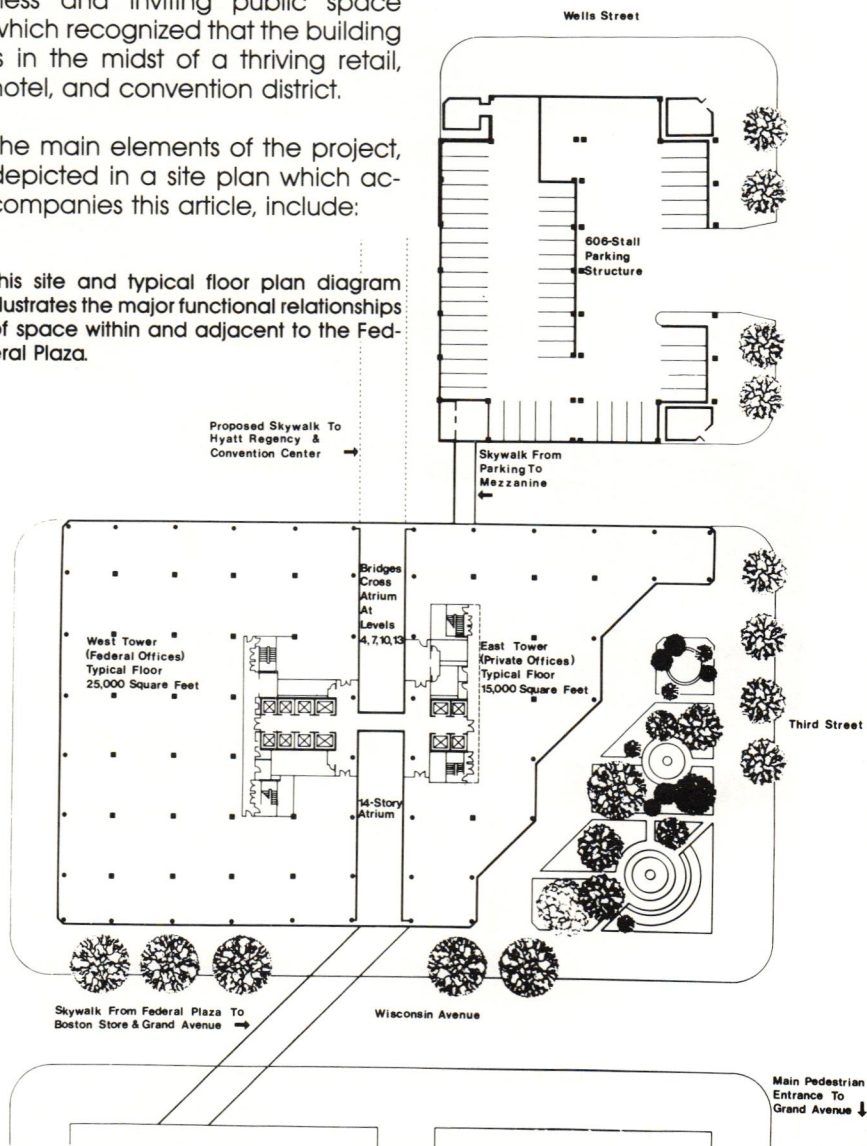
The \$57 million project was designed by Madeyski to reflect the varied functions and occupants of the structure, as well as adjacent land uses. Madeyski's principal design challenge was (1) to create a building in which government and private business could effectively function and, (2) at the same time provide an atmosphere of openness and inviting public space which recognized that the building is in the midst of a thriving retail, hotel, and convention district.

The main elements of the project, depicted in a site plan which accompanies this article, include:

This site and typical floor plan diagram illustrates the major functional relationships of space within and adjacent to the Federal Plaza.

1. A landscaped plaza at the corner of Wisconsin Avenue and Third Street. The focal point of the plaza is a Helaine Blumenfeld sculpture of five pieces of smoothly shaped Norwegian granite. The plaza is directly across Wisconsin Avenue from the main pedestrian entrance to The Grand Avenue, the bustling new Rouse Company retail center with reported sales of \$250 per square foot.

2. A 14-story atrium, oriented on a north-south axis, which dramatically welcomes visitors as they enter the building and separates the government space in the West Tower from the private office space in the East Tower.





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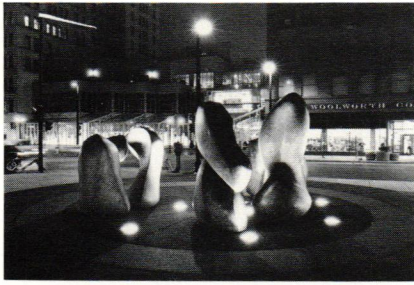
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A.

Helaine Blumenfeld's Norwegian granite sculpture takes on the aura of a lunar landscape when lighted at night. The sculpture is the focal point of the project's landscaped outdoor plaza. Directly across the street is the main entrance to The Grand Avenue.



B.

Upon entering the building at the ground floor, visitors encounter a dramatic, 14-story atrium. Four pedestrian bridges connect the East and West office towers across the atrium.



C.

Tenants and visitors who park in the adjacent parking structure arrive in the building at the mezzanine level of the atrium.

wisconsin architect/january 1984

3. An expansive dedication of interior open space on the mezzanine level (one floor up from grade), designed so the building can be connected by skywalk to The Grand Avenue (to the south) and to the Hyatt-Regency (to the north). The skywalk to the Boston Store/Grand Avenue opened prior to Christmas. Plans call for the connection to the Hyatt in 1984.

4. Thirteen floors of space in the West Tower - each floor having 25,000 square feet - to house more than 30 Federal agencies previously located at several scattered Milwaukee sites.

5. In the east tower, 13 floors devoted to private commercial occupancy. Typical floors have 15,000 square feet, with the upper floors stepping back to provide between 6,000 square feet and 13,000 square feet per floor.

6. About 20,000 square feet of ground floor retail space underneath the West and East office towers.

7. A 606-car parking garage north of the East Tower, connected to the building at the mezzanine level by a skywalk.

Rentable square footage in the building totals 525,000, of which 325,000 is leased for Federal government use.

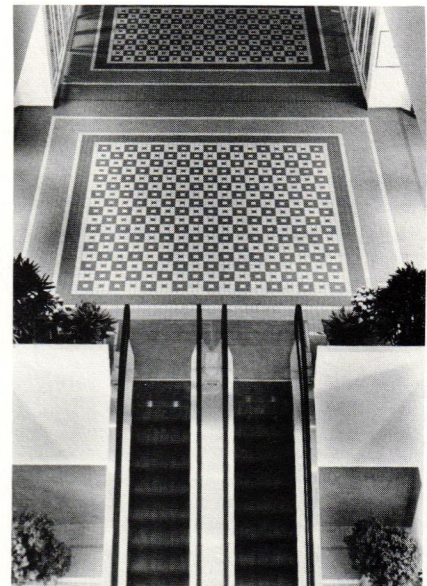
Of the remaining 200,000 square feet, nearly 90,000 square feet was leased or under option as of mid-December, only two months after formal dedication of the building. The Federal Plaza's commercial viability is underscored by leases for private space averaging more than \$17.00 per square foot, one of the top rates in Milwaukee, and one which has been achieved in a soft market.

Noteworthy private tenants include: IBM, which is opening its first retail products store in Wisconsin at the location; the international planning and engineering firm of CH2M Hill, which relocated its regional headquarters from a suburban office location to the Federal Plaza; the mortgage banking subsidiary of the M&I Bank, one of Mil-



D.

The entrance to the building from the Boston Store/Grand Avenue skywalk also is at the mezzanine level, at the southern end of the atrium.



E.

A distinctive ceramic tile design of blue, gray and white is the floor treatment on the ground floor and mezzanine level of the atrium. This view is from the Fourth Floor bridge crossing the atrium.



F.

Visitors to the engineering firm of CH2M Hill, a full-floor tenant, enter the reception suite directly adjacent to the East Tower passenger elevators.

Derse Technical Signage congratulates Madison's Carley Capital Group on the Henry S. Reuss Federal Plaza Building, a new Milwaukee landmark.

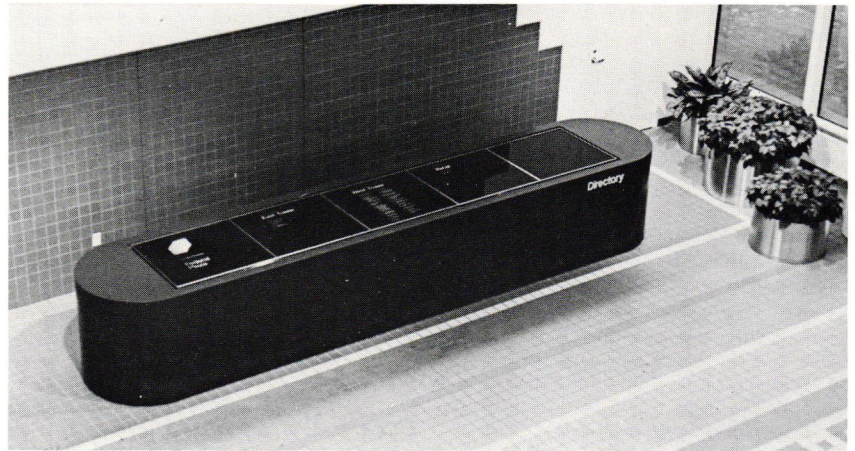
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waukee's largest financial institutions; the Wisconsin headquarters of Towers, Perrin, Forster & Grosby, a national insurance consulting firm which is relocating from the 40-story First Wisconsin Center; Time Insurance Company, which has leased a full floor and taken an option on a second floor; Hopkins Savings & Loan Association; Pill & Puff, a health and beauty aids store; the Walk-In Clinic, Ltd., a downtown urgent care facility established by the respected Milwaukee Medical Clinic; and, the Greater Wisconsin District Headquarters of the U.S. Postal Service.

Brust-Heike/Design Associates of Milwaukee collaborated with Perkins & Will as the field architect on the project. Brust-Heike's performance in that capacity led to its selection by Carley as the building's interior designer and space planner for the private space. Brust-Heike's detailed knowledge of the building and its systems, along with its interior design and space planning capability, have enabled the firm to work closely with Carley in marketing the private space. The irregular shape of the East Tower floors has created a variety of opportunities for interesting and unconventional space layouts which still achieve a high level of efficiency for tenants.

Madeyski's innovative design has called attention to the significant role played by many prominent Chicago architects in designing Milwaukee buildings. Along with Harry Weese, Helmut Jahn, and others, much of Milwaukee's newly emerging skyline is attributable to the influence of Chicago designers. In fact, large pictures of "Big Blue" have been on display in Paris for the last two months as part of an exhibit entitled "150 Years of Chicago Architecture". Featured in the exhibit are the works of Madeyski, Weese, Bertrand, Goldberg, and Walter Netsch.

The Federal Plaza was constructed by a joint venture of J. H. Findorff & Son, Inc., of Madison, and The Downey Company of Milwaukee.



G. The triangular shape of the East Tower private floors allows for unique space layouts

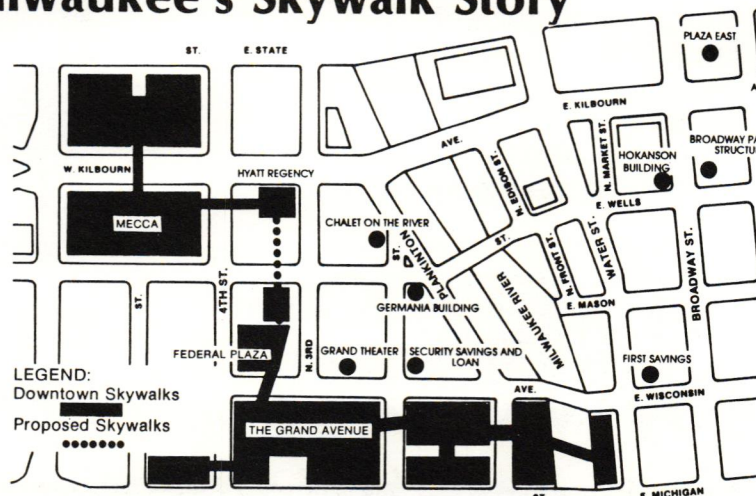
which at the same time provide a high efficiency of usage per employee.



H. While the color and reflective nature of the curtainwall make the Federal Plaza a dominant structure, this aerial view illustrates that the scale of the building

achieves the designer's objective of not overpowering adjacent buildings.

Milwaukee's Skywalk Story





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A detailed blue line architectural drawing of the Wisconsin State Capitol building. The drawing shows a large dome with a ribbed structure, a series of windows below it, and a classical facade with columns and statues at the base. The drawing is oriented vertically on the left side of the page.

1984 LEGISLATIVE CONCERNS

The Wisconsin Society of Architects

The American Institute of Architects

WISCONSIN SOCIETY OF ARCHITECTS/AIA
615 EAST WASHINGTON AVENUE
MADISON, WI 53703

608/257-8477

To: The People, Legislators, and Public Officials of Wisconsin

Architects of Wisconsin and members of the Wisconsin Society of Architects of the American Institute of Architects (WSA) have concerns and positions which we wish to be considered by the people, legislators, and other governmental officials of Wisconsin.

We are concerned and professionally involved with conservation, environment and energy, adequate housing and health facilities, and reuse and rehabilitation of existing buildings.

The WSA is committed to assisting those persons in Government involved in resolving our immediate problems and in formulating long-range plans to meet Wisconsin's physical and social needs.

As architects, we have a professional and technical insight into current public issues, and we are anxious to share our expertise with you in your attempt to resolve these problems. As the state component organization of the American Institute of Architects, the WSA draws upon the information and research sources of the 38,000 member national organization. In reference to our position on any matter or for information or assistance, please direct your questions to:

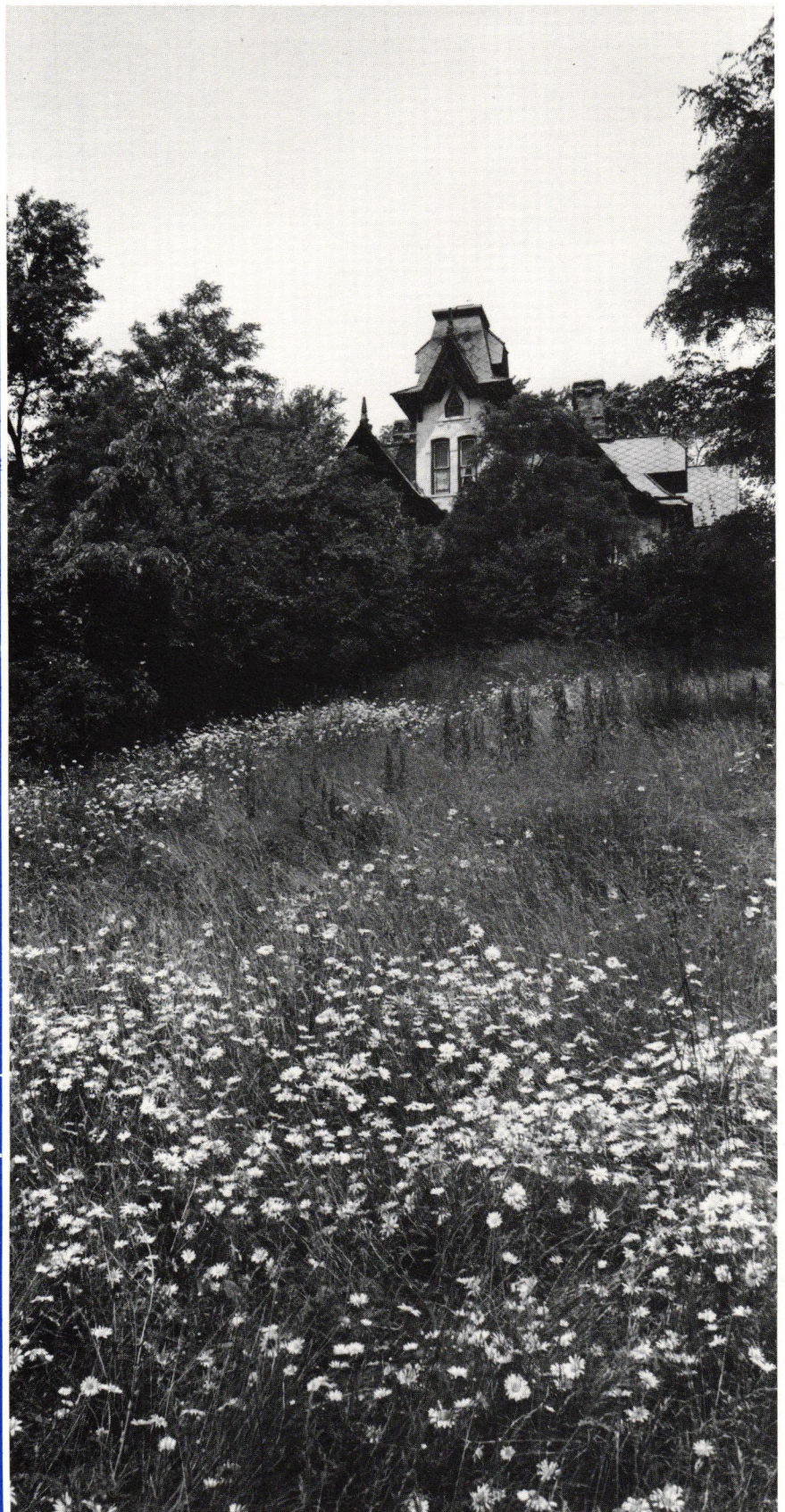
Eric Englund
Executive Director
Wisconsin Society of Architects
615 East Washington Avenue
Madison, Wisconsin 53703
(608) 257-8477

or to any officers or members of the WSA with whom you are acquainted.

We hope that you will find the following information helpful in your evaluation of several issues which we feel will be considered by the Wisconsin Legislature during the second year of the 1983-84 session.



Fred Zimmermann, AIA, President
Wisconsin Society of Architects



Austin House, Milwaukee

The Wisconsin Society of Architects Supports Consolidation of Building Codes Into The Department of Industry, Labor and Human Relations

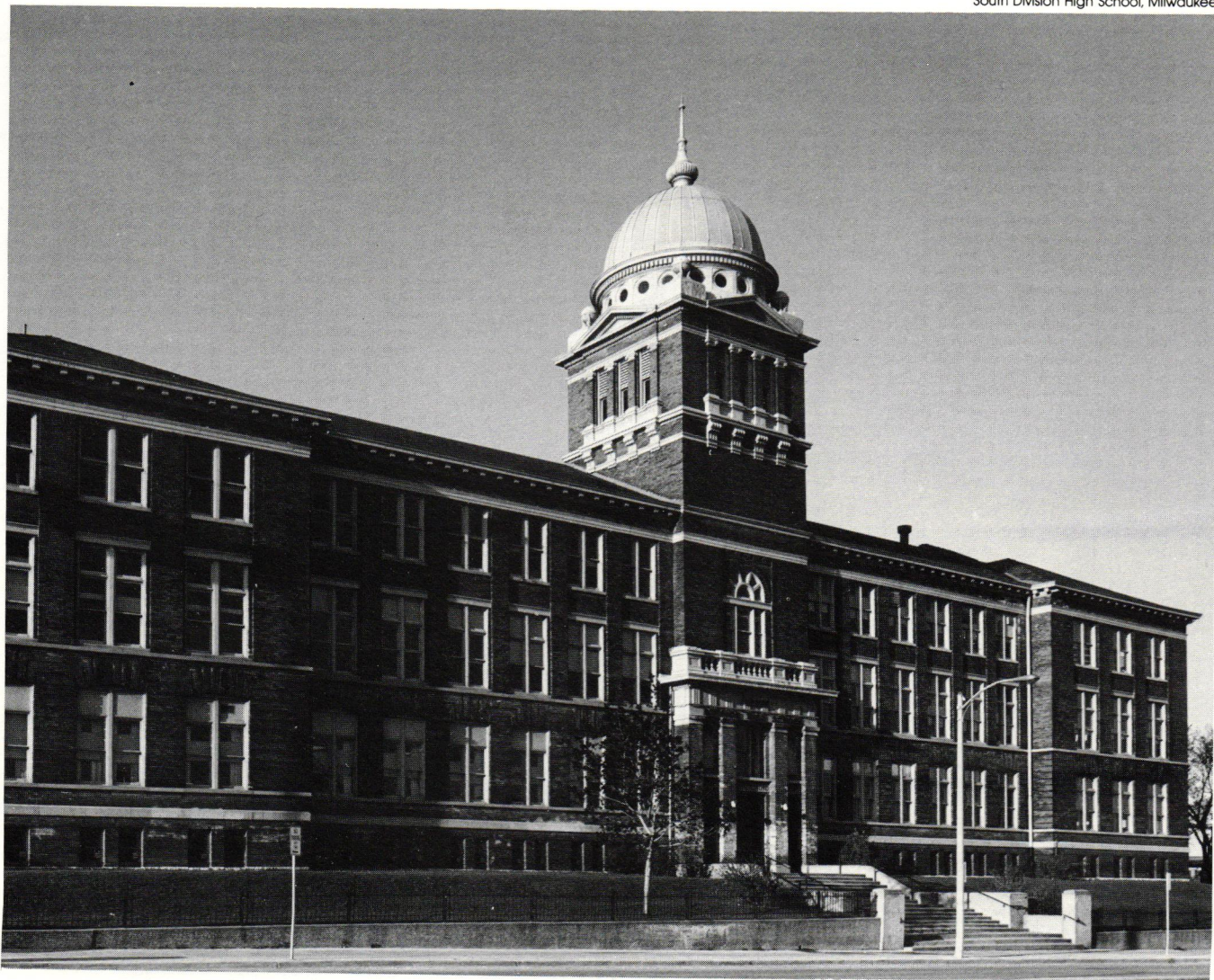
Wisconsin law requires most plans and specifications pertaining to building construction to be reviewed and approved by the Department of Industry, Labor, and Human Relations (DILHR). This requirement has resulted in the Wisconsin construction industry having "one stop" contact with the State in obtaining the appropriate approvals for construction projects.

DILHR's statutory authority for this process is extremely broad and includes an overwhelming majority of the components of building construction, including heating, ventilating, fire detection, building requirements for physically handicapped, structural design, mechanical design, and plumbing. Jurisdiction over swimming pools and certain health care facilities is granted by statute to the Department of Health and

Social Services (DHSS). The construction of swimming pools or health care facilities is similar to any other project in terms of building components and codes.

The members of the Wisconsin Society of Architects feel that standards relating to the construction of buildings should be consolidated under the enforcement responsibility of DILHR. Standards relating to operation and maintenance of facilities should remain with DHSS. This proposed consolidation of construction standards would provide maximum efficiencies, and minimize current duplicated expense and services provided by the State of Wisconsin in the areas of code promulgation and plan review for facilities utilizing swimming pools and/or health care facilities.

South Division High School, Milwaukee



AB 144

The Wisconsin Society of Architects Supports Legislation That Will Require Every Applicant For Registration As An Architect or Professional Engineer To Take The Required Written Examinations

Under current Wisconsin law, all persons who seek registration in Wisconsin as professional architects or engineers must take and pass certain required examinations. These examinations have been developed in order that candidates for registration can demonstrate the competence to perform professional skills in the best interest of the public health and safety. The sole exception to this requirement is for applicants for registration as professional engineers who are "not less than 35 years of age and have 12 years or more of experience." This statutory exception creates an outgoing "grandfather clause" which literally allows hundreds of persons to seek and obtain registration as professional engineers in the State of Wisconsin

on an annual basis.

In this age of increasing technology, registration as professional engineers should be afforded to those who can fully demonstrate their professional competence by taking and passing the examinations developed for purposes of measuring the necessary professional skill levels. To allow individuals to obtain professional registration without their fully demonstrating this competence creates a significant hazard to the public health and safety.

The Wisconsin Society of Architects support legislation which will close this loophole and which will establish a uniform standard for the determination of professional competence in the design professions.

Plankinton Mansion, Milwaukee



Alan Magayne-Roshak
Photographer

marketing experts at the UW seminar agreed that the future looks fairly good; however, the improvement will not be as rapid as most design firms would like to see.

The government market will be driven by the country's infrastructure needs and, of course, by the availability of funds. Such areas as transportation and sewage treatment plants show much promise in 1984 and beyond. Much of the work in the transportation area as well as in other areas of the infrastructure will be available to consultants. According to the representative from the U.S. Army Corps of Engineers, energy areas, repair and maintenance areas will be leading new construction.

Problems in the housing market continue to be high construction costs and high financing costs. Rents are not able to keep up with increasing expenses. Therefore, a much greater demand in the multifamily housing market will be necessary before a significant increase in new construction takes place.

In the health market, 1984 looks fair but not as good as some of the other markets. Many hospitals are overbuilt. Also, funds for construction are decreasing. In growing communities hospital work will move reasonably well; in communities with economic problems or growth constraints very little building in the area of health care will be experienced. Many services typically provided by hospitals are being stripped away from hospitals and are becoming separate specialized facilities. Thus, ambulatory care centers, outpatient services, and living centers for the elderly will be quite active. Preventive medicine areas such as fitness and wellness centers will also be on the increase. These will require specialized design expertise. If architects are to be successful in impressing clients with their capabilities in this area, they will have to understand how these specialized areas function. In addition, they will have to be able to discuss the concepts using the language of the specialists. The health market in the future will be smaller and intensely more competitive for designers. To be

successful in obtaining work, architects will have to show that they are highly experienced in the market and are capable of handling specialized problems.

The commercial market is expected to do well in the next few years. However, here too the competition will be much more intense. Greater emphasis will be on value analysis and design-built. The guaranteeing of costs and project completion dates will become increasingly critical.

The growth in the industrial market is anticipated to be slow but better than it has been. The traditional smoke stack industry is on a decline; here, as in the health industry, we will see more specialization and an emphasis toward high-tech facility design and construction. Areas such as robotics will play important roles in the manufacturing industry. As for the previously mentioned markets, designers interested in getting work in the industrial market will have to become more specialized and will have to learn to speak the client's language.

Architects who are experienced in doing renovation work generally are better prepared to deal with design/construction in most markets discussed. It is likely that the future will offer much more rehabilitation/renovation type work than new construction.

Although the economic picture is not as bright as most design professionals would like to see, the recovery is here and professionals that are able to identify active markets and develop capabilities in these markets can expect to do well.

FIRM'S QUALIFICATIONS

What qualifications should a professional design firm possess in order to look attractive to the potential client? Once the firm determines that it is working in an active market, and is convinced that it can perform satisfactorily in that market, the firm should focus its attention on how to convince the potential client that it can do an excellent job of providing design services. What are the services your firm can offer that your competitors

cannot? How will your performance be better than the performance of other firms? These should be main points of concern to the firm before it approaches its potential client.

One point strongly emphasized at the UW seminar was the need for the professional design firm to understand why people buy. Unless the person selling products or services can identify the reasons for buying, much time can be wasted, resulting in frustration and inefficiency. Each individual selling professional design services should be very much familiar with the premise that whatever people do they do for the satisfaction of their needs. When the client selects design services offered by a particular firm, the selection is made with a feeling that the client's needs will be better satisfied by this firm than by other firms. Clients tend to balance, at times subconsciously, which firms are able to indicate to them more positives than negatives toward the solution of their problems. Obviously, the design team with the highest number of positive points scores the highest.

What are some of the qualities of the design firm that can be viewed positively or negatively by the potential client seeking to satisfy needs? The capabilities of the professional design firm can provide, for instance, varying degrees of perceived security for the client. This could be psychological or physical. It could involve money or other measurables or intangibles. Further, it might provide for the client's desire for achievement, or involve the client's desire for reputation and prestige or self fulfillment. In summary, the client strives to establish whether the design firm will reduce the client's anxieties while supporting the client's ambitions.

Numerous other specific points were stressed by the clients' representatives attending the UW marketing seminar. Clients indicated that they would like to see, most of all, design professionals capable of solving the client's specific problems. The client needs to be convinced that the firm is capable of doing research, preliminary plan-



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Gregory M. Coffman
Executive Vice President

January 15, 1984

Owners, Developers & Architects

Dear Builder,

Downey Inc. is proud of our contribution at the Henry S. Reuss Federal Plaza. As a partner in the Findorff-Downey Design Build Joint Venture, Downey Inc. provided a broad range of services to the project owner.

Throughout project development the Findorff-Downey Joint Venture furnished the owner with timely and valuable decision making information. Up to date construction costing, scheduling and design alternates were continually provided.

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With the mechanical system installation Downey Inc. completed the process. Our project managers and field crews, working with our designs were able to prompt adjustments allowing acceleration, reduced costs and continued project coordination.

Yes, we're proud of the Henry S. Reuss Federal Plaza, and we certainly recommend owners, developers and architects consider the "team" design build process for the right project. Let us work with your team on your next project; Downey does deliver.

Yours very truly,

DOWNEY INC.

Gregory M. Coffman

ning, schematic design, design development and construction coordination. The client wants to know exactly what is to be included in the services that the design professional is to provide. Does it include architecture, interiors, graphics, landscape design and what else?

Some areas often unstressed by design professionals are becoming increasingly important to clients. These deal with facility upkeep, durability, and maintenance. Can architects demonstrate in a convincing manner that their solutions will include these considerations as well as the aesthetic concerns?

Clients emphasized that they would like to see all design and construction disciplines offered by one firm. This, of course, means design-build or turn key operations. While some design professionals oppose these types of ventures, clients in most instances find them highly acceptable. Clients expressed that it is much easier for them to deal with one firm rather than to try to coordinate a number of different groups involved in the design and construction of their project.

Since architects are to be the client's problem solvers, the architect first should become familiar with the client's problems, find out what are the client's biggest concerns and uncertainties, and then sell the firm as being capable of dealing with these factors. The professionals should find out about the client and about the project. They should visit the site, investigate regulatory constraints, visit similar facilities, discuss within the firm how the project would be handled and who would be the project manager. Clients like to see these points worked out before the interview. Then during the interview, architects should discuss the client's project using words and symbols carefully chosen to mean the same thing to the client and the architect. Architects must be able to explain their services to clients in terms that clients can understand completely and thoroughly. Architects must also be capable of justifying their recommendations.

Client representatives at the UW
wisconsin architect/january 1984

seminar strongly stressed that nothing can reduce the client's anxieties and support their project ambitions more than a good reputation of the firm. The public relations effort can do much along these lines, but, nothing can be of more help to the firm in this area than the firm's past performance. The design professional's past performance is critical, and if there is anything that clients look for when selecting a design firm it is how well the firm has performed in the past. What is the firm's track record? Has had much repeat business with the same clients? If yes, it indicates that the firm's performance most likely is quite satisfactory. If not, it may well indicate poor performance. Clients are most interested in references with whom they can talk about the firm and explore its past performance. They are interested not only in references that the architectural firm likes to provide but also in all of the firm's past clients.

The most important aspect of the firm's track record, as far as the client is concerned, is similar project experience, which makes it very difficult for a young firm to break into a new market. The experience desired includes project types, project sizes, specialized experience, fast tracking and other time-saving procedures, experience with developers, especially as the housing market is concerned, and experience as a design-build firm.

The reputation of a professional design firm is judged also on its cost estimating and cost control capabilities. How reliable are the firm's cost estimates? If the firm came in within the budget on ninety percent of its projects and missed the budget on ten percent, to a client that means that the project in question could fall within the ten percent of the firm's poor budget performance. While your performance is considered good, in general, for many clients it would not be good enough. Clients at the UW seminar felt very strongly that design professionals should take measures to improve their cost estimating and cost control capabilities. This means perhaps working with building contractors when cost estimates are being

prepared or perhaps it means being involved in design build. Some clients at the seminar also stressed that the design professional should understand up front financing and other developer's problems especially relating to financing and other risks.

Being able to control the construction schedule is another point that is very important in the eyes of the client. The fact that a professional design firm cannot effectively control this does not make it any less critical for the client. It was stressed at the UW seminar that a way needs to be found to resolve this problem.

What are some of the other points that clients see as being important to consider in the selection of the professional design firm? Clients want to know if the firm is financially stable. Is the firm in litigation, and for what? Is the firm doing work for the client's competitors? Will the design firm be willing to modify AIA contract documents? On this last point many clients feel that AIA contract documents written for architects by architects are not always acceptable on at least some points to some clients.

The design firm's current volume and the type of work presents another area of concern for the client. If the firm is overloaded with work it may have difficulty in providing efficient services on the project in question. It is important for the client that the firm selected have a sufficient number of sufficiently qualified personnel to work on the project.

When discussing a specific project with the design professional, clients want to know who will be the project manager. Qualifications are important. The individual must be sharp, technically competent and available to provide sufficient management time to the project.

Identifying the point source of responsibility is one of the key concerns to the client. Where does the client turn with questions? And, to make sure that project manager responsibilities will not be shifting, clients are very much interested in knowing the firm's turnover rate on project managers. It was obvious

from the comments at the UW seminar that firms with qualified project managers have a much better chance of getting selected. Of course project managers have to be sold to the client. They have to participate at the interviews and convince the client that, in fact, they are capable of handling the project. Design professionals often make the mistake of promoting partners. Clients generally are unimpressed when, at an interview, the design professional tells the client that their project will be handled by one of the senior partners. Most everyone knows that a principal of the firm typically cannot spend the required amount of time on the project under consideration.

Once the project manager question is resolved, clients are very much interested in finding out about other people who will be working on the project. Who will be the designer? Who will be working on the working drawings and specifications and what is the experience of these individuals?

RECOMMENDATIONS FOR THE INTERVIEW

Seminar participants also discussed the interview, seen by all as an important phase of the selection process. The use of slide shows during the interview was considered of questionable value unless to illustrate a specific point central to the client's project needs. A general slide show is generally unnecessary; by the time the design professional gets invited to the interview, the client typically knows enough general information about that particular design firm. At an interview the architect should concentrate on discussing the project in question. The discussion and any type of visual aids should be focused toward this objective.

Many clients indicated that they prefer to hold interviews at the architect's office. This allows them to tour the office, meet the people, look at past projects and projects being worked on. An architect's office can provide a highly positive environment for an interview. Many good points about the firm can be made apparent without any need

for explanation. But wherever the interview, architects should discuss with clients not only the completed projects that relate to the project in question but also the planned process of project development. Clients must see where they fit into the process; they view the project management process as one of the most critical points in the total project development.

Discussion of a possible solution to the client's problem is not at all out of the question during the interview. To the client this is the most important point. Design professionals must be able to show that they have a good grasp of the problem and that they are capable of arriving at good solutions.

And, there is such a thing as "chemistry". Certain personality types just cannot get along. If you detect that either you or someone else from your firm is not doing well with a particular client, someone else from the firm may be more successful.

OTHER POINTERS

What then are the points that clients most often find objectionable when working with architects? The three key ones are: not including the owner in a decision-making process, having poor communication among various disciplines involved and the client, and poor coordination of the disciplines and of the project development in general.

Among other selection pointers identified at the UW seminar were the following. When selecting a design firm, clients generally like to select local professionals. Client representatives indicated that small businesses have a good chance of obtaining commissions providing they have the capability. The size of the firm does not seem to be a significant point in getting selected for the project. Finally, clients are favoring the process of bidding professional services. Although many design professionals find this quite unacceptable, clients feel that this process is here to stay and will be on the increase. They feel that professional design firms should gear themselves up to work within this framework.

SUMMARY

In summary, most market areas for professional design firms will be more active in 1984 than during the last few years. Much more specialization, however, will be required than in the past. The design area will be much more competitive, and clients will look at project control, especially cost control, much more critically. The design firm, in order to succeed, will have to learn how to deal effectively with these constraints.

On The Boards

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Wilson/Jenkins & Associates, Inc.
Milwaukee, Wisconsin

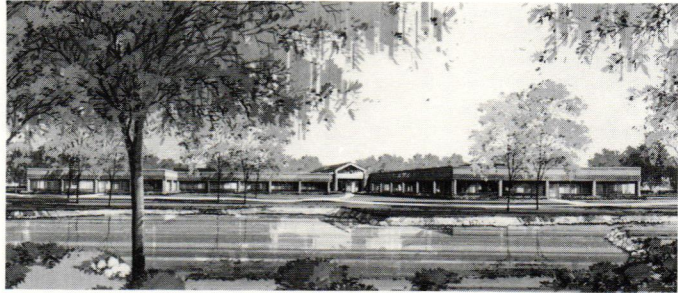
PROJECT:

Brookfield Lakes Corporate Center
Trammell Crow Company, Owner
Brookfield, Wisconsin

BACKGROUND:

Brookfield Lakes is a 150 acre

commercial development. The project will include a park-like environment of office buildings, high technology center, and retail buildings grouped around two lakes situated in a recreated Northern Wisconsin environment. The first phase will include a one story office building scheduled for completion second quarter 1984.



ARCHITECT:

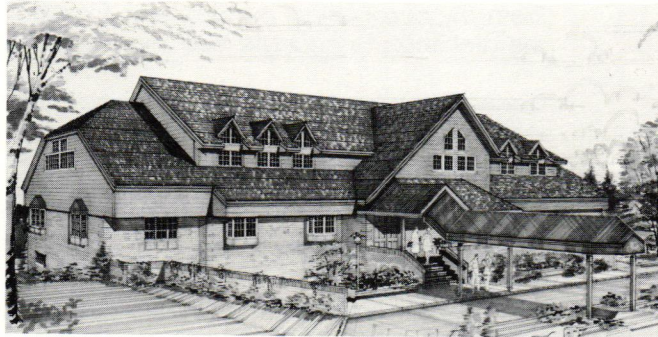
BHS Architects, Inc.
Milwaukee, Wisconsin

PROJECT:

Simon House Restaurant
Glendale, Wisconsin

BACKGROUND:

This mixed use Project called for a three-story building which will be the new home of the Simon House Restaurant. Office space has also been designed for future



tenants on the lower and second levels.

Amenities include outdoor patio dining at the restaurant, an "English Basement" entry court at the lower level offices, dormer projections, and skylit offices at the second level. The design also incorporates the use of traditional and contemporary elements which provide for an exciting new image for the established restaurant.

ARCHITECTS:

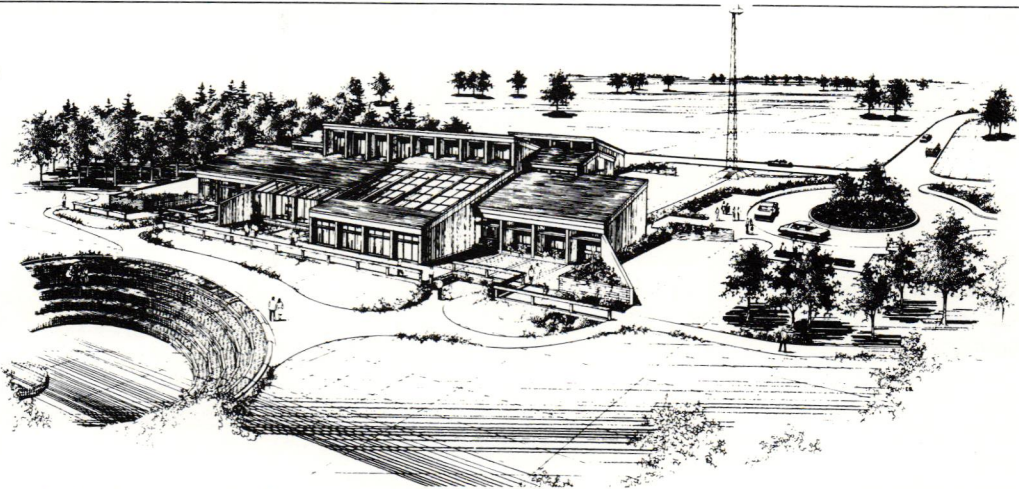
Donohue, Engineers & Architects
Sheboygan, Wisconsin

PROJECT:

The Havenswood Forest Preserve & Nature Center
Milwaukee, Wisconsin

BACKGROUND:

The Environmental Awareness Center Building, to be designed by Donohue, will be developed on the central portion of the Havenwoods site. The building will house many of Havenwood's environmental programs and will include a reception and lobby area, exhibit areas, a small auditorium, classrooms, administration offices, work and storage spaces, indoor and outdoor eating areas, and library room. A facility for maintenance work and vehicle storage, as well as toilet rooms, mechanical and electrical space,



and related areas will also be integrated into the building.

One of the principal requirements for this building is that it serve as an example of energy-conscious building design.

Included in its design are many passive solar features such as earth-sheltering daylighting, and a solar hot water preheater system; efficient heating and ventilating systems; grey water recycling; and on-site generation

of electricity by wind power. These alternative technologies would be part of the educational aspect of the center even though some of them may not be currently cost competitive with traditional techniques.

ARCHITECT:

BHS Architects, Inc.
Milwaukee, Wisconsin

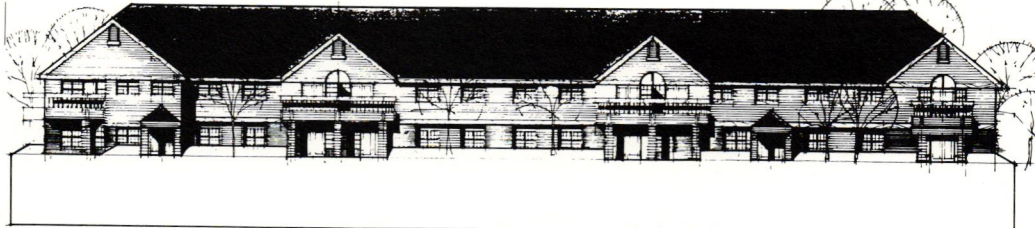
PROJECT:

Hanover Square Apartments
Cedarburg, Wisconsin

BACKGROUND:

This Project involved the adaptive reuse of an abandoned one-story elementary school into a two-story 25-unit apartment building in the heart of Cedarburg.

The interior planning is based on the existing classroom layout
wisconsin architect/january 1984



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which allowed for comfortable and efficient one and two bedroom apartments.

The intent of the exterior design

was to reinforce the vernacular style of architecture which is prevalent in this historic community near Milwaukee. This is achieved by the use of a steeply

pitched roof, cedar clapboard siding and dormer projections which break up the length of the building and individualize the apartments.

Society News

LETTER TO THE EDITOR

I just read the article in the November 1983 issue of *Wisconsin Architect* under the heading "We Have Met The Enemy-And They Are Us".

As far as I am concerned, the example of the fee cutting procedure for a library in the Milwaukee area is just the tip of the iceberg. I have observed cases of flagrant fee cutting and free sketches for 25 years and be assured, it is being carried off by some of the states largest firms. In many cases when I meet with a prospective client, he has a stack of free sketches you wouldn't believe. Many were prepared by firms that scream the loudest about professional ethics and free services.

The fee cutting process occurs whether the economy is good or bad. From my observation, the only way to curtail this distasteful activity is for the architects to educate their prospective client.

Having been involved in the marketing aspects of architecture for a very long time, it is my observation that prospective clients do not understand the design and construction process whatsoever, and are reluctant to ask questions. So, in all reality it's the architects responsibility to thoroughly explain his role in the design and construction process and to justify a reasonable fee structure for professional design services.

Professional ethics are not implemented in a group setting such as The Wisconsin Society of Architects. Professional ethics and fee negotiations are a personal judgement call made by each architect.

A sound professional practice and a good reputation are not achieved by being the "cheapest guy in town". Architects that provide professional design services and wind-up exchanging dollars don't last very long and are a true detriment to the profession as a whole. What most architects need is an attitude change and to learn how to say "NO" to prospective clients when they attempt to chip away at a reasonable fee structure.

LETTER TO THE EDITOR

I read with interest your letter in the last issue of *Wisconsin Architect* regarding the question of professional ethics. While I am appreciative of the point being raised I feel compelled to say that the subject was not dealt with at the appropriate level. While levels of compensation and fair marketplace practice are reasonable practical concerns, there are larger philosophical issues which traditionally go unexplored by both the profession and the University.

From my standpoint, the substantive issue in discussing professional ethics is the fundamental relationship between the individual and the society; the socratic dilemma if you like. Before architects deal with the pragmatic aspect of their professional lives, it seems reasonable that they first explore their roles and responsibilities in relation to the community. In this regard, I must make the lugubrious observation that too few architects have the moral stamina to advise clients that their projects may be either ill-advised or perhaps too poorly funded to produce a building which will be an asset to the environment in which it will be built. I further suggest that the exigencies of economic survival have often resulted in compromises where the society as a whole has been the loser in terms of ugly and poorly planned development, much of which has been accomplished by architects.

The medical and legal professions include in their programs, courses dealing with ethical concerns. Our profession, inexplicably, has been unable or unwilling to examine these uncomfortable issues up to this point. For this reason I am particularly pleased to see that one of the workshops at the WSA Annual Convention, which I have been asked to Chair, has been reserved for a discussion of Ethics in our Profession.

This letter, which I hope you will publish, is intended to serve as an introduction to the topic. In doing so I hope to establish a high level of debate which will explore the philosophical and societal aspects of ethics rather than those pragmatic issues which seem to invariably preoccupy our profession. I have asked a distinguished member of our Philosophy Department, Prof. Bernard Gendron to initiate panel discussions with some background and insight into the basis of ethical systems. I then hope that we can develop a broad spectrum of ethical perceptions from a number of practitioners which will lead to a spirited debate.

I invite all interested professionals to take part in what is certain to be a memorable and constructive workshop.

Very truly yours,
David Evan Glasser
Chairman
Department of Architecture - UW-Milwaukee

**GRADUATE
STUDY
ON THE
THIRD
COAST**

The University of Wisconsin-Milwaukee is now accepting applicants for the 1984/85 academic year. The Ph.D. Program at UWM is focused on environment-behavior studies. E-BS is the study of the mutual relations between people and the physical environment and the application of research to improving the quality of life through environmental policy, planning, and design. The program invites applications from students wishing to work at any level of human functioning (from physiological to cultural) and any scale of the environment (from interiors to regions). The program emphasizes a wide range of methods, including scholarly, descriptive, exploratory, survey, quasi-experimental, and experimental designs, and qualitative and quantitative analysis. Financial aid in the form of fellowships, teaching positions, and research positions is available. Information and application forms may be obtained by writing to the Student Affairs Office, School of Architecture and Urban Planning, University of Wisconsin-Milwaukee, P.O. Box 413, Milwaukee, WI 53201.

**PROMOTING
THE
PROFESSION**

The recent issue of Wisconsin Counties Magazine included a two page article authored and placed by the WSA on "HOW ARCHITECTS AND COUNTIES COLLABORATE". The purpose of this article was to better educate owners on working with their architect. Similar articles will be placed in other regional publications.

**MEMBERSHIP
ACTIONS**

HUTCHINS, ALAN B., was approved for AIA Membership in the Southeast Wisconsin Chapter. Alan is a transfer from Florida.

O'GORMAN, COLLEEN S., was approved for Associate Membership in the Southeast Wisconsin Chapter.

HARTIG, RICHARD S., was approved for AIA Membership in the Northeast Wisconsin Chapter.

BIRCH, JOHN R., was approved for AIA Membership in the Southeast Wisconsin Chapter.

MARTINIE, CAROLE H., was approved for Associate Membership in the Southeast Wisconsin Chapter.

HOLSTROM, DAVID D., was approved for Associate Membership in the Northwest Wisconsin Chapter.

WILSON, WALTER L., was approved for AIA Membership in the Southeast Wisconsin Chapter. Walter is a transfer from Arkansas.

**THE
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ANTCZAK, WENDIE, Northwest Wisconsin Chapter.
BEHRENS, STEVEN R., Northwest Wisconsin Chapter.
BUMAN, JAMES, Northeast Wisconsin Chapter.
BUNKELMAN, JEFFREY D., Northwest Wisconsin Chapter.
CLOUTIER, KEITH, Northwest Wisconsin Chapter.
GALE, BOB, Northwest Wisconsin Chapter.
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SMITH, JUDY A., Northwest Wisconsin Chapter.
VAVRA, KELLY, Northwest Wisconsin Chapter.
WEISINGER, GARRY, Northwest Wisconsin Chapter.
WOELZ, DAVID, Northeast Wisconsin Chapter.
ZEHREN, LISA, Northeast Wisconsin Chapter.

**ANOTHER
VIDEO
TAPE**

Added to the WSA's Video Tape Library is "PROJECT MANAGEMENT" . . . a one hour VHS videotape presentation which can help you improve your practice. There's a backlog of WSA members waiting to use the other tape owned by the WSA . . . "NEGOTIATING HIGHER FEES". To put your name on the mailing list for either of these tapes contact Sandra at the WSA office.

**UWM
ARCHITECTURE
STUDENTS
DOMINATE
AWARDS
PROGRAM**

Five architectural students from the University of Wisconsin-Milwaukee received prizes from the 1983 Awards Program of the American Institute of Architects, Chicago Chapter. The students, from the School of Architecture and Urban Planning (SARUP), captured five of the seven awards in a regional competition involving five universities.

Carl V. Patton, new dean of SARUP, stated that "this represents a major accomplishment and clearly establishes this program as one of the premiere design departments in the nation."

Each student received a prize of \$350.00. The School was also awarded \$1,750.00. The five students were Jeffrey Reinke, Kevin Kemp, Mark Peters, Wayne Jensen, and Peter Van Vechten.

All seven award-winning projects will be part of a traveling exhibit. The work of a sixth UWM student, Scott Thomas, was also selected to be part of the exhibit.

Since last May students, faculty and alumni have received prizes, awards or other honors in six other design competition at the regional, national and international level. In September two students won honorable mention in an international design competition for the Gateway Arch for the 1984 Summer Olympics. Previously a faculty/alumni team won first place in the Cityscape and Environmental Graphics for the Milwaukee Performing Arts Center. Two students won third place in the national Spectacle Island Competition for Boston Harbor last June. Faculty/alumni teams also received awards in competitions for the Havenwoods Environmental Awareness Center in Milwaukee (second place), and the Center of International Communication and the Ministry of Planning and the Environment, Paris, France (special recognition).

**BOOTH
SALES**

Over half the booths for the WSA's 1984 Convention have been sold. Do you know of a supplier who should be exhibiting? It's their best way to come in contact with the Wisconsin architectural community. Invite them to contact Karen or Sandra at the WSA office for more information.

**NRCA
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MATERIALS
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& GUIDE**

There is a dramatic change taking place in the commercial roofing industry. Dozens of new and improved **Built-Up roofing** specifications and **Single-Ply roofing** membrane products were marketed within the last year and there is no apparent slow down in the number of new materials which will be introduced in the future.

To keep you advised on these products the **National Roofing Contractors Association** now publishes the **NRCA Roofing Materials Reference & Guide** which deals exclusively with roofing membrane materials.

The **Guide** contains detailed information on the companies that supply roofing products, use and application, date of first commercial use, country of manufacture, number of squares previously installed, plus much more data that is required when making a determination of the type of membrane to be used in **new construction** or **re-roofing**.

The October, 1983 issue of the **Guide** is now available for your use and it contains detailed listings on **386 BUR** specifications and **Single-Ply** materials which are now marketed by **seventy-two** manufacturers and suppliers. The **Guide** is up-dated and published three times per year and is available on an annual subscription basis. The subscription cost is \$85.00 per year.

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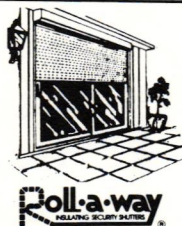
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