The Florida Architect May/June 1972

Hilliard T. Smith, Jr., FAIA Elected Secretary of AIA

To All Members of the FAAIA

I wish to take this opportunity to extend to each of you my grateful appreciation for the heartwarming support given me in the recent AIA election.

The tellers could count only the votes, but I had the opportunity to count my friends and fellow professionals as you performed in concerted action toward a common goal. This opportunity comes to few. My every action in the future shall be to justify your support.

Your efforts and our final success demonstrate once again why Florida is looked upon as one of the really great regions of the Institute. Let's work together to make it even greater in the future.

Hilliard

At the Houston Convention the AIA membership elected Hilliard T. Smith, Jr., FAIA of Lake Worth to the two year term of National Secretary of the American Institute of Architects. Florida is proud of this achievement, the first in eight years when Clinton Gamble, FAIA was also elected Secretary.

FLORIDA AT THE AIA CONVENTION

At special ceremonies during the Houston Convention, Nils M. Schweizer, Winter Park, Florida Architect was elevated to the College of Fellows of the American Institute of Architects. He is the first architect in Central Florida to receive this recognition, and was selected for his contributions to the advancement of the profession.

Nils M. Schweizer named Fellow of the American Institute of Architects

Schweizer began his architectural practice in Central Florida in 1958, after having been an apprentice to the late Frank Lloyd Wright and serving as his South Eastern representative for 3½ years. He has been long active in civic affairs having served 3 consecutive terms as the president of Loch Haven Art Center; President of the Associate Board of the Florida Symphony Orchestra, Vice President of the Florida Symphony Orchestra and Member of the Diocesan Board of the Episcopal Diocese of Central Florida.

Schweizer is currently serving as President of the Guild for Religious Architecture, is a member of the Committee on Design of the A.I.A., is chairman of the Commission on Public Affairs for the Florida Association of the A.I.A., and immediate past President of the Mid-Florida Chapter of the Institute. He served as chairman for the Oklawaha and Red Flag Charrettes, environmental studies. He also has served as a member of the Governor's Task Force on State Land Use Planning, the Governor's Committee on Signs and Bill Boards and has recently been appointed to the Florida Land Sales Advisory Board.

Nils Schweizer serves as Chairman of the Board of the Environmental Design Group, Inc., an affiliation of construction and design related companies, including Schweizer Associates, his original architectural firm. Environmental Design Group, Inc. includes within its structure complete services related to the construction industry.

COVER: Jacaranda County Club at Plantation, A project of Gulfstream Land and Development Company. Donald Singer, AIA, Architect.

3/72

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Number 3

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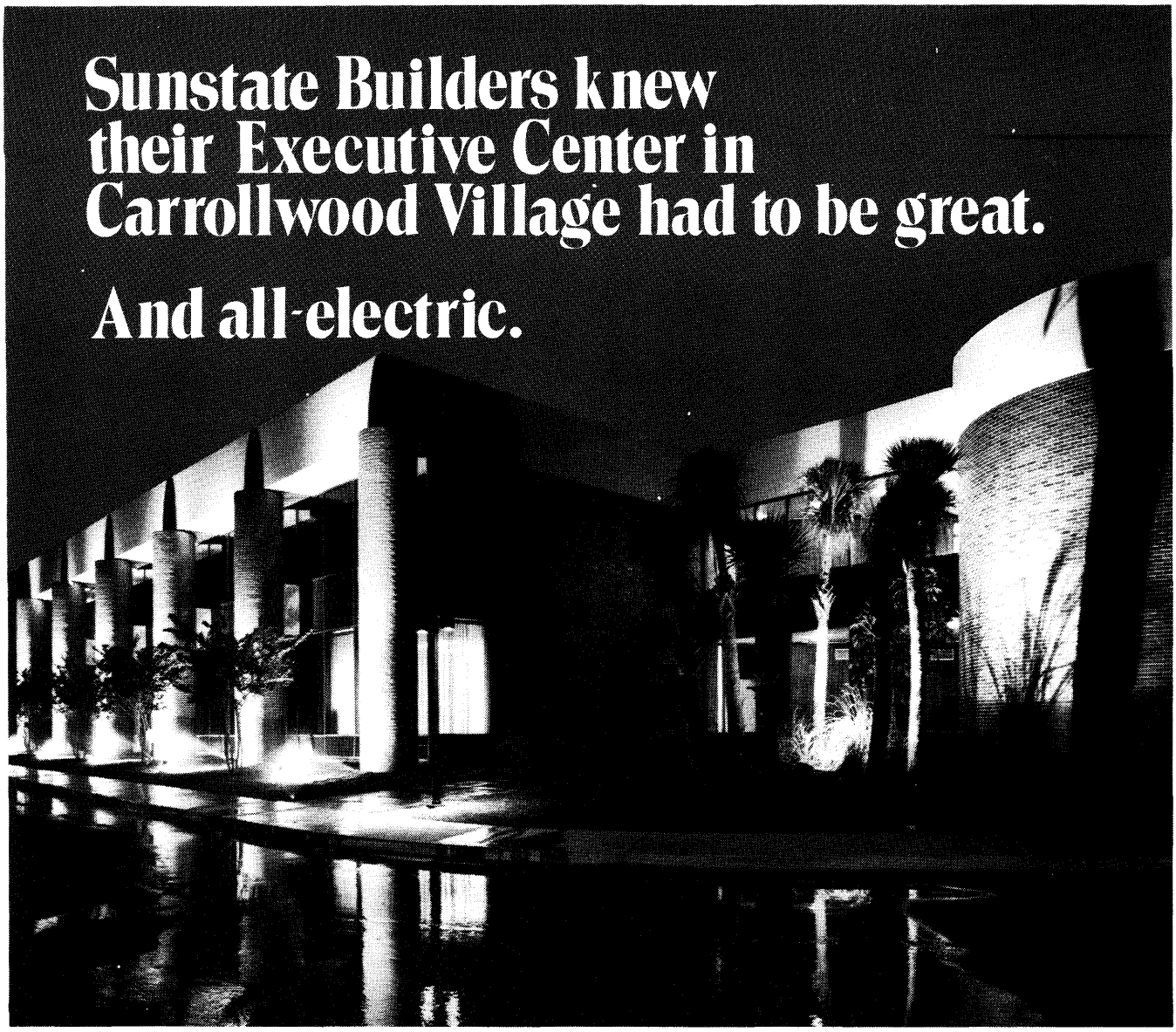


Sunstate Builders' Carrollwood Village Executive Center . . . an unusual combination of dramatic architecture, a parklike setting outdoors (on the golf course) and indoor all-electric comfort.

Charles Juengling, Carrollwood Village Project Manager . . . "The Executive Center buildings were designed to impart the same feeling as the homes and condominiums in Carrollwood Village. That is, they're designed to afford the occupants maximum pleasure from the beautiful Florida environment they're a part of.

"The features of cleanliness, convenience and safety offered by all-electric living complement the total design concept of Carrollwood Village . . . the homes, condominiums, recreational facilities and now, the Executive Center.

"The first building has 26,500 square feet of usable office space and a total of 35,000 square feet with lobbies, restrooms, etc. Included is a year-round comfort system with 90 KW of electric "strip" heat. And, the building has about 105 KW of interior and exterior lighting.

"The all-electric indoor comfort of the office building complements the parklike outdoor setting. With the new golf course being built directly behind the building, and other attractive landscaping of the park, we incorporated extensive use of ⅜ inch solar bronze tinted glass to take advantage of the setting.

"Since we are really pioneering an office park away from existing urban development, we had to create something with impact. This was our goal and the combination of the architecture's glass-column appearance, the outdoor park setting and the indoor all-electric comfort have become our means of obtaining the goal."

TECO
Tampa Electric Company

Presentation Made Easy For SOP's

THIRD IN A SERIES OF ARTICLES PREPARED BY FAAIA PRACTICE AIDS COMMITTEE.

H. SAMUEL KRUSE', FAIA,
IN COLLABORATION WITH JAMES DEEN, AIA

The Small Office Task Force of the FAAIA learned that many small office practitioners (SOP's) are reluctant to use automated methods for serving their clients because the automatic devices require capital investments that seem hopelessly out of reach for the average SOP. This might be true for computers, magnetic tape operated typewriters, calculators and similar sophisticated machines. It is possible to become gadget-happy and buy machines that help one's practice not one iota. It is necessary to discover the adaptability of the practice to the machine or the machine to the practice, and to determine the economic feasibility of such investment, just as one must when contemplating the purchase of an automobile or any other investment requiring a large sum of money. Such a feasibility study should be made by the SOP in the same manner as feasibility studies he prepares for his clients' investments in building.

This paper addresses itself to an automated process for the solution to a problem that many SOP's face, especially those practicing in small communities. That problem is: the in-house production of high-quality, professional presentations of proposed works. Even when the SOP or an employee in his firm has considerable delineation talent, the problem persists. The limited exercise of the talent causes a deterioration of skills and/or there just isn't time to construct a half dozen study-perspectives necessary for determining the best aspect for a delineation. Frequently the only available delineator is too busy to give service when the SOP needs it: his studio is hundreds of miles away so that the SOP can't easily supervise the work; or, if the SOP packs his bag and goes to the studio to oversee the work, other necessary tasks at home come to a screeching halt while he is gone.

Such expense in aggravation, time and money to obtain professional-looking, high quality delineations can be avoided by the James-Deen-quick-machine process, utilizing the talents and tools on hand in every progressive SOP's office.

TOOLS AND MATERIALS

The really expensive tools for the James-Deen-quick-machine process are camera and two projectors, complete with zoom lenses.

> Jim's camera is a Nikon with a zoom lens, but it could be an Instamatic or any type that will take pictures suitable for slides. A Polaroid camera that provides transparent pictures will work too, if the projector is suitable. One wouldn't have to wait for the development of films into slides in this case. Since most architects are camera bugs, it can almost be assumed that every SOP has a camera that will suit the purpose. Please note that the camera is not for the single purpose of providing James-Deen-quick-machine-process presentations. The camera can be used for many other purposes at office and home. (Taking pictures of children is a very common sport everywhere.) The projector is a tool in most architects' offices for promotion, presentation and related activities in which the active SOP participates. Only the number of projectors and the zoom lenses might be non-standard in most offices. Although Jim uses two Kodak carousel-type projectors with the zoom-zoom, later on in this paper you will learn that only one projector with a zoom lens is needed; the other need not have a zoom lens. However, there are real advantages in the flexibility in selecting scale and in saving the "futzing" time when both projectors have zoom lenses. Please note here also, that the projectors do not need to be Kodak carousels. Any projector that projects photographic slides on a wall and that allows the projectionist to adjust the scale of the picture will work beautifully.

The other tools are film for the camera and slides for the projectors.

> Jim uses high-speed Ektachrome film because that film is developed locally into slides in twenty-four hours. So the SOP should select the film for which local service is the speediest.

Materials include sensitive paper for blueprint making (or other inexpensive sensitized paper in sheets large enough for the delineations desired; B & W, brown-line, etc.), felt pens, speedball pens and ink, brushes, and the usual pencils, erasers, straight-edge and drawing aids found in an architect's office.

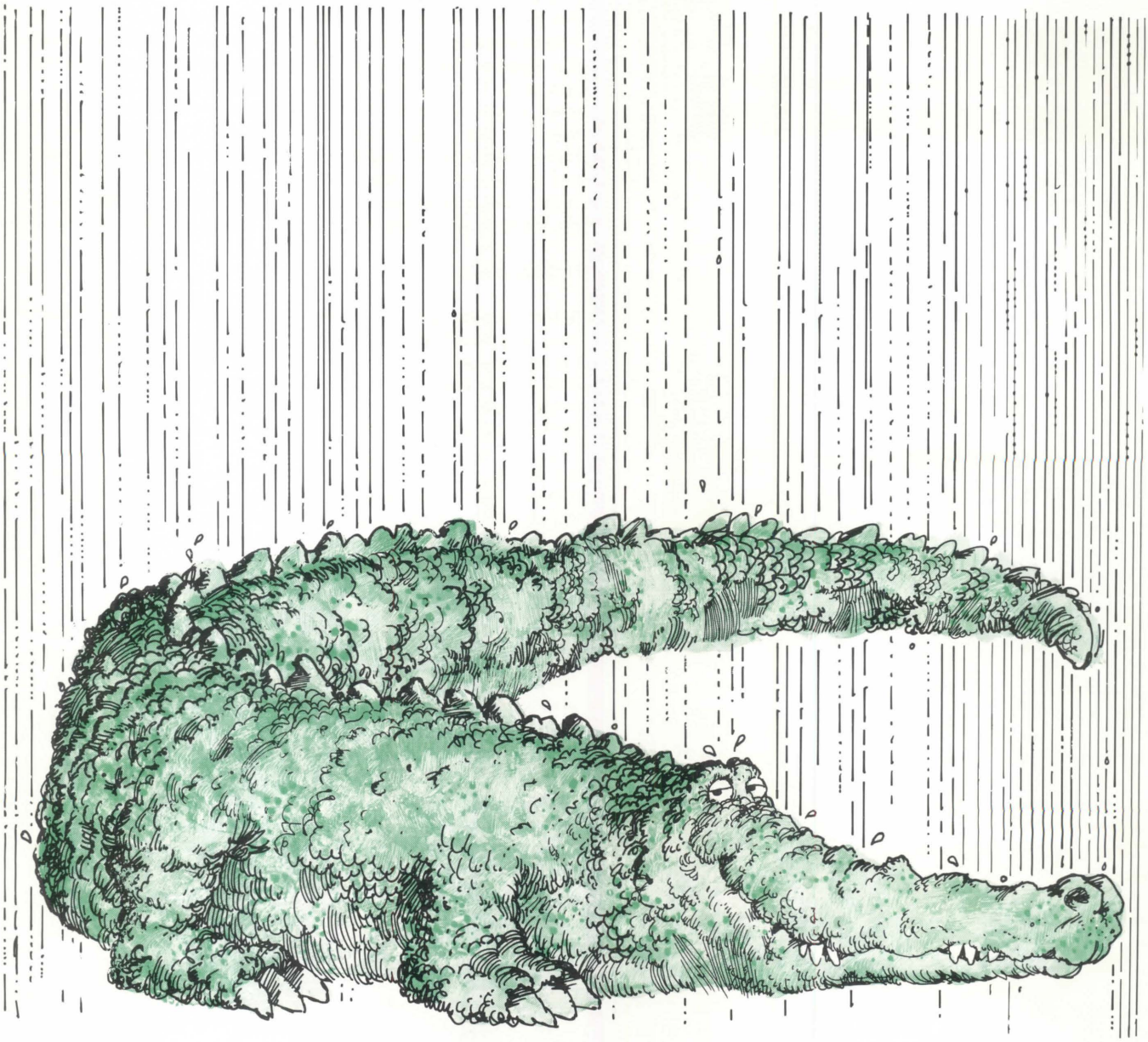
> For the taking of aerial-view pictures of the site, Jim uses a helicopter at $60 per hour. He can shoot a hundred pictures in fifteen minutes, so the 'copter costs him about $20-$25. Not every SOP will have a helicopter available. For most sites a twelve-foot step ladder, or a neighboring second floor window will provide adequate elevation for birdseye perspectives.

TALENT

An architect alone can do the job, but since some of the work is done in the dark, it might be pleasant to have a young, pretty assistant to hold things and be otherwise helpful.

Continued

Looking for a tough deck coating system that's really **waterproof?**



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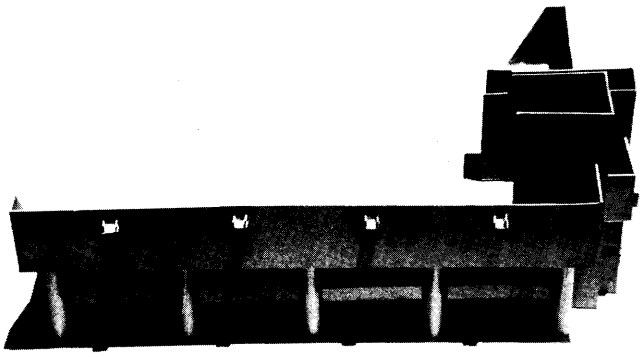
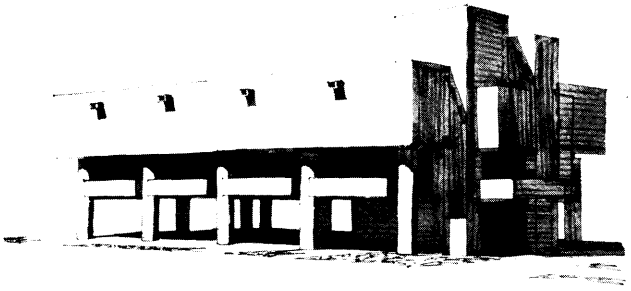


PREPARATION

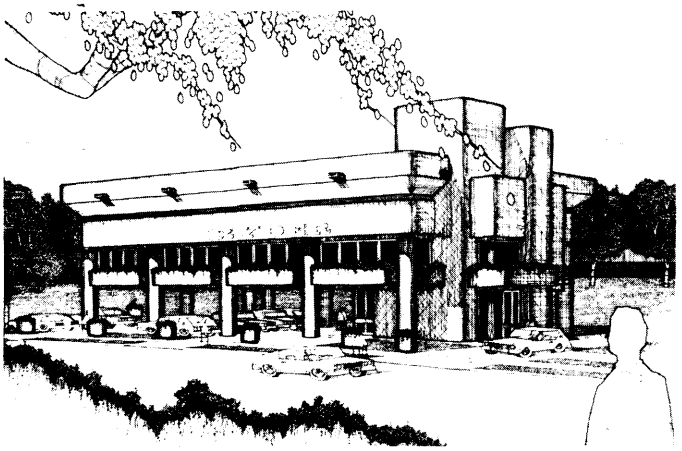
It is assumed that the project to be presented has been designed to the point of development that the plot plan is well defined and that a model of the building (or two sides of the building, if the view to be taken is of two sides only), showing the mass and shape of the building, is available at the same scale as the plot plan. The model should not be a detailed model, but a small, chipboard and stick, study model made with a little more care than the study model normally made for in-house use. Please note that the model is at the same scale as the plot plan and that it doesn't have to be large. If it is large, then a little more detail is required – perhaps pasting cut-outs from an elevation study on the planes of the model will do the trick.

PROCEDURE



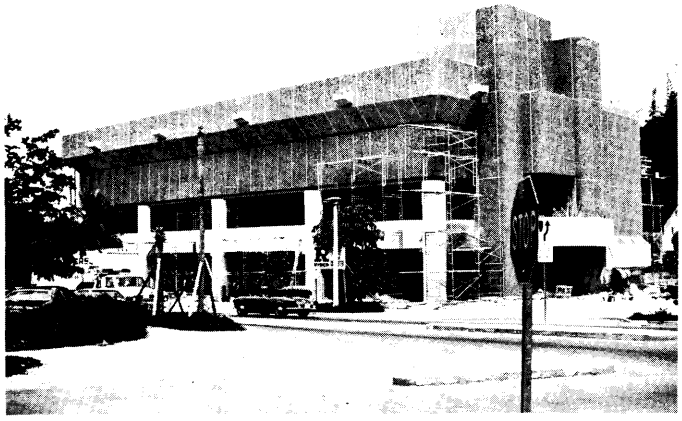
Before or after lunch, depending on the desired fall of the shadows, take a roll or two of pictures of the site from various elevations and angles, and from the aspect matching that of the final presentation. One might want to take pictures at different times of day and from different aspects, if the aspect and direction of shadows have not been predetermined.

Set the model on the plot plan and take a roll or two of pictures of the model on the plot plan outside, approximately the same time of day that the site pictures were taken, the plot plan oriented as the actual site lies, and from the matching (don't forget the difference in scale) aspect and elevation.



When the film has been developed in slides, put the site slides in one projector, the model slides in the other. In a darkened room project the site on a white wall or rigid white board surface, using the zoom lens to obtain the desired size picture. Select the angle and elevation that seems the best.

Over the picture of the site, project the slides of the model, using the zoom lens to match the scale, and move the projector so that the site of the model matches the picture of the actual site. When the best of the two projected pictures are matched as closely as is possible, cover the double projection with a sensitive paper taped to the wall or board. Fool around with your young and pretty helpmate in the darkened room for about an hour (if you are using blueprint paper – other papers take longer times; sepias for reproducible work takes a very long time).



When the picture has been exposed to the sensitive paper, one has a print of the project showing quickly, inexpensively and accurately a real-life view of the project. This picture can be matted and used as printed, if the SOP is satisfied. Or the SOP can improve the mismatching of the two slides, by rolling a tracing paper over the picture and tracing the things he wants to show using colored felt pens, or pen and ink, or pencil, or whatever medium he desires. If the picture is on sepia for reproducible work, he can work directly on the sepia, then reproduce as many prints as he desires.

In the presentation to the client, the slides of the model and the site can be shown first, leading up to the undraping of the matted framed picture showing him exactly how his project will look on the completed site. He (the client, it might be "they") is impressed, immediately authorizes the SOP to develop the scheme into the contract documents and promptly writes the check to pay for the design development phase of the work of **His Architect**, a really smart honcho. ■

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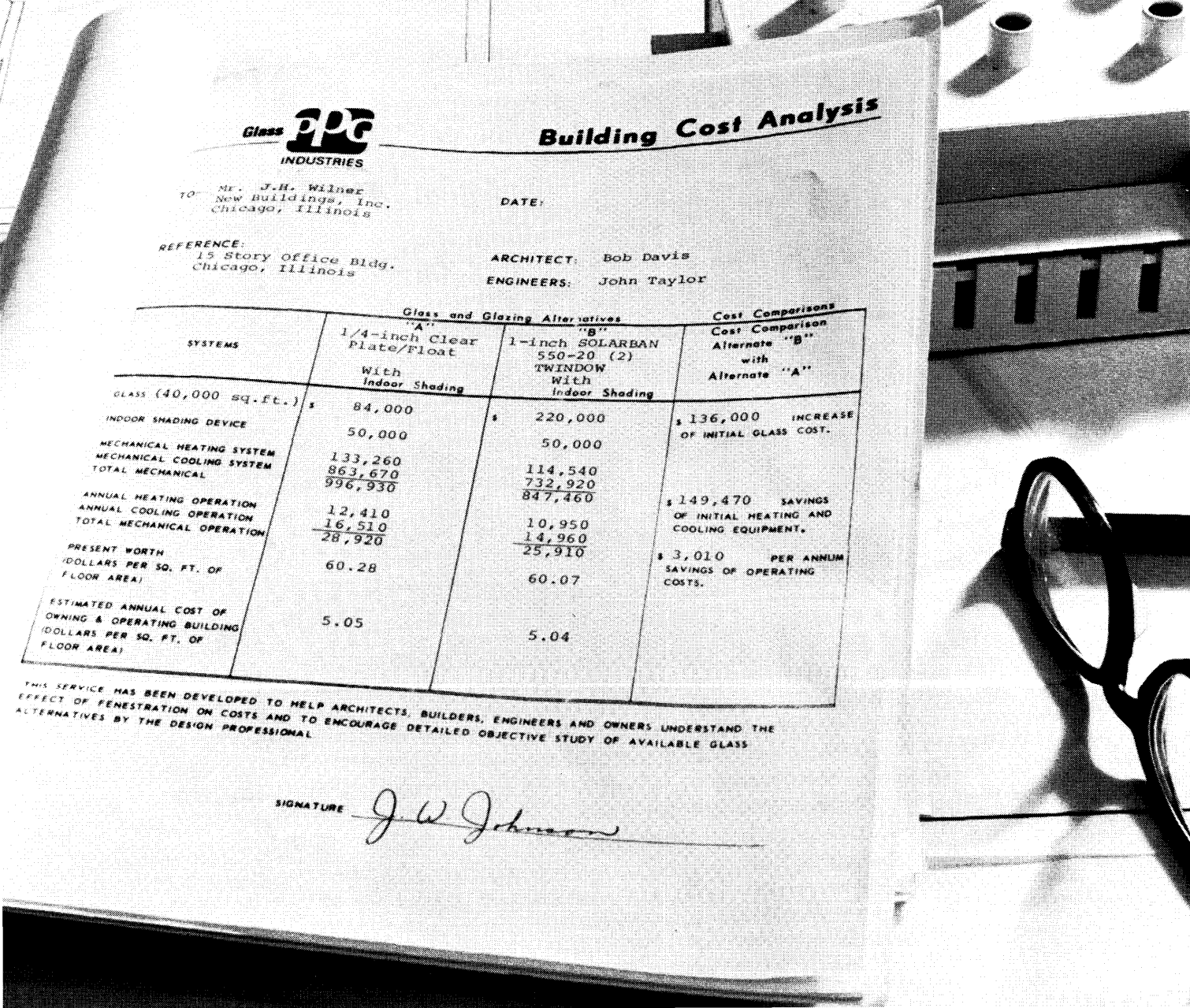
PPG: a Concern for the Future

PPG INDUSTRIES



Glass PPG INDUSTRIES

Building Cost Analysis

TO: Mr. J.H. Wilner
New Buildings, Inc.
Chicago, Illinois

DATE:

REFERENCE:
15 Story Office Bldg.
Chicago, Illinois

ARCHITECT: Bob Davis

ENGINEERS: John Taylor

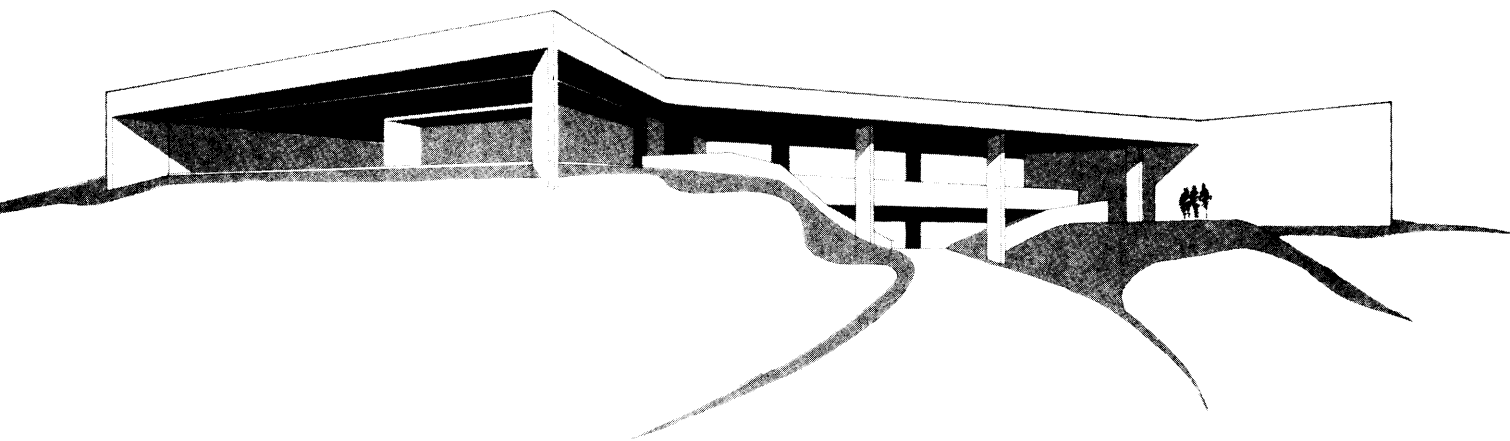
SYSTEMS	Glass and Glazing Alternatives "A" 1/4-inch Clear Plate/Float With Indoor Shading	"B" 1-inch SOLARBAN 550-20 (2) TWINDOW With Indoor Shading	Cost Comparisons Cost Comparison Alternate "B" with Alternate "A"
GLASS (40,000 sq.ft.)	$ 84,000	$ 220,000	$ 136,000 INCREASE OF INITIAL GLASS COST.
INDOOR SHADING DEVICE	50,000	50,000	
MECHANICAL HEATING SYSTEM	133,260	114,540	
MECHANICAL COOLING SYSTEM	863,670	732,920	
TOTAL MECHANICAL	996,930	847,460	$ 149,470 SAVINGS OF INITIAL HEATING AND COOLING EQUIPMENT.
ANNUAL HEATING OPERATION	12,410	10,950	
ANNUAL COOLING OPERATION	16,510	14,960	
TOTAL MECHANICAL OPERATION	28,920	25,910	$ 3,010 PER ANNUM SAVINGS OF OPERATING COSTS.
PRESENT WORTH (DOLLARS PER SQ. FT. OF FLOOR AREA)	60.28	60.07	
ESTIMATED ANNUAL COST OF OWNING & OPERATING BUILDING (DOLLARS PER SQ. FT. OF FLOOR AREA)	5.05	5.04	

THIS SERVICE HAS BEEN DEVELOPED TO HELP ARCHITECTS, BUILDERS, ENGINEERS AND OWNERS UNDERSTAND THE EFFECT OF FENESTRATION ON COSTS AND TO ENCOURAGE DETAILED OBJECTIVE STUDY OF AVAILABLE GLASS ALTERNATIVES BY THE DESIGN PROFESSIONAL

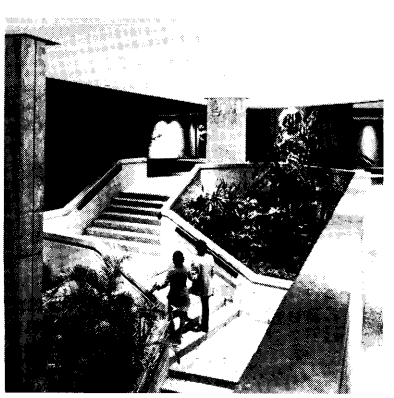
SIGNATURE J. W. Johnson

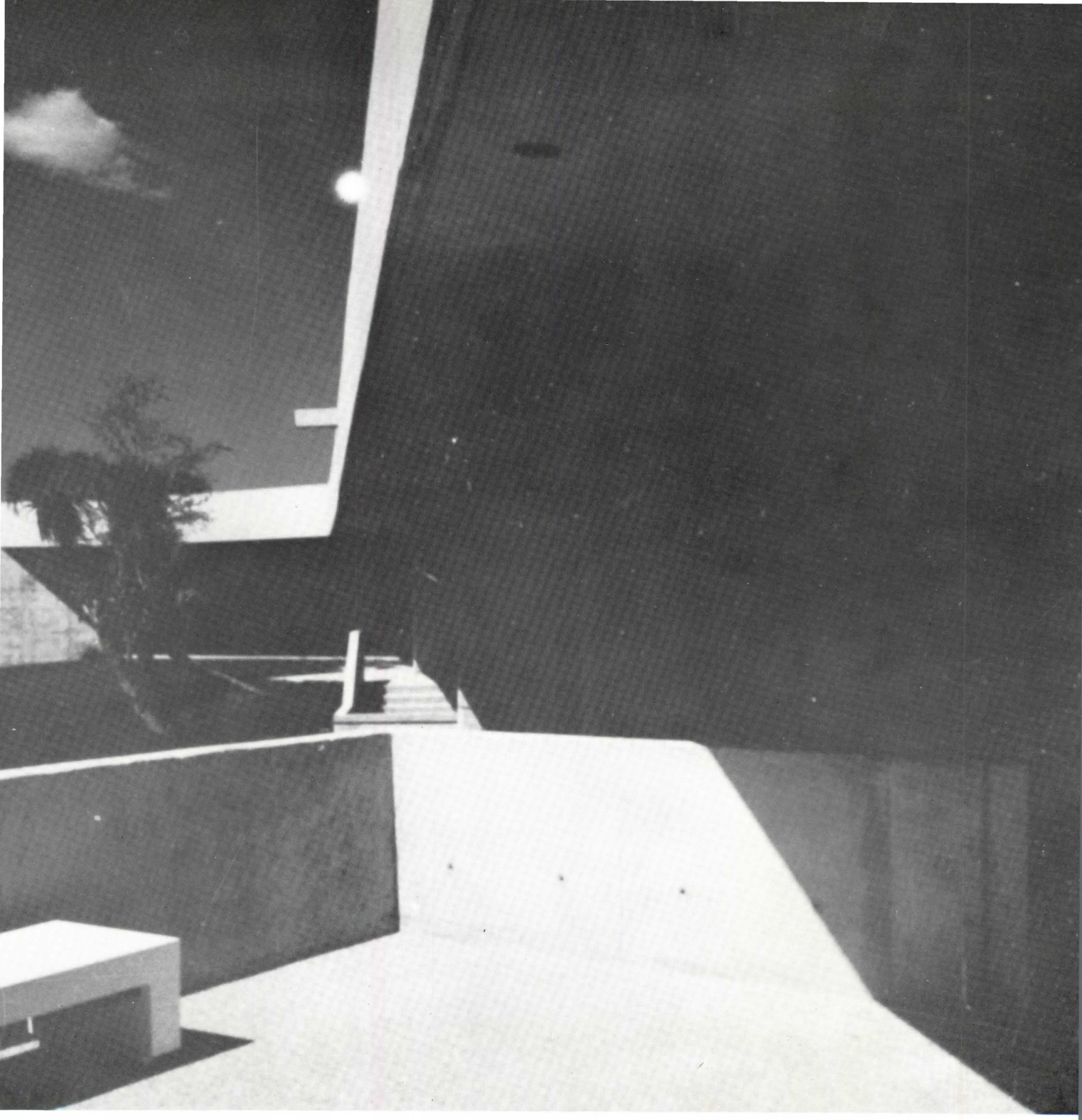
Miami Mayor David T. Kennedy, left, presents a Certificate of Appreciation to Glenn Buff of the South Florida Chapter of American Institute of Architects for their contributions to the success of Mayor Kennedy's Invitational Conferences which discuss various topics as they pertain to communities today. Looking on is Dr. William Jerome, representing Florida International University, a co-sponsor of the conferences.

South Florida Chapter Activity



Jacaranda.





At our first meeting when John Cleary asked me if I had ever designed a country club and was pleased when I told him I had not, I knew that a good relationship and the opportunity for a good building were at hand. As a client and a businessman, he wanted a fresh idea, one that could grow without the weight of preconceived notions of both form and function.

It occurred to me more than once during the early work on the Jacaranda project that although this type of building dedicates itself to fun and fantasy, it is not the function of the building to be funny and fanciful.

It began to make sense that the spaces should render ele-

Continued

gant its users, not berate them or try to outdo them. That it should direct the users to become the pageant themselves rather than merely spectators at a circus of ornamentation. That it should pay homage to the nature of the land rather than try to do battle with it. I have tried to do this by a deliberate elongation of the structure. The repeated emphasis of the horizontal movement through the space and the over extended horizontal proportions of the form are all directed at an effort to create visual "stretch"; and by creating this series of long views and extended destination points, the person involved in the spatial experience is made aware of his role in the pageant he himself is creating.

It is all done with the intent to establish the essence of an idea and merely let the physical form reflect that idea.

JACARANDA, Continued

The golf course that surrounds the site is a series of softly rolling curves . . . quiet and gentle. The building very naturally settled into those curves providing a man-made hard edge as opposed to nature's own impressionist soft edge, but taking from the very strong horizontal of the open field and emanating it.

The building was to sit surrounded by activity on all sides . . . no room for a back porch . . . and vistas and circulation patterns emanating from all directions.

The essence of the building's use willingly broke down into social and recreational functions with the possibility for the connection of the two. By elevating the public spaces to

allow service from below and unobstructed views above, the form of the building was complete. The space between the two halves provides a centralized point of entry, a place of arrival.

From that point, as arrival is watched over from above by those preceding, the person entering ascends a processional stair to the public pedestrian level. If he comes to golf, his clubs are taken at carside directly into the cart room and placed on his electric golfing cart. When he is registered and has availed himself of the various golf shop and locker facilities, the cart is brought to him up the "hill" to the golf shop level and off he goes to return later reversing the procedure.

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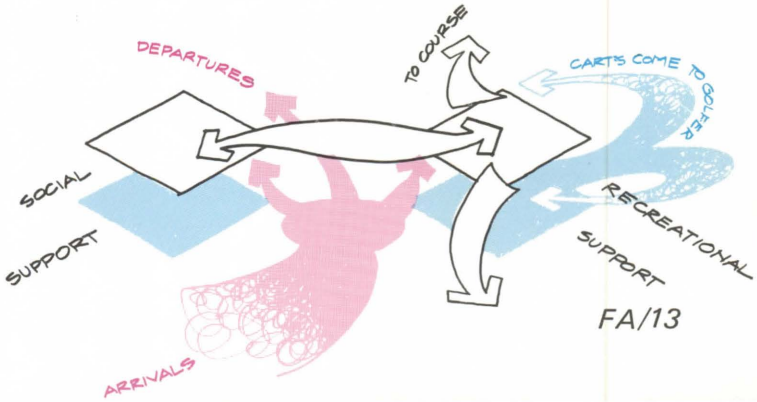
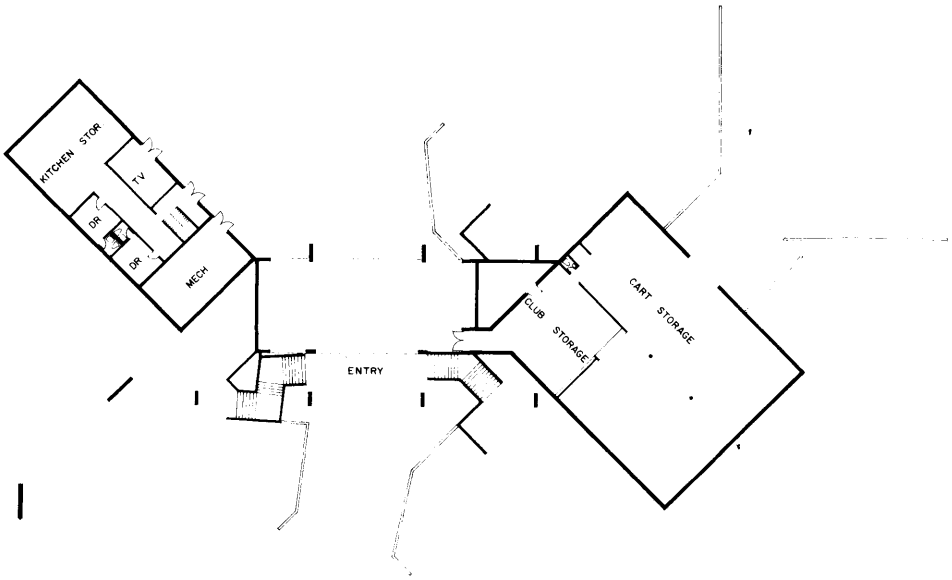




1

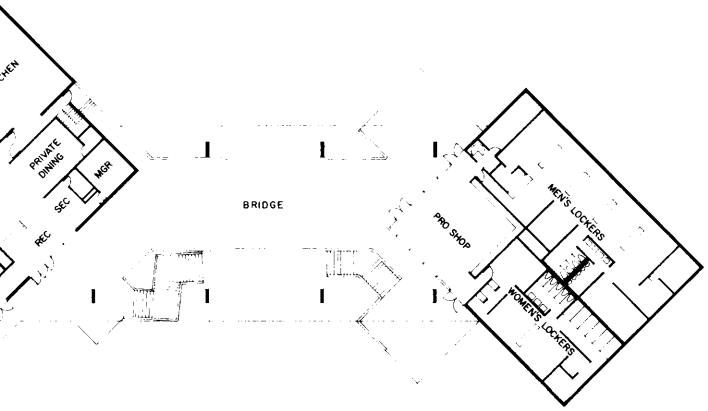
2

JACARANDA, Continued

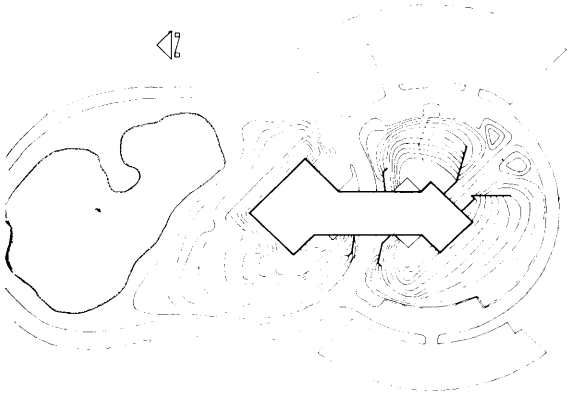
The dining room floor level is set into the man-made hill to provide a more intimate relationship with the surrounding area. Also in the dining room, we have created a room within a room such that the overall space is seen as one, but with the various areas separated by the strategic placement of all the mechanical servicings, such as plumbing and air conditioning.

The materials used to complete the idea are concrete aluminum and glass. They are repeated constantly as a means of straightforwardness and simplicity. ■

DONALD SINGER, AIA



Jacaranda Country Club, Plantation, Florida. *Client:* Gulfstream Land and Development Corporation. *Architect:* Donald Singer, AIA, Fort Lauderdale. *Interior Design:* Terry L. Rowe and Associates, Inc., Sarasota. *Structural Engineer:* Gaston de Zarraga, Miami. *Mechanical Engineer:* Aguirre Associates, Miami. *General Contractor:* Caldwell Scott Inc., Fort Lauderdale. *Photographs:* Alexandre Georges and Donald Singer. *Rendering:* Carl Floyd.



The mouse that roared

Load/bearing masonry makes it to the top

Used to be, masonry was a mouse. Weak in tension and shear, fine for the low rise, just not up to high-rise specs. Until somebody started looking for a better way to build a wall, found it in reinforced concrete masonry, and wound up with a better way to build a high-rise. The process is simple.

Start with a little better block . . . more cement in the mortar . . . a few bars of steel . . . and a little grout. The steel adds resilience and toughness to the wall . . . the masonry block stiffens the steel and protects it from fire. Suddenly, you have a new structural animal.

No columns, no beams, no forming . . . when you finish the walls, the structural system is complete. Firesafe , maintenance free, virtually indestructible, and inexpensive. High rise construction was never better.

Which goes to show why masonry isn't a mouse any more. When you have all of this going for you, it's worth roaring about. For more information, contact Masonry Marketing Manager, General Portland Cement Company.

Sunshine Towers, Clearwater, Florida. J. Whitney Dalzell, Architect; O. E. Olsen & Associates, Engineers; Biltmore Construction Company, Contractors.

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SPECIFICATIONS FOR AN ARCHITECTURAL MANAGEMENT CONTROL SYSTEM

Vahe Khachooni
Principal & Co-Founder, Design Methods

This document was prepared for the 8th Annual Design Workshop, Atlantic City, New Jersey, and was presented as a part of FAAIA PDP III, Computerized Project Management.

An Architectural Management Control System should be an instrument for recording, monitoring and controlling the quality and quantity of work performed on various projects over a long time span in an architectural office.

Its prime purpose should be the fulfillment of the desire to know of the management and increase productivity and profits of the firm. Its most important by-product will be a valuable data base for the organization for improved budgeting, timing and projections in the future, and for simulating the effect of alternate projects on the quantitative and qualitative condition of the firm.

Architectural Management Control System (AMCS) is not and should not be considered an accounting tool either to satisfy the accounting personnels needs or desires. Its orientation should be toward the Architectural Management professional, reflecting the architect's need to know and manage. The accounting system used by the firm is a good place to extract the basic data but the relationship and the presentation technique should stop at this point. One of the common errors committed by the architectural firms is the creation of a super complicated and undecipherable maze of accounting reports and calling it a management control system. AMCS can use the same data as required by accounting but because of its much broader influence on the operations of the firm it should be simple in final product, comprehensible by all involved, and flexible in operation to allow for continued improvement and adjustment.

For establishing a standard reference scale for cost estimates and operational procedures a hypothetical architectural office of 30-50 men is used for this paper. Its projects usually last longer than one year and some several years. It has in-house engineering staff but frequently outside consultants are utilized for more specialized functions. Its annual billings are from $750,000.00 to $1,000,000.00 and growing.

IMPLEMENTATION

Due to its very strong influence on the affairs and character of the firm the Architectural Management Control System should involve the top management of the firm from its inception. An active participation on all levels of the organization is important for a successful AMCS. But the top management's active participation, guidance and understanding of the system is the key factor for its success or failure. A mere approval of expenditures for implementation, however generous it might be, is not enough on the part of top management.

A successful AMCS would require at least a six month preparation before any visible signs of its existence can be detected. In one to two years the system can be fully operational and performing 90% of its tasks. In all systems of such magnitude many adjustments both in method of operations of the firm and the system itself will be required but they should subside by the end of two years except for some which will be continuous in nature to fully optimize the system.

After the system has been in use for two to three years, sufficient historical data would have been collected to start implementation of the simulation and projection phase of the system. At first these attempts would be small in scope and crude in result. But over the years the system due to its better data base and finer tuning would be the most important asset of the firm. Management control systems due to their inherent function of imposing order and requiring facts will expose many undesirable modes of practice in the firm. Because of its unbiased nature it will focus attention to areas of operation that were glossed over by inept but personable project managers. The first reaction of the department head who has been reflected unfavorably by the system would be to castigate the system and be hostile to it. This is only natural and the top management should be understanding of these situations and should allow for the personnel involved to react and hopefully remedy their mode of operation.

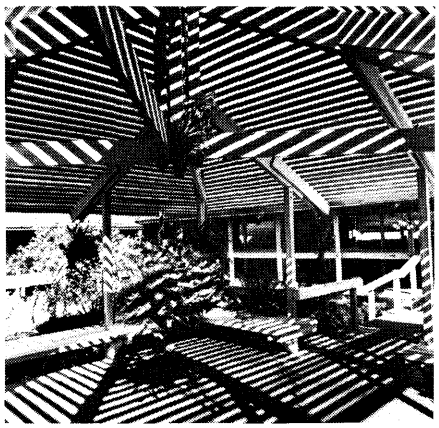
The phased implementation of the system will avoid the frustrations of many months of work with no visible product at hand. The following schedule of implementation should be realistic for most cases.

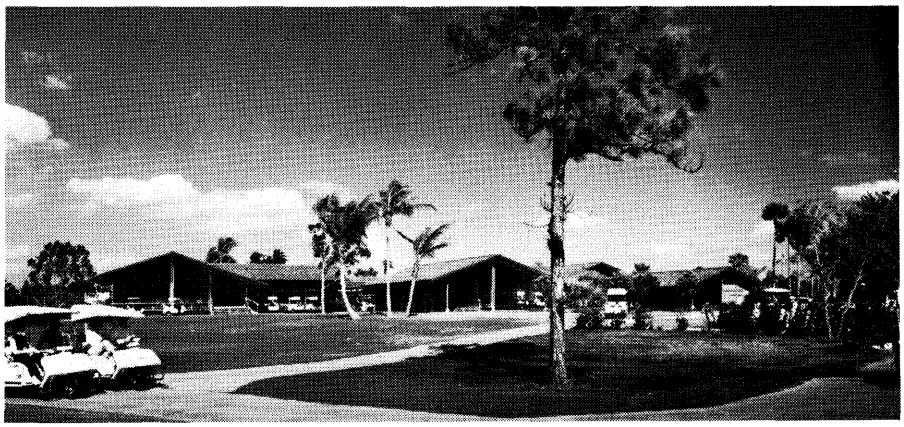
Phase I (3 months)	– Prepare all data gathering procedures – System design and general guide lines – Computer hardware/software selection – Define project initiation and indexing system – Define budget estimating procedures
Phase II (3 months)	– Computer program project level reports – Test one or two projects for two months – Start full scale AMCS at project level
Phase III (2 months)	– Refine project level reporting – Computer program division level reports – Start division level AMCS reporting

Continued

Okay, somebody yells fire.

Will it be goodbye building, or hello Non-Com® fire-protected wood?





Architect: William Cox, Charles Harrison Pawley, Coral Gables • Contractor: M. R. Harrison Construction Corporation
Developer: Arvida Corporation, Miami • Lumber supplied by: Causeway Lumber Company of Boca Raton, Inc.

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Phase IV (2 months)	– Refine project division level reporting – Implement top management level reporting – Full scale AMCS operational
Phase V (2 months)	– Refine the total system – Exception reporting implemented – Special purpose reports
Phase VI (12 months)	– Refine the system and start defining parameters and indicators to be used for simulation and projection studies
Phase VII	– Simulate the effect of various changes and projects on the firm – Man power requirements – Optimization of service mix

Despite the fact that a full AMCS would require at least two years to complete, visible progress can be seen and a system created in six months. It is assumed that competent personnel are employed to perform the job. The persons in charge of the implementation should have a thorough knowledge of architectural practice and the computer. Outside independent computer consultants specializing in the architectural field are best suited for this task. Computer manufacturers representatives due to their basic interest to sell hardware for their company are not suited to pass unbiased judgement on the implementation of a good system.

INPUT TO AMCS

Weekly

- Time cards submitted by all employees indicating project number and hours worked.
- Project completion percentages by activity prepared by project manager. This data is the most important for the success of the system and it is the most abused. Project managers tend to over estimate work completed up to the last few months of the project.
- Budgets for new jobs and corrections to old budgets. Any and all budget adjustments should have a valid justification and the approval of the general manager or the president.

OUTPUT AMCS

I. Project Status Report containing the following information will be produced weekly for all project managers.

1. Hours worked on the project the previous week by each discipline or individuals.
2. Cumulative hours worked and dollars spent on the project.
3. Budgeted hours and dollars for the project.
4. Percentage of completion of each activity or phase of the project.
5. Variation of actual hours and dollars from the budgeted amount.
6. An updated CPM/GRAPH reflecting the progress made on the project during the week.

II. Division Status report containing the following information will be produced for the Division Manager. This level of reporting would be eliminated if the organization is not large enough or it is not structured on a divisional basis.

1. Project hours worked and dollars spent vs. budget. No hourly detail is provided at this level.
2. Percentage of completion of each project.
3. An updated CPM/GRAPH showing all projects in the division and their relation to each other but no detail within each project.
4. Exception reporting on the projects that are behind schedule or are over the budget by a certain predetermined percentage. This information is one of the most important features of the system.

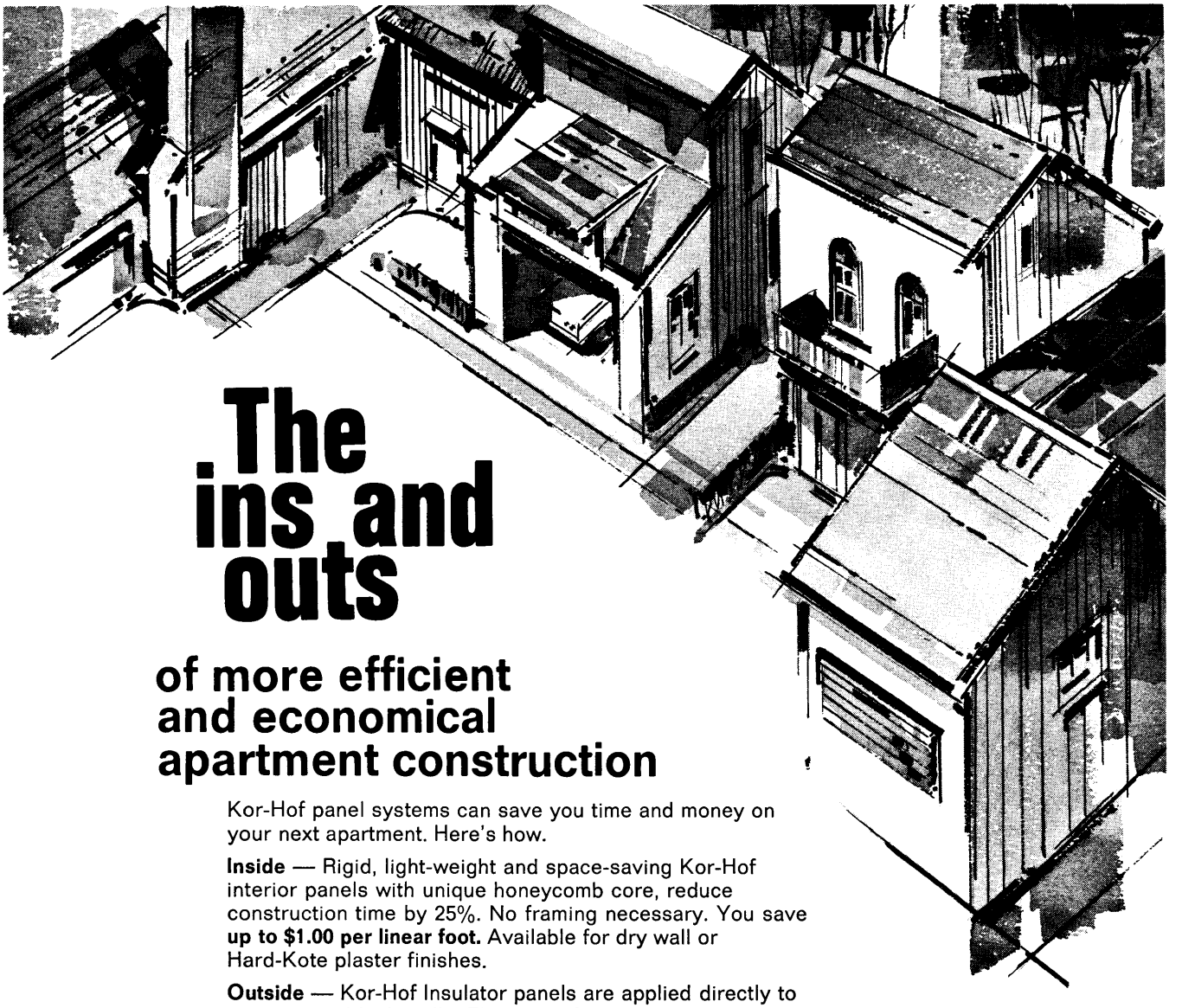
III. Organization Weekly Report will be produced for the president or the general manager of the organization. This level of reporting distills all the divisional data and supplies an overall report for the whole company. It should contain:

1. Division performance using percent of projects completed vs. budgeted hours.
2. Exception reporting of the projects that are behind schedule or are over budget for more than four consecutive weeks.
3. An updated CPM/GRAPH showing all projects in the organization.

The following guide lines should be respected in all reports produced by the AMCS.

1. All reports should be short, precise and easy to understand. Voluminous reports even though look impressive are seldom read or used. One page of output should be sufficient for most cases.
2. The turn around time from submission of input data to distribution of reports should not be more than one day.
3. CPM/GRAPH should be an integral part of all reports.

Continued



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ACKNOWLEDGEMENTS

In preparation of this document the author has drawn heavily on his experiences as manager of Computer Services Section of Daniel, Mann, Johnson & Mendenhall during the last three and one half years previous to establishing his own firm Design Methods Ltd., Los Angeles, California. Special appreciation is given to Mr. P.J. Daniel of Daniel, Mann, Johnson & Mendenhall for his support and guidance. I should also like to thank Messrs. W.R. Miller and J.P. Denis for their comments which have been helpful in formulating concepts presented in this paper.

COMPUTER HARDWARE AND SOFTWARE

Architectural Management Control System would be based on some sort of computer system depending on the size, availability and economics of the region the firm practices architecture. The brand and physical location of the computer is of small consequence for a successful AMCS. However, the following broad specifications should be met by the computer hardware and software.

1. It should be a large scale computer system to allow for a full implementation of the system. Small computer systems such as the IBM 1130 although an excellent computer do not lend themselves readily to an application where large memory and multi language environment is necessary. Larger systems such as the IBM 360-65, UNIVAC 1180 and Control Data 6400 despite their high hourly rates perform more economically and allow the creation of multi level access files on line and real time editing of data.
2. Special programming languages and/or special versions of different computer vendors should be avoided. Least amount of dependency on any one manufacturer of hardware will allow for a better decision making environment when different systems are being compared for cost.

The languages recommended for implementation are:

COBOL U.S. Standard
BASIC
FORTRAN IV

PL/I and all machine and system dependent features of the COBOL, BASIC and FORTRAN IV languages should be avoided until these features are implemented by IBM and at least two of UNIVAC, HONEYWELL, RCA or CONTROL DATA. Adapting a rigid standard as mentioned above will tend to make the system less than optimum in execution time but the flexibility of transfer from one computer to another will more than offset the few seconds, and dollars wasted in processing.

COST

Initial development cost of a full scale ACMS would depend on;

The size of the firm and the level of sophistication in their management. The level of implementation and timing would be another factor in cost. The following is a rough guideline for implementing an AMCS for the hypothetical firm cited in this paper. All work is assumed to be performed by an outside architectural computer applications consultant with prior experience in ACMS.

Phase I	$6,000.00
Phase II	6,000.00
Phase III	5,000.00
Phase IV	3,000.00
Total for ACMS	$20,000.00

Cost of Phases V through VII would depend on numerous factors such as degree of sophistication required and the scope of the operations.

OPERATIONAL COST

Operational cost of the system would depend on the computer cost and the mode of operation. The following estimate is an approximation for the hypothetical firm.

Data Preparation and Entry	$ 300.00/Mo.
Computer Cost	300.00/Mo.
Supervision and Management	1,400.00/Mo.
	$2,000.00/Mo.

CONCLUSION

In order to implement a successful and profitable AMCS the following points should be considered and followed.

1. Top managements active involvement.
2. AMCS should not be an accounting system but a management and action oriented system.
3. Exception reporting must be a part of the system.
4. Implementation should be phased to allow for education and orientation of all concerned.
5. Simulation and projections of the company business is the ultimate goal of AMCS.
6. Simple, short and graphic reports should be the rule.
7. Continuous fine tuning is essential for a management tool of this caliber.
8. People must be honest in reporting inputs.

By the implementation and judicious use of a good AMCS the productivity and profits of the office would improve, thus enhancing the chances for the creation of the final product of an architect; a better designed environment for us all. ■

Premiering in June '72 Development Building: the Team Approach

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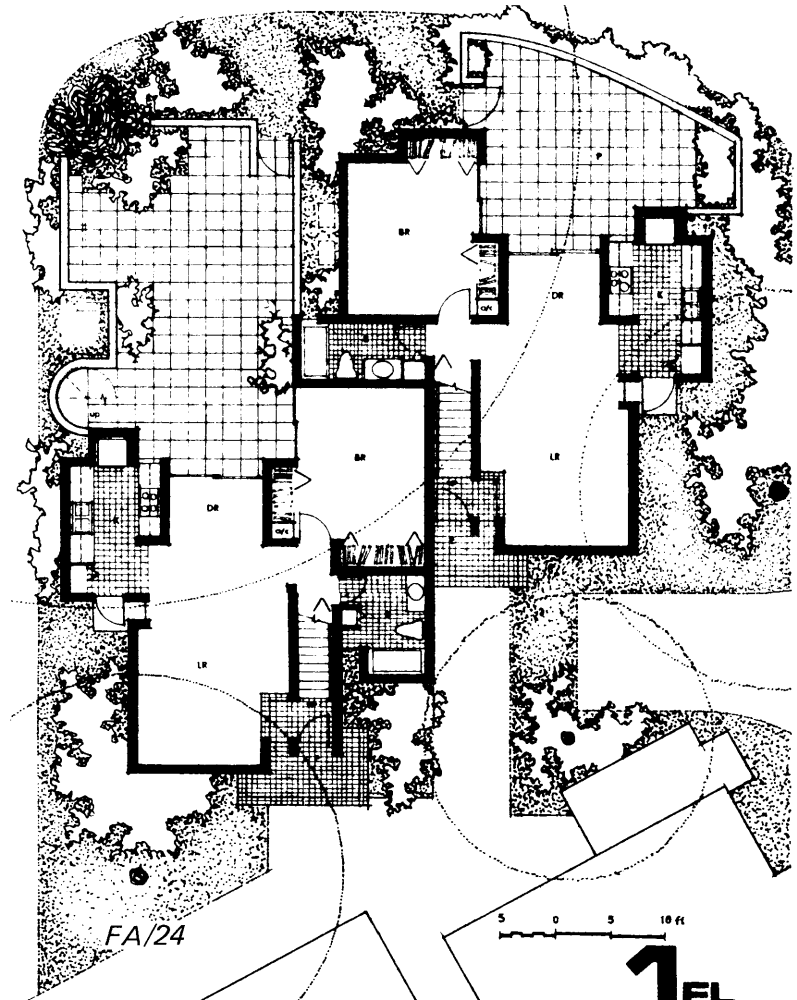
Lemontree Village received a First Honor Award in the Multi-family Category of the 17th Annual Homes For Better Living Program, sponsored by the AIA in cooperation with HOUSE & HOME and AMERICAN HOME magazines.

Lemontree Village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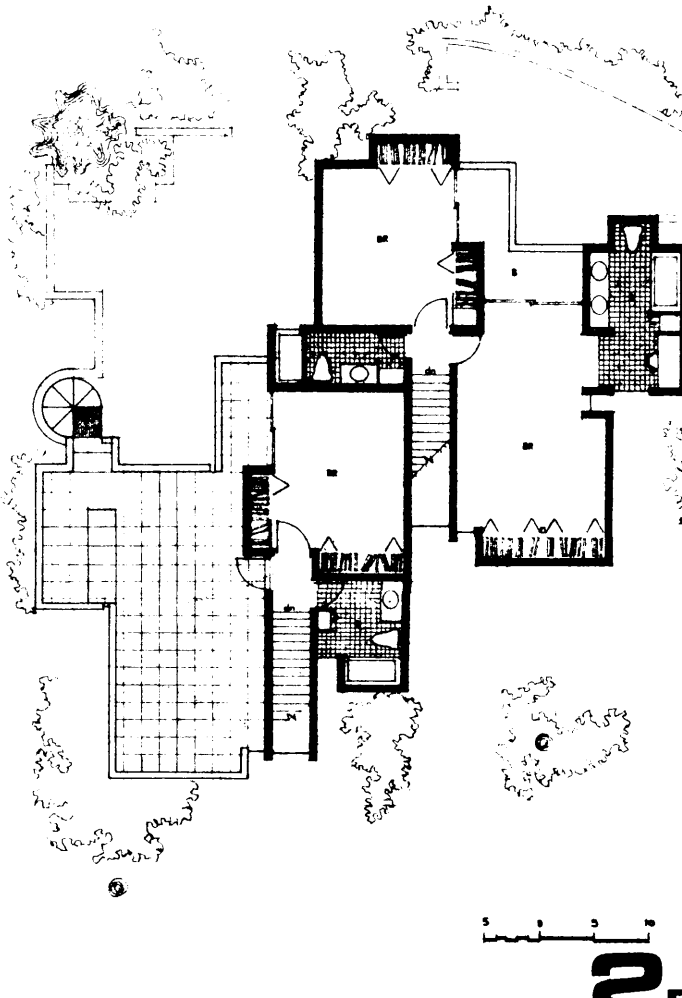
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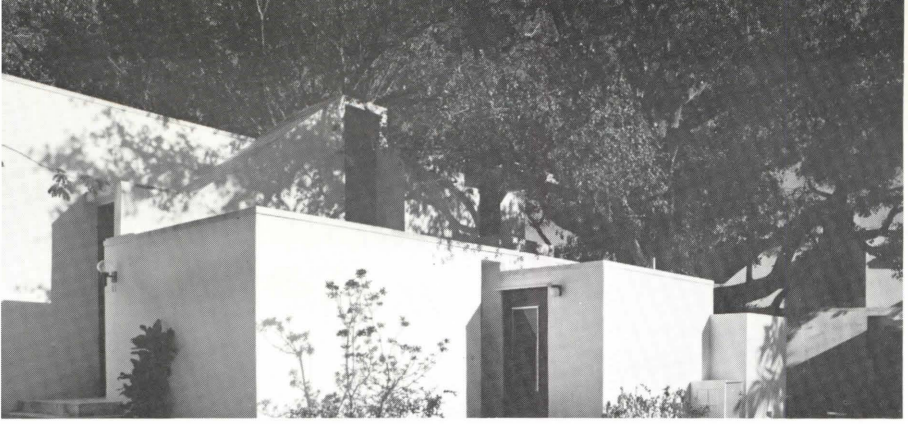


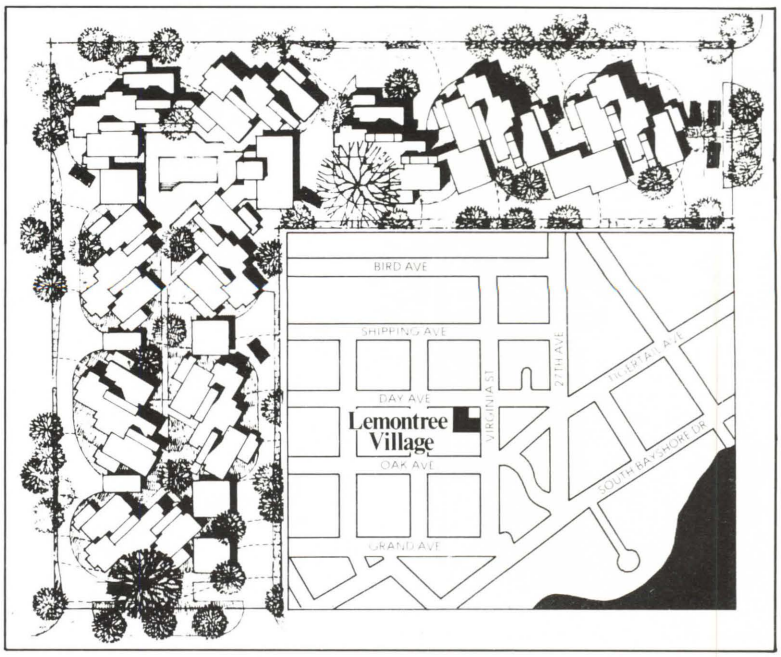
PHOTOS: WRAY STUDIO

Developer: Lemontree Village, Inc.
Architect: Charles Harrison Pawley, AIA
Builder: Polizzi Construction Co.

Lemontree Village

"Coconut Grove, Florida is a much sought after area for development but high land costs seem to prohibit any development other than high-rise. Therefore, this particular piece has gone through many attempts at re-zoning which would have ultimately destroyed the residential quality of this neighborhood. We found within the limits of the code, that "Planned-Unit Development" could be made feasible and at the same time retain the area's residential quality. This allowed us to place, in a random pattern, ten duplex building units. The one major restriction to their location was the many large oak and banyan trees existing on the site. The individual units are set up to resemble a village, not housing. Even though the units are alike, their undulating surfaces and varying placement create variety and unique courts and pathways.

The units are condominium duplex units in a competitive market. The simplest construction and most competitive construction methods have been used: continuous footings, concrete block, plaster and stucco, flat slab roof system and built-up roof. No material embellishments have been added to this project. Its character has been achieved through building shape and gray glass fenestrations and courts, and patios, and exterior spaces created by relationships between buildings." ■



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