

# Report

## Issue Number 11 August 1997

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## The Elements of Time Management

*Steve Wintner, AIA  
Woodlands, Tex.*

"Only do what only you can  
do." (1)

"Organize and execute around  
your priorities." (2)

That's it! For those of you who like simplicity, this article is complete. The above two statements are more than adequate for some people to put into action as an effective time management program. For those who might want some additional information, please read on.

Assuming you have completed a goal-setting exercise, the next step is to take the necessary actions to realize these goals. Obviously, you will want to focus on these goals as a priority for your daily personal, professional, and spiritual activities. To help you organize your time each day, it is essential to establish priorities for your goals and then set forth an action plan for executing around them. To do so, it will be necessary to identify the ways in which each of us spends his/her time throughout the day and evening.

In his book, *The Seven Habits of Highly Effective People*, Stephen Covey identifies four primary elements which compose what he refers to as the "Time Management Matrix."

The key phrases of each of the above four primary elements are:

- ELEMENT #I. Urgent and Important
- ELEMENT #II. Not Urgent and Important
- ELEMENT #III. Urgent and Not Important
- ELEMENT #IV. Not Urgent and Not Important

To be successful managing your time, and thereby yourself, you will need to strive to minimize time spent on Element #I activities and maximize your time spent on Element #II activities. Time should only be spent on Element #III activities when you have no other choice. Avoid Element #IV activities as much as possible. The secret is to avoid becoming involved in crisis management (Element #I) by learning how to delegate effectively those activities that someone else can do, and then only do what only you can do (Element #II) activities. This is difficult for most of us because we tend naturally to gravitate to Element #I activities, the urgent and important ones, and put off the nonurgent, but important activities of Element #II. Now, having said this, please understand that only until we have gained control over the Element #I activities in our lives, can we develop more discretionary time to spend on Element #II activities.

Example: You have delegated an assignment to a member of your staff and have clearly and thoroughly explained what to do and when it must be completed. Within the first few hours this person comes to you with a question regarding a problem that is hampering the completion of the assignment. If you accept the responsibility of solving the problem, you are not only functioning in Element #I, but you have negated the importance and responsibility in the

- ELEMENT #I. Urgent and Important



situation which is to listen to the problem and ask for a number of possible solutions. If none is offered, send the individual away and explain that it is his/her responsibility to analyze the situation and return only when they are ready to discuss appropriate options for resolution. In this way you facilitate the process of problem solving. You engage in a brainstorming session of suggested options and leave the staff member with a sense of confidence in how to reach the best and most cost-effective resolution of the problem. And you haven't done it for him/her. This is both motivating and empowering for the individual. It also allows you to indulge in Element #I activities to the least extent possible, thereby preserving your discretionary time to focus on your Element #II activities.

Finally, there are two common and serious problems that arise once a task is actually delegated that the manager usually fails to recognize.

1. The problem of "subordinate-imposed time," is created by the subordinate attempting to delegate the task to the manager. This is generally done in a way that the manager believes to be flattering, because it comes in the form of the subordinate, communicating that only the manager is smart enough, experienced enough, wise enough, etc., to do what needs to be done. Be aware of this "trap" and practice saying, "Thanks, but that's your job. That's what you are being paid to do. I'm confident you can do it. Just keep me informed of how it is going."
2. Solving problems for subordinates. If a subordinate brings a manager a problem and says, "We have a problem"—watch out! The problem "we have" is getting ready to become your problem. Any subordinate who brings his/her manager a problem without two or three appropriate solutions to discuss,

would be told, "I'll be glad to discuss your problem with you when you've developed two or three possible solutions for me to consider."

During the project delivery process, the project manager must accept full responsibility for the three following important variables of any project, regardless of which tasks have been designated:

1. *Schedule*. Ensure that the project is completed within the allotted time constraints.
2. *Cost*. Ensure that the project is completed within the allotted budget constraints (the firm's and the client's).
3. *Quality*. Ensure that the project is completed in accordance with the client's program criteria and the intent of the design documents.

#### References

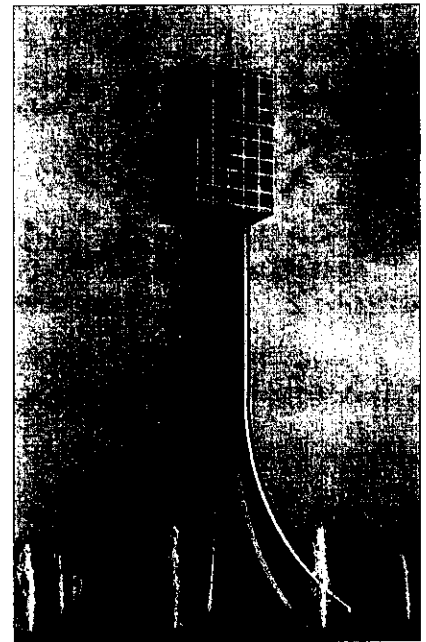
1. *How to Delegate*, Peter Drucker.
2. *The Seven Habits of Highly Effective People*, Stephen R. Covey.
3. *Managing Management Time*, The Wm. Onken Corp.

## The Clock Tower

Hy Applebaum, AIA  
Houston

How can an issue dedicated to time management be without a device to keep time? Pictured below is a neighborhood clock tower and entrance feature to the Bentwood Golf Community, Porter, Tex.

The inspiration to this design was the shape of a golf tee. Although this monument is of precast concrete units, it is meant to be the feature architectural element in the design of the columns of the country club and other in-house building structures and will be inverted as a tee should be and of laminated wood: a play on words with the name of the subdivision, "Bentwood Golf Community."



Brentwood Gulf Community Clock Tower,  
designed by Hy Applebaum, AIA

## Forum Notes

Donald Wardlaw, AIA  
Oakland, Calif.

Along with this report (*No. 11: Time Management*), you should also find our *Special Report* on the New Orleans convention.

There are now about 2,500 members of the Small Project Forum. We recognize that most of you will not have the time or resources to attend national or regional conferences. We want the Forum to be a valuable resource for the vast majority of Forum members.

When we find an event, such as the AIA national convention, where information and insight is traded on matters believed to be of interest to Forum members, we will look for those insights, trends, and ideas that we think will be of interest or use in your practice. We will convey them back to you via publications such as the *Special Report*.

The year's Sole Practitioners Breakfast at convention was hosted by the Small Project Forum. The program featured an accomplished sole practitioner, Walter Chatham, FAIA of New York. (You may recognize the name as one of the 1997 AIA Honor Award Winners.) Chatham spoke a few minutes about his practice and philosophy and then opened up the floor for questions and discussion. It has been a while since I've seen 60 sole practitioners, at 7 a.m., enthralled by a discussion of small firm/small project practice. Afterwards we heard many comments along the lines of: "You should give continuing education credits for this"; This is the best thing I've done at convention"; and, "I'd really like to set up a forum of this kind at my chapter." We will do something similar at next year's convention in the Bay Area, so if you plan to attend, mark your calendars for a great breakfast much too early in the morning. (And if you are attracted to the idea of starting a regular small firm/small project roundtable in your local

chapter, I have some materials you may find helpful and I would be happy to share them.)

This issue on Time Management continues a pattern of providing newsletters on topics important to a large number of you. This Report will be followed by Reports on *Computers for Design and Visualization* (December 1997), *Getting Small Projects Published* (April 1998) and *Contracts and Liability* (August 1998). Topics were derived from the results of our 1996 member survey. We will be conducting our third biennial survey the end of this year. It will be your opportunity to let us know your learning needs.

Again, our articles are almost entirely provided by practicing architects. Please feel welcome to share your own experiences and ideas with the rest of us. Among those who do regularly are our Local Advisors and their colleagues in their local chapters. We are grateful for their generous efforts.

We would also like to welcome new local advisors: Russ LaFrombois, AIA Milwaukee; Anthony Cohn, AIA New York; and Michael Hollander AIA, AIA Connecticut. Welcome aboard!

We have been giving some thought to how we might further develop the Forum as a resource. For the time being we have decided to concentrate on taking our publications and convention programs to the next level. Concurrently we will also be exploring other new ways in which we can offer resources to the small project/small firm architect. We have discussed adding functionality to our website that would allow members to get direct access to sites for industry associations, construction industry directories, product catalog sites, sites offering downloadable CAD details, and Forum member firm sites. I welcome any ideas you may have as to ways in which we may add value to our membership.

The last item of business for now is the recruitment and selection of a new Advisory Group member. The

leadership structure here is based on a constant infusion of new blood, and planned retirement. If you would like to participate in SPF in a more rigorous and challenging way, see the announcement included with this report.

## Questions You Should Ask Yourself to Set Time Management Goals

Hy Applebaum, AIA  
Houston

1. How shall I manage deadlines?
2. Which hours do I feel alert and which are drags?
3. How many hours a day do I want to work?
4. How do I schedule time to take off, go to conventions, or just play?
5. How much time at work does it take to achieve my profit goal?
6. How shall I schedule my time increments relative to the contract to complete a job?
7. How often should I reevaluate time management goals to seek improvement?
8. What can I do when there are overlapping deadlines?
9. How shall I handle the phone management?
10. Can I say no or do I need guidance?
11. What do I need to add to my schedule to stay happy?
12. What might I eliminate to stay happy?
13. What is the first thing I should do each morning?
14. What is the last thing I should do each day?
15. What is an acceptable payment schedule?
16. When is the best time to bill clients?
17. Do I have a good payment tracking system?
18. How long should I wait before threatening legal recourse?

## Time Management and Profitability

Hy Applebaum, AIA  
Houston

The skill of running an office efficiently is a time versus funding puzzle. I must give credit to my colleague and mentor, Betty Avary who is the most organized person I know, for assisting me in developing the scheme I'm about to present.

I keep a time book on billable hours as every wise practitioner does. However I also include my non productive office time, my promotional time, and my organization time. To manage my total useable professional time, I have devised the following chart:

**STEP 1:** At the end of the month tally all these hours and total them.

**STEP 2:** Organize a yearly chart to record by month, billable hours,

nonbillable office hours, promotional time, organization time and total hours.

**STEP 3:** Record on this chart the monthly billing, expenses, income, and net income (or loss).

**STEP 4:** Overlay the financial information to match the hourly time to determine a base line that is your break even point.

As an example assuming I'm a one man office, which I am, and I have calculated that my monthly income must be \$9,600 per month to cover my office and basic personal expenses. I have also noted that on the average I can deliver 160 hours/month of billable time yet put in around 240 hours. It's obvious that I'll break even at \$60/hour.

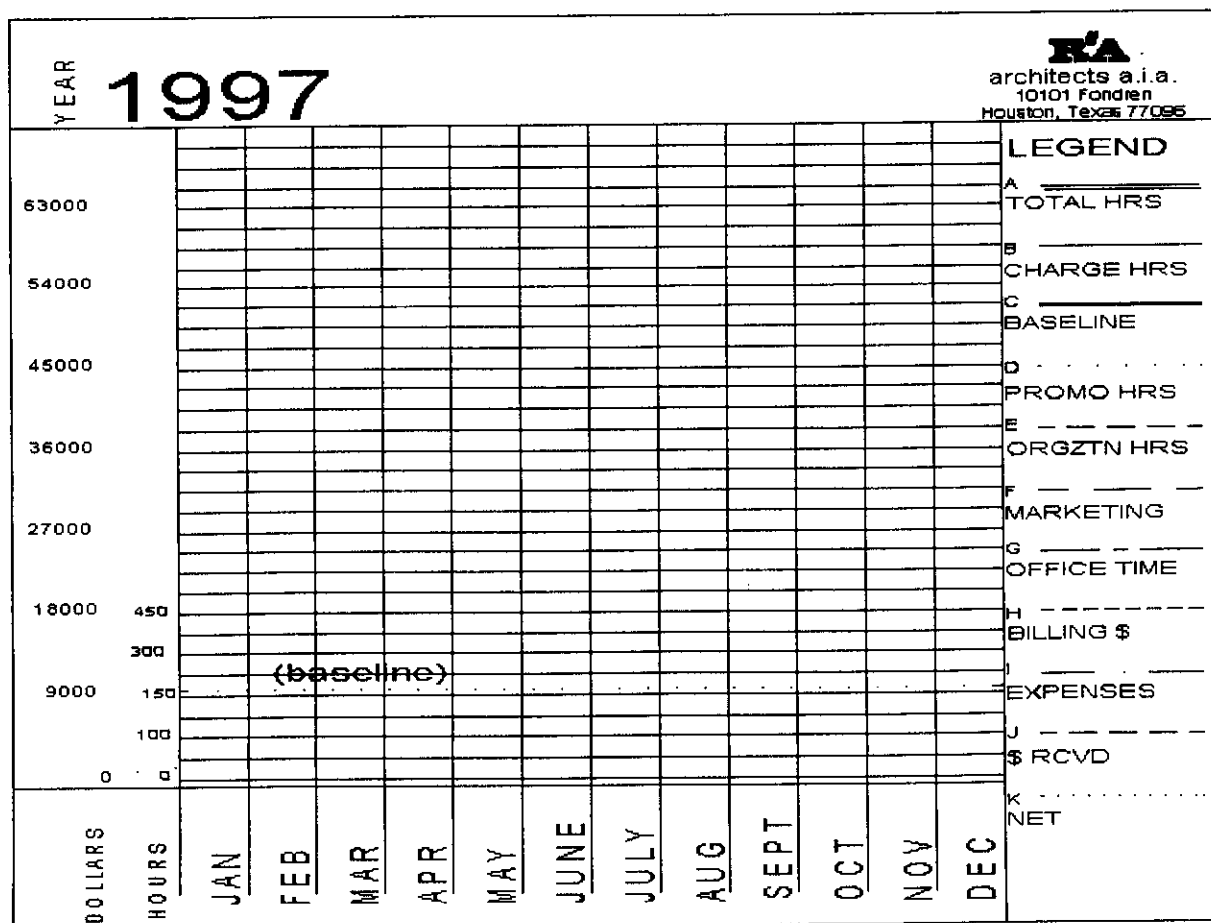
**STEP 5:** Set a baseline on the chart at 160 hours and \$9600. Match your hours and income scale (y axis) above and below your base line as

you see fitting. Set your x axis into the 12 months of the year and plot the numbers on a monthly basis. You can now see the fluctuations on a monthly and yearly basis.

If I were to charge more than \$60/hour, I should see a profit. From experience with the chart, I know that on certain months when I am involved with an organization function, I will not make my usual 160 hours of billable time. I know that the month preceding, will require a greater effort to make up for the time lost and have funding for the weak month.

I try to control my office time and promotional time to be a constant and hope the variable spikes to be in the billable time. With this chart I can navigate through the year and keep above the baseline.

I haven't tried it but I can see the possibilities of using this chart format on a job to job basis as well.



## Buddy Trust

*Laura Montllor, AIA  
Port Washington, New York*

Time management is the key to a successful project. It goes without saying that all architects plan on creating a quality product for their clients. They also plan on delivering that product in a timely manner that is mutually satisfactory for the client, and fits within their hectic production schedules.

As a small firm, one of our biggest challenges is to juggle all of our projects. We try to make every client feel as though they are our *only* client. One of our marketing strategies as a small firm is to have our principals involved in every phase of a project, from inception through punch list. How can we possibly do this without stretching ourselves too thin? How do we meet the sudden surges and ebbs of work?

I am certain that every small business wonders how they will ever meet all of the demands of clients if all of their prospective clients become active projects. One day there might be five jobs in the office and the next day there are ten! I have found that the only way to manage my time effectively is by using the "buddy system".

Think back when you were a kid. Your mom would insist that if you went swimming that you use the "buddy system". So you grabbed your best friend and ran down to the familiar swimming hole to play. When you got there, you knew the rules: watchout for one another, play as hard as you want, but be accountable to one another, and especially be accountable to your mothers!

I mention this scenario not to be nostalgic, but to highlight a principle that has worked so well in the time management of our firm's work. The buddy system is a network. The network starts with the firm's team members and expands to include our consultants and fellow AIA members.

Beginning with our firm, the first "buddy" that watches out for me, and I for her, is our office administrator. Among her multi-faceted responsibilities is "gate keeping". She screens unwanted phone calls and interruptions that would otherwise drive our firm members crazy. Gatekeeping also includes her holding calls for specified time periods in which concentrated work can be done. My typical time slot for this concentrated work effort is two hours in the morning and two hours in the afternoon. Two hour uninterrupted time periods with no disruptions are more valuable to me than a 10-hour day with undirected activities. If your firm doesn't have a gatekeeper, I strongly suggest a voice mail system or a schedule where team members take turns answering phones and greeting visitors.

My second "buddy" is my project partner. Our firm is small, with three architects. When a new project begins in our office, I select one of our available architects to be my project partner. During the entire project life, my project partner and I will know every facet and aspect of the project in varying degrees. We will keep each other abreast of design developments and construction changes. My partner is brought into the project as early as possible, preferably during site measuring or programming. It is important that the client associate with my partner very early on in the project. In this way, the client doesn't feel like he/she has been pawned-off to a subordinate if I am not available.

This partnering sounds incredibly costly and time consuming. However, we have found it to be just the opposite. Once the initial groundwork and knowledge gathering has been done, keeping my buddy informed of daily project activities takes very little time. The most important advantage of this system is the double check of our work to avoid costly mistakes, be it technical or client relations.

Ultimately, this buddy system can expand to include a network of helpers outside of our firm. My extended network includes my engineering team, my interior design team, other architectural firms and the AIA. When our firm becomes incredibly swamped with work, we are able to apportion larger quantities of tasks to our consultants or other firms.

This can only happen if you can trust your buddy. Our firm and our consulting interior design firm share resources, including libraries, print machines, computer information, personnel and even supplier box lunches! In this way, we can act as a larger firm when our commercial clients bring us larger projects.

Recently, our firm lacked work, while one of my AIA buddies needed architectural help in his firm. We performed site measuring and computer base building drawings for him. Thus, he was able to eliminate an entire step, and begin his project work at schematic design instead of ground zero. Eventually, I am certain that my buddy will help me in return.

So you can see that your mother's wisdom carries beyond your childhood. Developing a network of trusted buddies can help ease the painful isolation and time management problems that small offices endure. In sink or swim situations, none of us will drown if we reach out in partnership to one another. And ultimately, our "mothers" to which we are accountable (our clients) can feel comforted that their projects are under control and running smoothly.

## Architecture Would Be Fun If I Didn't Need Clients (or How to Fly Solo & Be Rich)

*Norman Minster, AIA  
Sheboygan, Wisc.*

This is not to give the impression that I'm an expert on how to run a small (very small) architectural office. If it were not for my wife who is Secretary-Treasurer of our corporation and the indispensable office manager of sorts, I'm sure my practice wouldn't have survived these thirty five years.

At the urging of a colleague here in Eastern Wisconsin, I agreed to jot down some thoughts and ideas on the subject of solo practice, in no special order.

One might ask, as a start, how does a young architect prepare for opening a one person office? The answer is: know your trade. At the beginning, the number one man in the office must get the job, design the project, do the engineering, write the specifications, type the specifications, get bids, write contracts, be job supervisor, manage the payment requests, etc., etc.—everything required for proper, legal, full service architecture. Every item of service farmed out costs money, money taken from the basic fee. Each phase the sole practitioner does for himself remains his.

I believe that in order to establish a practice, to strike out alone, the young architect must have a get-up-and-go attitude. Theory has it that if you can last for three to five years without asking a relative for a financial bailout, then you are on your way to being successful. Also, you have to have sufficient capital saved to make it through some dry periods. Some in-law may comment "He's got a good steady job, and he's an architect—why doesn't he leave well enough alone." Get that little engine inside your head repeating "yes, I can!"

Incorporate! My accountant, a former IRS CPA, advised me to incorporate when my income tax equaled my last year earnings when

employed. My corporation has a President (me), a Secretary-Treasurer (my wife—who receives a salary) and grown sons as vice-presidents (but not paid). This way the corporation owns the company car and all gas, oil and maintenance is paid in pre-taxed dollars by the corporation. Also, the corporation supports the health and accident insurance, pension plans, company sponsored travel—all in pre-taxed dollars. The minutes provide that all medical expenses incurred by all salaried employees (President and Secretary-Treasurer) not covered by the company sponsored insurance will be paid for by the company. And again, the minutes state that after the demise of either salaried employee, his salary shall continue for five years, or until all assets are exhausted (especially from monies due, projects sold to other architects, disposition of equipment). As an investment tool, incorporation can serve the sole architect well.

Especially at the beginning when you are fighting to get started, be careful for whom you work. At the onset of establishing an office, the temptation is to take on almost any job that comes along. I avoid developers, contractors, and often dreamers who call, and promise big "results" but cannot pay now. Always ask for a retainer (get paid when needed!). It is very difficult to collect after the job is completed and you are no longer needed.

A good thought as the idea of going into solo practice blossoms in your mind is to generate some work before leaving the shelter of a paid position. Cultivate the good will of contractors you have met on projects, for a good reference is valuable as a source of jobs.

Most of the projects going through my office come via contractor reference. Too many owners call

a building contractor first when thinking of building, and most general contractors quickly recognize if a project needs an architect. Their reference is valuable.

Remember that drawings are only a means to an end, and whether we like it or not, are subject to suggestions for modifications by draftsmen, the owner, his/her spouse, the corner bartender, contractors, etc., even though the plans have been approved by the owner and bear the state approval. I try to keep in mind that it is the owner's building. I feel the job is successful if in the end 1) The project meets the code and the owners (sic) wishes, and 2) The owner feels good about me and the building.

As a final note, be careful when arbitrating owner-contractor disputes. The job may be the result of a contractor reference, but the owner is your client. This is a good time to exhibit one's professionalism, be absolutely fair to both sides and be careful to explain, carefully, the reasons for your decision. This act alone has permitted me to harvest many lucrative projects and has brought repeated business to my drawing board.

Treat the profession honestly. "Don't dip your pen into the company inkwell," and keep smiling (it will confuse the competition).

*Editor's Note: We welcome sketches, details and photos of your work for publication as space allows.*



Sketches for new residence by Diana Melichar, AIA  
Geudtner & Melichar Architects, Lake Forest, Illinois

## Profile of a Design Firm

*Deborah Hustmann  
Austin, Tex.*

### Frank Lloyd who?

While disc golfers and volleyball enthusiasts bask in the sun along Shoal Creek, a group of seven architects and designers sits in offices just across Lamar Boulevard, working on commissions most architects only dream about.

Not one of them wears a sun-baked glow, nor would they look natural with Frisbees in their hands. But give them a design task, place pencils in their hands and step back—the real games begin.

This team is Moore/Andersson architects, a design group with an international reputation, and yet one of the best-kept secrets in Austin.

The firm began in 1984 when the late, renowned architect Charles Moore arrived at the University of Texas. Moore subsequently invited Arthur Andersson to collaborate on an atelier, or architects' workshop. The firm operates with a core of five architects and designers who have been together no less than five years and as many as 13 years—a critical statistic for a firm that emphasizes the value of team structure.

Combine this team with clients and you get: "Mutual energy and exchange of vision—an important component of good architecture," says Andersson, the firm's principal architect.

In 1996, Moore/Andersson was honored with the Texas Society of Architects' distinguished Firm of the Year award. Its list of awards, citations and winning competition entries—as well as regular profiles in international journals—accumulate annually.

The team is working on numerous residences in Austin and outside the state. One home, recently completed in West Lake Hills, is described as having baronial interiors combined with a hop-barn-like exterior.

*(continued on page 14 column 3)*

## A General Building Contractor Sizes Up The Architects' New Small Projects Contract

David Gerstel  
Kensington, Calif.

When news of the new AIA contract reached the Splinter Group, as my builders' association calls itself, the response was smiles all around. Why? Because the contract was said to be mercifully short.

Brevity is good. And now, having actually studied the new documents — A105 the Agreement and A205 the General Conditions—I am happy to report brevity is achieved without sacrifice of adequacy. At nine pages, the contract can serve small projects.

The Agreement provides generous space for the crucial fill-in-the-blank stuff from description of contract documents through contract sums, methods of payment and insurance. The General Conditions recite the familiar obligations and rights of owners, contractor, and architect right through to termination.

Without compromising its adroit combination of comprehensiveness and brevity, however, the small projects contract can productively evolve in future editions. It could better fit remodel projects. It could offer greater protection to both owners and builders and, thereby, to architects.

The small projects contract is destined for heavy use in remodeling. But occasionally its provisions ill suit remodeling projects. For example, 2.4.1 of A205 reserves for the owners the right to perform work on the project "with their own forces."

That in itself is okay, but not the implication that the owners may insert their forces at any time. On small projects, the constraints of schedule and space are too tight. Owners are empowered to cause havoc if they are given the right to suddenly delegate the plumbing to a brother-in-law (as a client of mine once proposed) or even to abruptly involve other contractors in the project.

Quite reasonably, owners might elect to do the tear-out themselves or to directly contract with the carpet layer or alarm installer. But any such arrangement should be provided for in the contract, prior to the beginning of construction, not left as an open ended option.

Further along, at 8.1 in A205, the final clause seems to me also not well fitted to the reality of remodel projects. While it can be variously interpreted, on the face of things, 8.1 requires builders to "remedy damage" they cause to property, even damage they cause only "in part."

In remodeling, however, builders often have minimal connection to damage they may appear to have caused. They are working in buildings where, for example, old plaster maintains the barest grip on its lathe; or where water supply line interior diameters are occluded to a pencil thickness with loose rust. Such systems can fail from the vibrations caused by even a careful builder. A house worth of fixtures can choke on decades worth of rust when the builder ties new lines into the old. The builder should not be held responsible for the collapse of the ancient system. But that, it can be argued, is the responsibility 8.1 now imposes. Future editions of the small projects contract should provide that the builder working on an existing structure is responsible only for damage he *negligently* causes.

Along with setting fair ground rules, a prime benefit good building contracts provide is reduction of the potential for shocking surprises during construction. Perhaps the worst surprise is that to an owner blind-sided with a big charge for the correction of hidden conditions. In small projects, remodeling in particular, with owners often so

naive about construction, the danger is especially high. I have known of owners who were dismayed to find that repair of the dryrot uncovered during their kitchen renovation was not included in the contract price.

Because change orders for hidden conditions are such a monumental issue in small projects, the contract should raise the issue prominently, not merely perfunctorily as it now does (at 5.4 in A205). Perhaps Article 1 or Article 6 of the Agreement could call for an addenda. Emphasizing that the list is not expected to be exhaustive, the article would ask the contractor to give examples of hidden conditions—subsurface soil conditions, dryrot, dangerous wiring — that can be exposed on projects such as the owners'. We builders and architects would do well to embrace a contract that requires us to provide our owners with such forewarning. When we allow them to be surprised, their dismay can easily turn into distrust. Then our project is in trouble.

Along with preparation for change orders, I would like another protection provided to owners. They should be informed *before*, not after signing the contract (as now provided in A205 3.3.2) what phases of the project will be subcontracted and who the subcontractors will be. Otherwise, the owner may learn the project is to be done entirely by subs, not by the contractor's own crew — whose fine work for the owners' friend got the contractor the job in the first place! The contract's provision allowing the owner and architect to object in such an event is too little protection too late. And while I am asking for subcontractors to be named, let me be a bit radical and propose that the name of the *intended* foreman be provided also. He is often the key person in a small project, especially in the intimate work of residential remodeling. The owner should know that the contractor at least has a known and tested candidate on line for the position, and is not planning merely to hire



someone off the lumberyard bulletin board after the contract is signed.

Get half a dozen capable builders and architects together and they could argue about my next concern till far into the night. Not surprisingly, it has to do with power and money—specifically the architect's power, especially over the builder's income.

The small projects contract designates the architect gatekeeper for payments from the owners to the contractor. The architect is to receive requests for payments and is empowered to certify those payments or not. At the same time, the architect is given substantial power in the area of extra work, charges, and time. The architect, together with the owner, can not only order changes in the work, contract sum, or contract time; he can independently order minor changes putatively not involving changes in the contract sum. And he is empowered to determine what is a "reasonable time" to extend the contract due to changes in the work.

Architects attempt to allay concern about their authority by pointing out that they are required to be "impartial," fair to contractors as well as owners in their administration of the contract. But from a contractor's point of view that is exactly the nub of the problem: Architects are setting themselves up as judges over a process in which their own vital interests are at stake—in which they may end up at odds with one of the other participants, in particular the contractor.

During the construction process, tension can arise directly between the architect and contractor. Examples?

- On a fast track project, an architect is unable to produce the drawings quickly enough. The contractor's crew is bogged down and the contractor is losing money. He applies pressure to the architect to perform.

- For a complex kitchen remodel, there are the inevitable rough spots in the plans. The necessary adjustments cost the contractor time. He would like compensation. The architect, however, is mindful that owners get upset when they receive bills for extras arising out of what they see as "oversights" or "mistakes" in the plans. He would prefer to order the adjustments as "minor changes" requiring no alteration of the contract sum.
- In order to keep a second story addition moving, the contractor works out a few change orders with the owner while the architect is out of town. The architect returns and finds to her dismay that details she considered essential have been altered by the change orders and are now built.

Of course, builders and architects of goodwill usually work through problems. But the fact that we must rarely resort to our contracts should not erase concern about flaws in their structure. The questions remain, therefore, about the small projects contract: Can we expect architects to act as impartial judges over a process in which they have critical emotional and financial interests? Should builders accept architects' power over their purse, and the leverage it entails, when issues between themselves and architects so readily crop up during projects?

Frankly, the AIA positioning of architects as disinterested arbiters of the construction process when they are owners' paid agents seems, as one lawyer put it, a startling "professional conceit." I say that even while respecting the legitimacy of architects' concern for small project owners dealing with contractors. I do not object to architects providing protection to the owners (though I will note that at times an owner's greater need can be for an ethical builder to protect them from an architect). I would only suggest that architects render that protection as consultants to the owner, not as the

administering judge of the contract between the owner and builder.

In conclusion, I will address two lawyerly concerns: Indemnification and dispute resolution.

In the small projects contract, builders are required to indemnify architects, even when the architects bear partial responsibility for the damage at issue. Builders are, however, offered no balancing indemnification. My own construction contract until recently contained a similar imbalance. I offered it to a lawyer client. He suggested rephrasing which indemnified us mutually, rather than myself only. I incorporated his clause permanently in my contract. The AIA small projects contract needs similar modification.

The authors of the small projects agreement deliberately left out a dispute resolution procedure. They did so, they tell us in their introduction sheet, for the admirable purpose of maintaining the "condensed nature of (the) document."

It is wonderful to now have such a concise AIA contract, but perhaps here the authors have been too eager to keep it short. Both lawyers who reviewed working drafts of this article objected forcefully to the omission of an ADR (alternate dispute resolution) section. Small project owners and contractors, the lawyers point out, often will not be alert to the need for an ADR section providing for mediation and arbitration. As a result, disputes will boil over into a full blown law suits, sometimes causing owners and builders to put as much into litigation as went into their small project!

*David Gerstel has been a general building contractor for 23 years. He is author of The Builders Guide to Running a Successful Construction Company, now in its third printing from Fine Homebuilding Books 1-800-283-7252.*

*To obtain AIA contract documents, call 800-365-ARCH. To obtain these documents in electronic format, call 800-246-5030.*

## TIPS AND TECHNIQUES

### How To Waste Less Time

*Daniel J. Jansenson, AIA*

Here are some of the things I try to do in my tiny (1-man) firm to save time and work more efficiently. Although I cannot always carry out these suggestions, I have found them to be extremely helpful in lowering the overall level of daily work-related anxiety.

**Stop losing notes.** Every scribble, doodle, phone conversation, etc., goes into a notebook. Every day I start a new page, with the date on top. It's amazing how much time you save by being able to look back on your scribbles and notes from a month or two ago, when necessary.

**Shorten meetings and appointments by 25%.** Make a written list, in advance, of the items to be covered in the meeting. Stick to the list. Try to avoid going off on tangents unless the situation truly requires it. At the end of the meeting stand up and announce the meeting is over—don't let it run on with pleasant small talk, unless absolutely necessary (for example to maintain good relations with an important client).

**Protect a part of your workday from outside interference.** Block out a portion of every day when you can focus on work without being interrupted. Don't answer the phone; let the answering machine or service take the message; return it promptly, but later.

**Make less paperwork.** For routine correspondence, write the answers in the margins of letters and fax or mail a copy back. Open the mail and go through everything quickly. Identify immediately what needs to be discarded. Go through your mail only once a day. The policy for letters: once in, once out, meaning: touch each piece of paper only once. Answer letters right away if pos-

sible. File items immediately and get them out of the way.

**Dump the trash.** Once a week, clean your desk of distracting information and materials. Everything should be a "keeper" or a "loser". Keepers get filed right away, everything else gets trashed and out the door. No hanging around for second chances.

**Keep phone calls short.** For important calls: make an outline, in advance, of the discussion items. When they're done, end the conversation pleasantly but firmly. Stand up when you talk on the phone—an extra incentive to finish conversations promptly.

**Eliminate unnecessary work.** Architects tend to be perfectionists. In real life not everything requires critical perfection. Identify every day those items requiring perfection; everything else should be completed to an acceptable level of quality and no more. Be ruthless.

**Delegate the work.** When work gets overwhelming, delegate the less-critical excess to an assistant. Even a tiny office can benefit from the help of a part-time assistant who takes care of routine items (that, although important, may often not generate any revenue).

**Reserve the most demanding tasks for your most productive hours.** Many people work better during one part of the day than another. Reserve the most difficult tasks for that part of the day, and perform less-demanding work when you feel less productive. Mid-morning and late-evening are my

increasingly competitive as layoffs were prevalent and involuntary freelancers sought work wherever they could.

So our recently formed AIA Potomac Valley Single Practitioners' Special Interest Group decided to focus on marketing—an elusive concept to most of us. How? Where do we begin? What should we do?

Nineteen ninety-four was the year of marketing. Every month our group had a speaker like Kim Gordon, founder of the Marketing and Communications Council and author of *Growing Your Home Based Business*, directors of marketing for design/build firms, agents of sales training institutions, and fundraising groups. We often shared our thoughts. One thing always led to another, and we never lacked speakers or ideas as we grew into better times.

One needs to determine needs and goals. It is most important to develop a business plan and, subsequently, a marketing plan. Thus arises the necessity of time management.

Identify the things that need to be done routinely, long and short term, and the time necessary to accomplish these tasks and goals. Then, allot/budget time and "extra time" for the higher priority actions. Make a "to do" list based on these actions/tasks every day and also for the week. Don't neglect marketing when one is "too busy" with all the other hats one has to wear.

Form a group to share ideas, and help each other. Arrange office meetings on themes related to time management, for example, "Streamlining your Business for the Future," "Paper and Information Management," or "Marketing Without Money." The ideas are endless. Keep an open imagination. Finally, enjoy what one's doing. It's the best way to manage one's time.

### Timing

*Chas G. Poor, AIA  
Takoma Park, Md.*

Business was slow for our firm in 1993 and 1994 as it was for most firms across the country. We found residential work—our specialty—

## TIPS AND TECHNIQUES

### I'm Running Out Of Time!

*Kenneth R. Herbart, AIA  
Detroit, Mich.*

Once again the project bid date has arrived and you are running out of time. Electrical and mechanical have yet to submit their drawings, the interior designer is still struggling with fabric selection and the client still owes you vital information that was necessary during the programming phase of the project. Yet the construction documents must still go out on time! As project architect, what can you do to avoid these (and other) obstacles that can prevent you from meeting your deadline? For starters, better time management.

Begin your project with a realistic schedule. Identify project scope and team assignments. Work with your client to develop target dates which need to be met in order to keep the project moving along and stick to them! Identify required reference materials, applicable codes and local ordinances so there are no surprises along the way. Through an initial kick-off meeting, and subsequent review meetings, team members receive their assignments and project managers and architects can communicate changes to the project and determine priority items.

As project architect, empower your team members to develop building plans and details on their own, appropriate to individual levels of experience. Don't try to do everything yourself, relegating others to pickup red marks. Let your expectations of the project team be known up front; review work on a daily basis and don't let your team flounder without direction. They need your input!

Through proper communication, prioritization, and management of project tasks and realistic targets, many headaches can be avoided.

### Small is Faster

*Mark L. Robin, AIA  
Nashville, Tenn.*

I am a sole practitioner with a pencil and paper and only two speeds- slow or stop. With all the administration, production, and marketing functions to perform to keep a firm functioning, there are not enough hours to produce timely and accurate drawings. I limit schematic plans and elevations to no larger than 1/8" = 1'-0" scale. The smaller scale does not require as much detail and is faster to produce. I then employ a CAD drafting service that is easily available, to produce 1/4"1'-0" scale drawings that I can complete as CD's. It is important that good dimensions and proper notes accompany my small scale drawings. Sometimes these service companies have seasoned experienced operators who can produce (with expensive software) more detailed drawings like the big firms. This frees up my time to concentrate on the details and supplement drawings that will express the design.

I believe in this way I am able to produce a quality product in a timely manner as expected of my clients.

### Long and Short of To Do's

*Mark L. Robin, AIA  
Nashville, Tenn.*

Is your "TO DO LIST" too long and you cannot see the light at the end of the tunnel? Here is a strategy that works for me. Rearrange your list based on the amount of time needed to complete each task. Start the list with the quickest tasks to perform and continue in increased time estimates, to end with the most time consuming assignment. Start with the first task and do it. Continue down the list to those items requiring more time. Cross through the

completed tasks. The first items are usually phone calls or faxes and are quickly completed. Before long many items are crossed out and I feel like I'm reaching goals. As I continue down the list, these feelings of success begin to snowball and the time needed to complete the more complicated tasks become attainable.

### Time for the Future

*Donald Wardlaw, AIA  
Oakland, Calif.*

At some point, years hence, this won't make any sense, but I make some effort to save time tomorrow by some things I do today. Running a practice with no employees, I find periodically that the work load cools down, perhaps for a month or two every year or so. It is not only a good time for better-late-than-never marketing, but it is also a good time to enhance the office support systems and learn new skills I can offer as services. During a slow period last year, I developed a Filemaker Pro-based relational office database that keeps track of clients, projects, invoices, time cards, project expenses, and collaborators. It took a fair amount of time (roughly equivalent to a small remodel project), but it was time that was not in competition with paying projects. Since it automates the billing process, I now do in 20 minutes what used to take 2 hours. It also provides my clients better looking and more informative invoices. It is especially helpful now that the number of invoices I'm sending out has climbed into the 10 to 20 range. The bottom line is that it saves time when I have a lot of work—when there is a dollar cost to the time I don't spend working on projects. I consider this a form of time management.

## Time Management for Project Managers

*Tawanesha T. Jones, Assoc. AIA  
Detroit*

A vital element to the success of any small project is its project management techniques and procedures. Firms throughout the industry are continually searching for methods to improve their project management processes. The first step in improving the process is time management.

Zweig White & Associates, Inc., through their Managing Small Projects seminar, offers several solutions to the challenge of time management. Time management, according to Robert J. Maxman, consists of three critical elements. Those elements are effective time management tools, task assignments, and team meetings.

In the pursuit of improved time management there are six effective tools that project managers can implement:

**Daily Planning Time:** Set aside 10-20 minutes of scheduled quiet planning time. This should become an integral part of the daily schedule.

**Documentation of Milestones:** Develop weekly project progress memos, issues, tracking lists, action item lists, etc. This document is typically presented as a matrix. Prepare this report for the client and share the information with the project team.

**Documentation of Commitments:** Develop a budget, schedule, and scope description for every project and distribute that information to every team member.

**Team Meetings:** Schedule weekly ½-hour project kick-offs, updates, and review meetings on your projects.

**Project Scheduling:** Project checkpoints and reviews are very useful in

successful scheduling. Suggested review points are at 30 percent, 60 percent, 90 percent, and finish. The number of review points should vary with project size and duration.

**Resource Allocation:** Develop a matrix that shows projects and personnel assignments on a weekly basis. This tool forces a project manager to think through the project steps, provides a mechanism to communicate with the team, and provides a basis for determining priorities.

Project managers should also develop a task assignment list. The task assignment list consists of three components: input, process, and output.

**Input:** Determine what input the task will receive (who, what, where, when, why, how, context, and quantity).

**Process:** Determine a project schedule and budget. Break the project up into tasks and realistic targets and manage to those goals.

**Output:** Determine what output the task will produce. Establish the deliverables that are expected by client.

The final element in effective time management is an effective project meeting. Team meetings should occur on a weekly basis and consist of the following elements.

- Review action items from the previous meeting
- Report on actions taken
- Record new action items required
- Discuss problems with budget and schedule.

Weekly meetings can occur through varying formats. Ideally this project-focused meeting should be ½-hour in length. Often, these meetings are facilitated through an e-mail system or by conducting a "stand-up" meeting. Both procedures guarantee that meetings are executed in an expedient manner.

## S.O.S.

### I'm Suffering from Stuff Over Stuff

*Hy Applebaum, AIA  
Houston*

I'm a one man office with a Conference Room, Office, Work/Drafting, Computer Room and a large corner nook, each equipped with a desk or desks and a large table. In my rush to get things done, I've managed to get each surface piled at least 8" high with sketches reference books, letters, literature and notes. I usually know what's in the pile as I try to amass like items or items of one job together. However my suffering is now compounded with similar important Stuff Over Stuff on the floors. It's easy to understand when I say my biggest time waster is trying to find something I need in these mounds when I forget where I placed the darn phone number or note regarding due dates and addenda information.

My wife and part time secretary/bookkeeper is afraid to clean it up for me because she has in the past put things in the wrong place. Then when I'm trying to find my "Stuff", I definitely don't know where it walked from where I set it.

We now have tried a new system. Each Friday afternoon I try not to schedule meetings or trips so she and I work on putting the "Stuff" in a proper folder shelf or drawer. It sounds great but no sooner have we cleared at least one surface, Monday morning it's "Stuff On Stuff" all over again. Does anyone have a system other than throw it away if it's been there over a week. I fear if I pitch it, there will be a need for something I just disposed —it's happen before. That is why I'm sending an SOS for my SOS.

*Send suggestions to Donald Wardlaw for inclusion in an upcoming report.*

## PROFILE: Jeff Williams, AIA

*Ty Morrison, AIA  
Boise, Id.*

I met Jeff at Grassroots this past February as part of our Idaho delegation. As I got to know Jeff a little better, I realized just how lucky the Mountain Section was to have him as their president. He is articulate, well educated, passionate about his profession, interested in the various themes of problem solving and design, and most of all, dedicated enough to give of himself by serving on behalf of his peers in the AIA.

I then discovered that, at the age of 41, Jeff has a life some of us only dream of having; he has a solo practice; he has served as an officer in the AIA for three years; is happily married with two children and lives in Ketchum, Idaho, known to most of the rest of the world as Sun Valley, home of Arnold and Maria, Bruce and Demi, skiing and "humvee's". Knowing these few facts about Jeff, I kept wondering, "Where does he find the time?" Here's what I found out:

Jeff's practice is a one man show, primarily residential in nature. His current work load includes six remodels and two custom homes. Jeff's custom homes have been in the \$800,000 to \$1,400,000 range. His first project, a custom residence, earned him a 1996 AIA Idaho Chapter Award of Merit. Conducting this interview from one of the two drafting boards he has set up in his office, Jeff admits with a bit of well-deserved elation, "This is the busiest year I've had so far." Not too bad for a November 1992 start.

"Variety," says Jeff, "Lead me to where I am today." From the work experience gained as part of a 7 person design team at NBBJ-Seattle to the caring mentoring of Henry Klien's solo practice, to project architect responsibilities with Jim McLaughlin's firm in Ketchum, he came to realize that he worked best alone. He saw that many of the partners or proprietors who had

worked so hard to get their firm started were no longer having fun. It seemed as though everyone else was enjoying the fruits of the founders labor. "I wanted to focus on what is important, to keep a hold of some of the fun," Jeff chuckled somewhat anxiously.

I have an underlying sense that Jeff may be close to the edge of his comfort level with his new found success. His work load is the best it has ever been, he's worked hard to achieve these goals, but now he has to maintain a balance. Before you get fired up to head his way, Jeff is practicing in one of the more competitive architectural environments in the west. He estimates there are 80 licensed architects competing for the work generated by a population of less than 10,000. This is complicated by the fact that the snow which makes the area so popular for skiing, generally limits the construction season to about six months. "We have to do a years worth of building during the summer, it can get pretty stressful," admits Jeff. There are more than a few architects waiting in the wings to snatch up a mismanaged project or client opportunity.

"I start work about 7:00 in the morning," he begins, "but then I live three minutes from the office!" Jeff will generally work until lunch time, and then he interjects what may be the key to his success, "Four out of five days, I go for an hour to hour-and-a-half bike ride." For those of you who have never been to Ketchum it is important to note that there is an unlimited amount of the most gorgeous and top-notch on and off-road bicycling to be found in Idaho right outside Jeff's door. "The bike ride helps me prioritize my thoughts," says Jeff. "When I'm stuck in a process, somehow that bike ride changes the perspective, and a new approach is evident." After an attitude adjusting lunch, Jeff goes back to the boards until 6:00 PM, then it's home for dinner and family time. "When work starts to stack up, I go back to the office after dinner,

7:30 PM or so, and work until 10:00."

Family is an regular component worked into Jeff's daily routine. "If there is a soccer game," he says, "It is just as important as a job-site meeting." When things get really hectic, Jeff will cut back on the bike rides and have lunch with his wife someplace special. If it really gets busy, he may make arrangements for some contract drafting. "There are enough architects in town, we can usually help each other out," he says. "Sometimes they work for me, other times I work for them, although I haven't been doing that recently."

Jeff works by hand with ink on mylar and uses plastic lead for lettering and a Brother label maker titles. "I learned to work efficiently this way, and find it suits me." He does not use 'overlay' drafting techniques. Some of the details that he uses repeatedly are standardized drawings that can be re-used without additional drafting. Jeff does use a computer for his correspondence, accounting and other limited business applications. He does not use any electronic calendars or planners. Jeff laughs, "I'm lost without my 'day-timer' though." A fellow architect in the same office building has taken the computer route; "I visit him occasionally to reassure myself that is not the choice for me!"

"I let each client know that I am a one-person business," says Jeff. "My clients seem to understand, I generally don't have much trouble with project demands overlapping." The struggle with time is in the design phase for Jeff. "There is no control when I'm in the design process," he states, "I keep working at it until I'm happy with the solution." This strategy must produce results, since Jeff's client base is expanding.

There are no set hours when the phone is 'off-the-hook', although Jeff finds the mornings to be his most productive. "I generally try to schedule my meetings in the afternoon; it seems to work with my train of thought becoming more fragmented as the day progresses," he

admits. "Most of my time management skills are intuitive; from experiences in various offices over time, and the fact that I work for myself."

His involvement in the AIA has been difficult to work into the daily scheme. "I have had to learn about delegation in order to get things accomplished," says Jeff. Volunteering is difficult to keep going, and sometimes he has to resort to assigning duties. "If I break the duties down into palatable pieces, I can usually get the help necessary to get things accomplished." This year members from around the state of Idaho have traveled to Sun Valley to hear the likes of lectures by Alan Temko and Fred Fischer, sponsored by his Mountain Section. Jeff's major desire in serving the AIA is, "To have the members put aside their complaints about what AIA isn't doing, and realize the organization is yours to make. I would like to see the older members take on a mentoring role, to take the learning process beyond the walls of academia and into the profession."

In the end, Jeff states with an infectious sense of humbleness, "I can't believe anyone else would really find my approach interesting." I did, and I hope you do too.

## A Personal Experience in Time Management

*Charles Matta, AIA  
Arlington, Va.*

Time management is on the short list of issues that a "Small Firm" struggles with. Outlined here are some techniques to manage time more efficiently in order to focus on design and production i.e. the billable service.

**Shorten your commute:** If you live in the vicinity of a commercial district, add an office suite to your residence (preferably physically separated) and save hours on your weekly commute. Time saved adds

up to time gained that you can apply to the practice of architecture. One (1) hour commute a work day is equal to (260) hours a year. That is equivalent of (6.5) six and a half weeks of billable hours or hours you can spend with your family.

### **Save time at the fax machine:**

Schedule your fax machine to send multiple faxes at a more convenient time. If you don't have a fax machine capable of scheduling—buy one (preferably a plain paper type.) It will save you time on copying (it receives faxes on plain paper which you need for archive purposes). You save (10) minutes per work day up to (43) forty three hours a year.

**Outsource:** Hire an out of the office consultant/free lance architectural intern to do the time consuming, labor intensive tasks i.e. model making, presentation drawings, etc. to free you up to devote more time to creative work, to meet with perspective clients, and coordinate the work being done by your office.

**Create a team:** Team up with another sole practitioner on larger projects. We all have experienced periods of feast or famine. During the periods of plentiful work, time management is ever more crucial to the practice. Find another sole practitioner (who shares your values) to pursue projects that require more than one architect to handle. On occasion send small projects which you are too busy to take on, to the teamed architect if he isn't busy. Hopefully he could reciprocate when you are slow and he is busy. Teaming with another architect also allows each of you to take some time off when working jointly on a project.

**Retain an answering service:** For a nominal fee (no more than maintaining a cellular phone) this service allows you to have a live person answer the phone anytime you are out of the office or don't want to be disturbed for a needed uninterrupted block of time.

(continued from page 7 column 3)

## High-Profile Projects

They also are designing two churches: one in Disney's high-concept Celebration, Fla., the other a recent commission in Steamboat, Colo. Their institutional work includes the campus-like Mount St. Joseph Independent Living Center in Euclid, Ohio—designed to invite retirement as a desirable destination—and the Chihuly Bridge of Glass in Tacoma, Wash., which is decorated with the works of the artist after whom it is named.

The team recently completed two museums. One, the Washington State History Museum in Tacoma, simultaneously respects the grandeur of an institute and its industrial site. The Marianna Kistler Beach Museum of Art at Kansas State University in Manhattan, Kan., has stone gateways that play with feelings of being inside and outside at the same time. The scale of the projects ranges from 4,000 to 106,000 square feet, with building budgets in excess of \$21 million.

The firm's portfolio begins at the scale of furniture and stretches to master-planned communities. It also includes commercial, retail, corporate headquarters, house additions, renovations and interior design.

The secret to its success? Andersson's attitude about what it means to inhabit architecture and, inversely, what it is for architecture to inhabit its environment.

He says, "Dwellings must simultaneously engage the planet while protecting its inhabitants from nature's forces."

Andersson talks about efforts to "occupy space well with emotion and vision." He describes the design process as having "one foot planted on the earth while the other remains free to tap around. I like to think of the tapping as freedom to dance. The point is, a (building) should do more than function well, it should aspire to inspire its inhabitants to live well."

Speaking on institutional or museum work, the team discusses the

impact those projects have on their environments and communities. They believe it is not enough to analyze a site and react to or reflect the influences found there. That's the easy part: all it takes is a sensitive eye and good analytical skills.

### The Master's Legacy

What is more difficult is to accept the responsibility that the project will become a critical part of future development. "It is not only about what you take in—this is the common view of contextualism—what demands our attention is the question of what we can give back to both the architectural discourse and, more specifically, the immediate environment," Andersson says.

This process could be likened to dropping a stone in a pool of water and watching the concentric rings as they travel out and manipulate the surface until finally they dissipate and the water becomes still again.

Moore/Andersson must deal with its inheritance from the master Moore. When a partner in a firm has the status of Moore, it takes many years for those who survive to win acknowledgment of authorship for their own work. Yet the survivors at Moore/Andersson also must serve the legacy.

"The tradition of Moore was to form partnerships, and then they would go on with the charge to work and to grow," said Vincent Hauser, editor of *Texas Architect* magazine.

It is arguable that Moore did not seek partners who merely supported his views, but those who would offer a foil to them. Even a superficial survey of firms Moore created—both during his tenure and after—shows the influence of the partners.

One example: The work of Moore Ruble Yudell. This firm continues to deal with form and material in a classically postmodern way—with playful juxtaposition of historical elements. The work represents a form of storytelling that speaks about surface and ornamental application. In effect, the facades

become a medium for viewing, a film screen on which the architecture projects of reflects its story, such as the medieval village imagery of Moore Ruble Yudell's Tegel Harbor Housing project in Berlin.

By contrast, Moore/Andersson's work has deliberately moved away from "appliqué" toward the substantive quality of materials, massing and depth.

### Moving Toward Eloquence

"Their work is evolving in terms of craft and materiality," said Hal Box, former dean of the University of Texas School of Architecture. "And while it still has the same vitality, the architecture has moved towards eloquence and away from whimsy."

They deal with the visual and formal with a concept that Andersson denotes as "silhouetting" or by a method he describes as "profile defining." These terms should not be confused with an idea of sketching outlines or defining surfaces as image generators. They are ideas that designate instead the play of light and shadow in the creation of space and form.

As Andersson puts it, "Depth happens in the juxtaposition of weight and light." The Washington State History Museum is an example of this.

So why has Moore/Andersson not contributed a major public project in Austin or even Texas?

Andersson replied with a slight shrug and said, "It is not that we do not wish to engage the local environment. Quite the opposite. We are continually looking for opportunities to give back to the community in which we have chosen to live and work."

As a result of limited opportunities for such work here, the firm has turned its efforts outward. Andersson explains that sometimes being the "outsider" works to their advantage. After all, it is exciting to bring big names in from the broader national or even international arena to contribute to culturally important endeavors. So, as other cities turn

their eyes on Austin and invite firms like Moore/Andersson in, this city reaches outward in search of the "outsider."

Even in the international community, Moore/Andersson may be one of the few recognized Texas firms, according to architectural firms such as Rem Koolhaas', the noted Dutch architect, a finalist in the high-profile contest to design a building for New York's Museum of Modern Art.

As for Moore/Andersson's ability to deliver on large public projects, ask David Nicandri, director of the Washington State History Museum: "(Our) project could be viewed as a working lesson in building modern architecture within an historic urban context, for it proves how architecture can both work at the scale of the city as well as on the human and personal level."

*The above article, reprinted with permission by the Austin Statesman, was first published May 1, 1997. Small Project Forum will be exploring the question of small firms getting recognition in the press and magazines in Small Project Forum Report No. 13, due out in April 1998. Submittals are due January 26, 1998. Contributions by Small Project Forum members are welcome.*

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*If you would like to report on issues  
relevant to the Small Project Forum  
from your area on a regular basis,  
we invite you to join our network of  
local Advisors. Please call Daniel  
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