



THE SOCIETY OF AMERICAN MILITARY ENGINEERS

ARCHITECTURAL PRACTICE COMMITTEE

QUARTERLY JOURNAL

THE (ARCHITECTURE) SMALL BUSINESS EXPERIENCE



Kenneth Hahn Architects

The business of architecture is challenging. According to a recent article in "Architecture + Business", six architects identified some of those challenges including: getting your name out; getting clients to understand the value of your work; cash flow; changing technologies, education, materials, and design; and funding profitable projects. In addition, architects are finding it difficult to find qualified candidates to fill vacancies to handle surges in design work.

Small firms face all these challenges in a volatile economic environment, but may have advantages in the public sector. We've asked two firms to share their experience as private practices serving the public.

Tell us about your firm.

Kenneth Hahn Architects (KHA) is located in Omaha, Nebraska and was established 1990 has fifteen Employees – including eight licensed Architects. Services provided include Architecture, Project Management, Engineering, Interior Design, and Planning. KHA is a Small Business and holds IDIQ contracts with several federal agencies – three with DoD clients, one with VA, and one with National Park Service. KHA has worked in this arena for most of our 26 year history.

Gurri Matute PA (GMA) is headquartered in Miami, Florida with a satellite office in Fort Lauderdale, FL. GMA has ten full time, permanent employees and one part-time employee. Areas of expertise include: Aviation, Commercial, Education (K-12 and Higher



Gurri-Matute Architects

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WELCOME LETTER



David A. Packard, RA, PMP, FSAME
SAME APC Vice Chair of Communications

So, a great sigh of relief as we all give thanks for a tumultuous 2016... it looks like we may have survived to a great New Year!

The Society of American Military Engineers welcomed record participation in the Small Business Conference (SBC) held November 16-18, 2016, in Atlanta, GA with more than double the number participants who attend the Joint Engineer Training Conference and Expo, the Society's national conference! That may seem astounding (it surprised me when I heard it), but I am proud to say that small design and construction businesses are thriving. On the local scene, the Omaha Post has established a Small Business Liaison who conducted a Large-Small Business Mentorship Roundtable Discussion in October. The free event featured three large business members who shared feedback to help small business members increase partnership opportunities and offered suggestions to increase their appeal as a small business partner. The roundtables included a break out session in which large business mentors and attendees could discuss solutions to problems that small businesses commonly experience. Local events like this continue and are a great supplement to the SBC and both have everything to do with creating the bonds that form both temporary and lasting business partnerships and relationships. In fact, the Society is all about the process of creating relationships. Our activities are designed to bring business professionals together... public-private, architect-engineer-constructor, military-civilian, large

business-small business. The popularity of these events is a great sign that those relationships are, in fact, being created. The wonderful thing about our community is that the events are social as much as business activities. In fact, it is the social component that provides the cement that binds business partners.

For some time now, the design/construction industry has acknowledged the value of small businesses. They provide large business with supplemental services giving them needed agility in volatile markets. When large businesses experience short-term upswings, small businesses can help execute projects without additional hiring and layoffs. Specialized services or services that even large businesses cannot justify can flesh out the requirements for large-scale government contracts.

Certainly, the federal government has provided incentives for the use of small business and the category has blossomed from small business goals within many agencies, to set-aside programs with increased classifications of small businesses to include Small Disadvantaged Business (SDB), Woman-Owned Small Business (WOSB), Historically Black Colleges and Universities (HBCU), HUBZONE Small Business (HBZ), and Service-Disabled Veteran-Owned Small Business (SDVOSB). Of course, many classifications come with a certification requirement, so one must be aware of them before throwing a hat in the ring.

In this issue of the APCQJ, I've asked the principals of two small

architectural design firms to share their experiences in the small business community. Both firms have survived the economic and political forces at work in recent times. Their success is very likely the product of the core values of dedicated owners and their employees. I am always impressed by the positive attitudes and pride

of work displayed by these great teams. Consider the relationships you have developed within your business community and the value small businesses bring to it.

dan

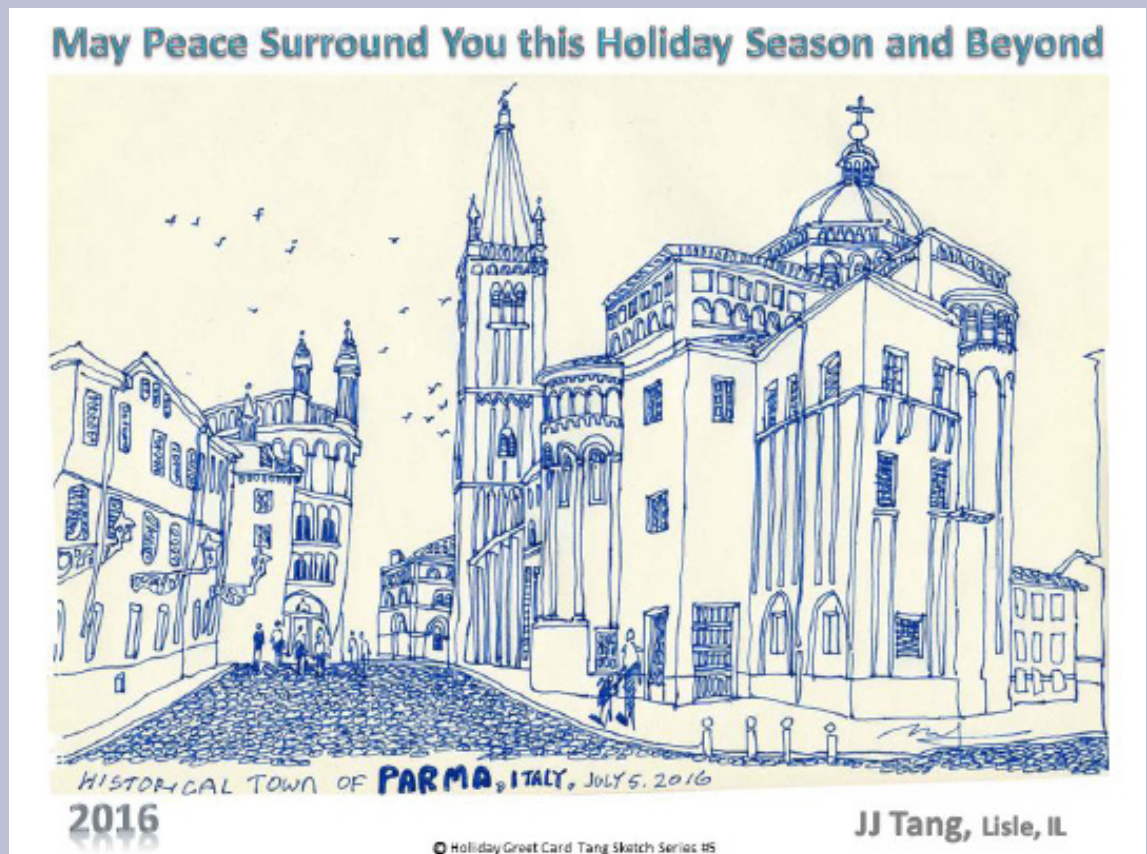
ARCHITECT'S SKETCH CORNER

In today's architectural practice, architectural design concepts have been conveyed predominately through computer images to others. Even though these images can offer us very realistic feel for our design, but what is missing in most cases is the connection between the artistic emotion of an architect and his design product. To that end, architect's freehand sketches are the most direct translation of his design thought and emotion on paper. Therefore, it is more intimate and closer to our hearts.

- JJ Tang, AIA,
FSAME

*Founding APC
Committee Chair*

This edition of the Architect's Field Sketch is by JJ Tang, AIA, FSAME, founding APC Chair. Each year JJ creates his own holiday greeting adorned with a personal sketch. If you are interested in submitting a hand sketch, please send your scanned image(s) to yisimon@stoarchitects.com



LAST QUARTERLY CALL



Rachel Minnery, FAIA
*Sr. Director of Sustainable Design,
AIA DC*

Paula Loomis and the Architectural Practice Committee hosted a quarterly conference call on Thursday, November 10, 2016 with an update on committee focus area initiatives. She encouraged everyone to begin thinking about nominations for the 2017 Urbahn Medal and APC Appreciation Medal. APC members are already working to develop a robust architecture and engineering track for the 2017 JETC scheduled for May in Columbus, Ohio.

The AIA credited topic was presented by Rachel Minnery, FAIA, titled “Resiliency, Pre-Planning Opportunities, and Post-Disaster Building Evaluations.” As the Senior Director of Sustainable Development Policy at the American Institute of Architects in Washington DC, Rachel oversees the institute’s programs for disaster, resilience and community development. Rachel frequently speaks and writes on issues in the built environment related to natural disasters, resilience, and public-interest design.

Rachel’s program addressed the direct impacts of climate change as the built environment and society is affected by more and more frequent storms of greater intensity in population centers within the U.S.

This course discussed the recent results of climate change and facility planning that takes into account climate change and adapts the built environment. This course also highlighted the disaster response/building evaluation services that are offered through a network of AIA and other agencies and how participants can get involved.

Learning Objectives included:

- Learn about the effects of climate change on the built environment.
- Learn about effective pre-planning that takes into account climate changes as well as opportunities within the AIA.
- Learn how to adapt pre-planning advice and disaster assistance/building evaluation advice to your own organization.
- Learn about disaster assistance/building evaluation following disasters and opportunities within AIA.

Rachel Minnery, FAIA is an architect with over 15 years of design and management experience in both the public and private sector on building and planning projects with a focus on environmentally and socially responsible design. She is the Director of Built Environment Policy at the American Institute of Architects in Washington DC overseeing the institute’s programs for codes & standards, disaster, resilience and

Why Architects?

PUBLIC SERVANTS whose license comes with the obligation to “protect the health, safety and wellbeing” of the public

SYSTEMS THINKER who blend environmental science, building science and social science

PROJECT LEADERS absorb incredible amounts of information, prioritize issues to guide decision-making



FACILITATORS engage occupants, jurisdictions and communities in participatory design processes

VISIONARIES communicate a future imagined reality with creativity, innovation and the visual skills to convey ideas

community development. Rachel frequently speaks and writes on issues in the built environment related to natural disasters, resilience, and public-interest design.

As former-chair of the national American Institute of Architect's Disaster Assistance Committee and co-founder of Architects Without Borders Seattle, Rachel advocates for and organizes architects to contribute volunteer design services to communities in great need. She has led groups of volunteer architects to disaster-stricken places, particularly Washington, Mississippi and Haiti, responding to floods, hurricanes and earthquakes. AIA National honored her with the 2013 Young Architect Award. She is also the recipient of the Graduate of the Last Decade (GOLD) award and Outstanding Alumni Award from Ball State University. Previously Rachel was a project manager at the Seattle firm Mithūn.

Rachel's commitment to architecture in service to society is plainly evident in the extraordinary leadership she has shown in disaster response and pro-bono design. Her work and her leadership make her a role model for many, demonstrating the potential of architects to shape and empower communities. Her volunteer service to disaster-stricken and developing neighborhoods has

Principles of Resilient Practice

- 1. REDUCE PENDING AND POTENTIAL NEGATIVE IMPACTS** on people and the environment as a minimum obligation to ensure health, safety, and welfare of the public as regulated through licensure.
- 2. ENCOURAGE SOCIAL COHESION.** Incorporate design, construction practices, structures, systems and materials that provide for more resilient people, places, infrastructure, businesses and communities.
- 3. REGENERATE.** Strive for design implementations that regenerate natural resources.
- 4. PLAN FOR CHANGE.** Create systems and infrastructure that are flexible and adaptable to changing needs and technologies.
- 5. MAXIMIZE SYNERGIES.** Align local, regional and national priorities for optimal impact and reduced financial burden. Solutions may identify multi-purposes or co-benefits to offset costs, create opportunities, or provide additional value.



attracted major attention in the professional and public media and has also stimulated her involvement in AIA activities, where her leadership inspires her professional colleagues to share her commitment to volunteerism and community activism. Her teaching and mentorship has mobilized, inspired, and motivated individuals at all phases of their design careers, through her AIA service at the local, state, and national level, and with related organizations.

Specifically, her "boots on the ground architecture" has made a visible difference in the life of numerous communities. Her work was first recognized in 2005 with the "Mississippi Missions," in which she trained Mississippi state officials and organized teams of Seattle-

based design professionals to join her on the Gulf Coast assessing and addressing built environment conditions in the aftermath of Hurricane Katrina.

Rachel has played an active role in mounting several subsequent hurricane-, flooding-, and earthquake-related building-assessment endeavors in communities throughout Washington, the United States, and Haiti. Her community outreach included the establishment of Architects without Borders Seattle, a vehicle for engagement, collaboration, and financial support of interdisciplinary design teams in post-disaster assistance and pro-bono design services.

72% of firms see resilient design effecting trends and business, citing climate change and America's aging population

NEXT QUARTERLY CALL



JJ Tang, AIA, FSAME
SAME APC Founder

The Architectural Practice Committee will host a quarterly conference call on **Friday, March 3, 2017** from **12:00 – 1:00 pm EST**. Please join the meeting from your computer, tablet, or smartphone at <https://global.gotomeeting.com/join/378593421>. You can also dial in using your telephone at:

United States (Toll Free):
1 877 568 4106
United States: **+1 (312) 757-3136**
Access Code: **378-593-421**

Time:
12:00 to 13:00 EST
11:00 to 12:00 CST
10:00 to 11:00 MST
09:00 to 10:00 PST
08:00 to 09:00 AKST
07:00 to 08:00 HST

The agenda for the quarterly conference call includes an update on committee focus area initiatives, open discussion, and 1 AIA LU/HSW/SD credited presentation.

The AIA credited panel discussion, led by **APC Chair Paula Loomis**, will be given by **JJ Tang, AIA, FSAME** and **Pamela Sams, AIA**, is the second in our **“Learning from the Masters Series”**, titled **“Helmut Jahn and Michael Graves.”**

Learning while sitting next to others that have accomplished much has long been an important learning style in the building professions. Apprentices learned from master craftsmen in the

field. Budding architects learned from master architects. This panel discussion includes two architects who worked in the offices of Helmut Jahn and Michael Graves. The panel members will address what it was like to work for these masters. How did the masters approach design? What is applicable to today? How did they teach their interns - was there purposeful mentoring? What did these panel architects learn that still helps them today? How did the masters interact with clients - what can be learned? How were their offices organized and similarities/differences to today? This session will also learn where these seasoned architects are in their careers and how their touch with the masters early in their careers affected their later careers.

Learning Objectives include:

- Learn how the master architects designed and what can be used in today’s design process.
- Learn how the master architects mentored younger designers and what techniques can be used today.
- Learn how the master architects interacted with their clients and what we can learn for today’s interactions.
- Learn how the master architects’ offices were organized and what can be applicable to architectural offices today.



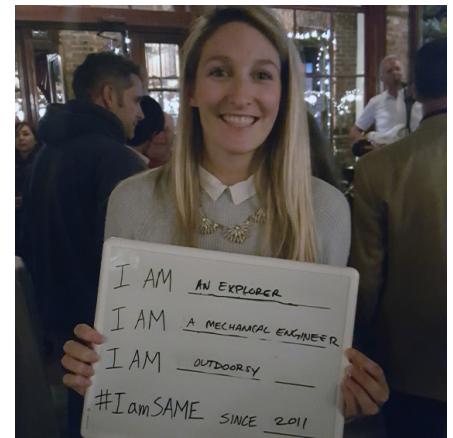
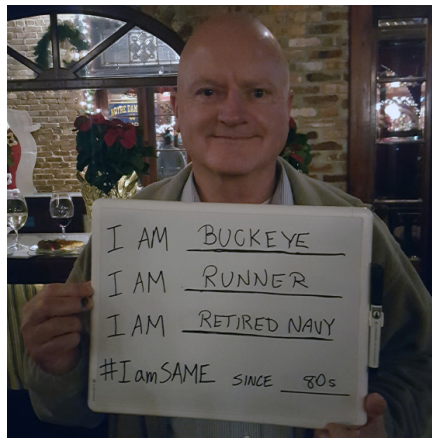
Pamela Sams, AIA, LEED AP
*Southeast Design Realisation
Leader at Gensler*

COLLABORATION WITH AIA

PENSACOLA POST JOINT HOLIDAY PARTY

SAME Pensacola Post in conjunction with the American Institute of Architects (AIA) and the U.S. Green Building Council (USGBC), had their second annual Holiday Party. Members from multiple local organizations gathered to celebrate the closing of 2016 and network among other local A/E/C professionals.

During the opening remarks SAME Pensacola Post Secretary, Yvonne Simon, welcomed everyone to participate in SAME events and also join in the SAME HQ campaign #IamSAME. See more photos of the event on Twitter @SAMEPensacola.



UPCOMING EVENTS

FEBRUARY 2017

2017 SAME/IFMA Facilities Management Workshop

February 8-10
San Antonio, TX

Europe Region Engineer Capabilities Workshop (ECW)

February 27 - March 2
Hotel Dormero Stuttgart,
Plieningen Straße 100, 70567
Stuttgart, Germany

MARCH 2017

CAPITAL WEEK: FY2018 DOD & Federal Agency Briefings

March 7 & 8
Bethesda North Marriott Hotel &
Conference Center in Rockville,
MD

SAME 2017 Transition Workshop and Job Fair

March 23-24
Embassy Suites BWI Airport in
Linthicum, MD

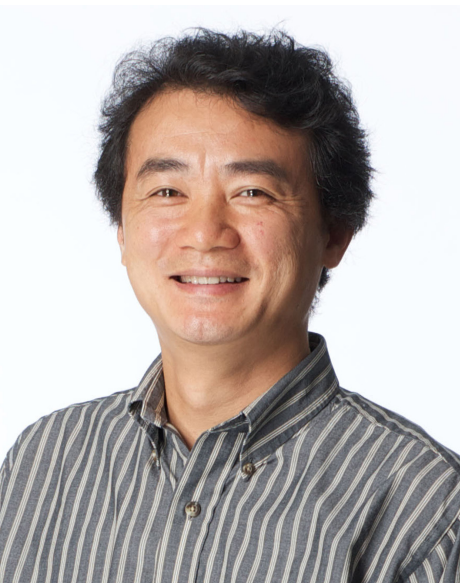
MAY 2017

2017 Joint Engineer Training Conference & Expo

May 23-27
Columbus, Ohio

For more information on
upcoming SAME events visit:
<http://www.same.org/calendar>

MEMBER NEWS



JJ Tang, AIA, FSAME
2017 SAME Academy of Fellows

Congratulations to JJ. Tang, Architectural Practice Committee (APC) Founder and immediate Past APC Chair and David Packard, APC Vice-Chair for Communications in recognition of their selection as members of the Class of 2016 Academy of Fellows. JJ and Dave will be formally invested into the Academy during a ceremony immediately preceding the Golden Eagle Awards Dinner, scheduled for March 8, 2017 in Bethesda, Maryland. The following citations will be read during the ceremony.

As the recipient of the prestigious SAME President's Medal in 2016, SAME Urbahn Medal in 2011, awarded annually to one SAME architect for notable and eminent contribution in the field of architecture, Mr. Tang is considered an industry leader in DoD architectural practice. He has been working tirelessly to promote high quality design for federal facilities in the A/E/C community. He founded the SAME national Architectural Practice Committee, and became its first chair in 2012, to bring SAME architects together to serve the Society and the DoD architectural practice community. He also served on the SAME National Board of Direction.

Mr. Tang is a principal and lead architect for HDR Federal programs. In the past 16 years, he has played a significant role in designing some of the major DoD facilities which are critical to our country's defense and national security around the world. These facilities have a combined construction value of \$3 billion.

His work has received numerous professional awards and is published in a variety of professional journals and magazines. He has lectured about both architectural design and design/build delivery in the US and abroad.

David A. Packard has been an active and supportive member of the Omaha Post for over 29 years. He is the SAME Architectural Practice Committee Vice Chair for Communications and is Omaha Post Past President. His leadership in the Society is demonstrated by his participation in several key board positions and committees in the Omaha Post including Readiness, Membership, E-week, Distinguished Post, and Awards. He has been a mentor in the Omaha Post's premier Student Mentoring Program at both middle and high school levels since 1998. Professionally, he has worked as an Architect, Program Manager, and BRAC Integrator for the U.S. Army Corps of Engineers, Omaha District and Northwestern Division. He has successfully disposed of several military installations and managed the construction of over \$2B in sustainable military construction projects at BRAC gainer installations. Mr. Packard is an energetic ambassador of engineering and architecture to a new generation within his community where he is involved in public education, historic preservation, and trail building activities. As such, he subscribes wholeheartedly to the Society's Mission, Vision, and Values.



David A. Packard, RA, PMP, FSAME
2017 SAME Academy of Fellows

COMMITTEE LIAISONS

The APC liaisons help coordinate architectural programs within their local SAME post as well as coordinate shared programs between SAME and local architectural organizations.

If you are interested in becoming a SAME Architectural Liaison, please contact Daphne for more information: gurrimatute@gmail.com

| Branch | Name | Email |
|-----------|--------------------------------|---------------------------------|
| Army | Brandon Tobias, USACE HQ | brandon.r.tobias@usace.army.mil |
| Navy | Kathleen Reid, NAVFAC Atlantic | kathleen.o.reid@navy.mil |
| Air Force | Gene Mesick, AFCEC | gene.mesick@us.af.mil |

| Post | Name | Email | Company |
|-----------------------------------|---|---------------------------------|-------------------------|
| Alaska | Harley Hightower, FAIA & Bill Kontess | hhh@gci.net | Harley Hightower |
| Albuquerque | Jim Oschwald | jim.oschwald@urs.com | URS |
| Atlanta | Eric R. Ames | AmesE@pondco.com | Pond |
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| Northern Virginia | William Santer, AIA | wjs@samaha-arch.com | SAMAHA |
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| Panama City | Tiffany Castricone, AIA | tcastricone@vbadesign.us | VBA Design, INC. |
| Pensacola | Yvonne Lee Simon, AIA, NCARB | ysimon@stoarchitects.com | STOA Architects |
| Pikes Peak | Jim Pocock | James.Pocock@usafa.edu | USAF Academy |
| Portland | Mark Gillem | mark@urbancollaborative.com | The Urban Collaborative |
| San Antonio | Martin Gomez | marting@westeastdesign.com | WestEast Design Group |
| Seattle | Scott Harm | sharm@belayarchitecture.com | Belay Architecture |
| South Florida | Virgil Campaneria | vcampaneria@gurrimatute.com | Gurri Matute PA |
| St. Louis | Bill Albinson | albinson@teamfourstl.com | TeamFour/Saur |
| Tampa | Steve Tozer | Steven.Tozer@hdrinc.com | HDR |
| Washington DC | Franklin Kaye | fkaye@adtekengineers.com | ADTEK Engineers |
| 29 Palms | Glenn Grubbs | glenn.grubbs@usmc.mil | NAVFAC SW |

APC DINNER AT SBC

November 16, 2016 - Atlanta, Georgia



*Pictured above, left to right:
JJ Tang, Nancy Goshow, Jan Wynn, Daphne Gurri, MaryAnn O'Hara,
Yvonne Simon, Jose Matute*

familiar faces and some new faces, the APC members met for dinner at Ted's Montana Grill.

We encourage all SAME Architects to attend the 2017 Small Business Conference from November 15 - 17 in Pittsburgh, PA. For more information please visit www.same.org/sbc

For the second year in a row SAME Architects attended the annual Small Business Conference (SBC) in Atlanta, Georgia. The conference had a record breaking attendance and provided ample opportunities for small businesses to network alongside large businesses and Government representatives.

Unlike the previous Small Business Conference the APC had a chance to formally meet prior to the opening session. During the meeting APC members discussed upcoming events and encouraged all members to get more involved with our committee.

The opening session of SBC began with a Chief's Panel with interviews conducted by [the other] Michael Jackson. Additional opportunities to meet with the Small Business Deputies of multiple agencies was provided at the Networking Roundtable meetings. Even with a fully packed three-day conference the APC rallied to meet for an evening out. A few

□ *continued from page 1*

Aviation, Commercial, Education (K-12 and Higher Education), Governmental/Institutional buildings, and Healthcare. GMA focuses on both new construction as well as renovation/remodeling including renovations and rehabilitations of historic structures and open space, (parks). What makes GMA different from other firms is their emphasis on the collaborative design charrette process, and seeking an evocative architecture- designing places and spaces that make people feel good, stimulating their senses and emotions. GMA looks to find the "brand identity" in each client and

to design a space/place that speaks specifically to who they are and their purpose.

The leadership of GMA is headed by three individuals with the common goal to positively change the built environment. Daphne I. Gurri, AIA, LEED AP is the founding principal. Daphne Gurri is a graduate of the University of Miami with a Bachelor of Architecture and graduate of Columbia University with a Master of Science in Advanced Architectural Design. Daphne I. Gurri, AIA, LEED AP is a Florida registered Architect and Florida registered Interior Designer

with over 26 years' experience, and is also a LEED AP design professional. Jose G. Matute, AIA, LEED AP, CGC is a graduate of the University of Houston with a Bachelor of Architecture. He is Florida registered Architect, a Florida registered Interior Designer, and a Florida Certified General Contractor. In addition to having over 31 years' experience in architecture and construction, Mr. Matute has specialized training from the National Fire Protection Association in Life Safety Design and is also a LEED AP design professional. Mr. Virgilio Campaneria, AIA, RID is a Florida

registered Architect and Florida registered Interior Designer with over 26 years' experience in healthcare design. In January 2016, Mr. Campaneria joined Gurri Matute PA as Principal of the Healthcare Division for Gurri Matute PA. He is tasked with the role of Architecture Design Manager & Executive Architect with AECOM (Prime) where he is personally overseeing the \$1.4B capital improvement program for Jackson Memorial Hospital in Miami, FL.

Gurri Matute PA is a woman-owned, Hispanic firm and is both 8(a) certified and EDWOSB certified with the United States Small Business Administration. Gurri Matute PA is also certified as a Disadvantaged Business Enterprise (DBE), Woman Business Enterprise (WBE), Hispanic Business Enterprise (HBE) in the State of Florida. In addition to federal and state certifications, Gurri Matute PA holds minority and small business certification with Miami Dade County and other agencies in the South Florida tri-county area.

Who are your clients? Do they give any preference to your small business classification?

KHA: We work for private clients and local public entities as well as federal clients such as US Army Corps of Engineers, US Air Force, Department of Veteran Affairs, and National Park Service. In some instances we are able to compete against other small businesses to gain work from our clients, and in some cases the competition is full and open. Small business set-asides are designed to keep the competition more balanced.

GMA: Our current clients include City of Coral Gables, City of Miami, Miami Dade County

Parks Recreation and Open Space (PROS), Miami Dade Aviation Department (MDAD), the State of Florida Department of Military Affairs (National Guard), Miami Dade College, the University of Miami and many other private & institutional clients.

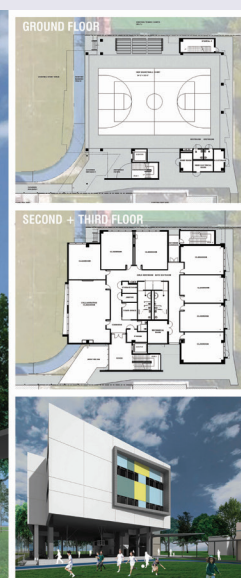
For the most part, public entity clients are required to give extra consideration to firms or teams that utilize small businesses on the project team. In the 20 years that we have been in business, we have found that a small business certification is not the reason why we have received contracts from public entities, but rather it is the quality of the work and the value we add to our clients on a project. For this reason, we are particularly proud of our experience as a firm, and know that the basis of referrals for new business is a result of our past track record for successfully completing projects. In fact, in the South Florida area, there are quite a lot large, nationwide architectural firms that we compete with directly on contracts. One measure of success for us is when

we are selected for projects or contracts, through the RFP process, where we are rank #1 even against nationwide A/E firms.

What types of contracts do you seek or have held? Any preference?

KHA: We are most happy to receive contracts for design of large projects – these are usually the hardest to win. To date, KHA has designed projects as large as \$135M. In order to balance our workload, we also search for work that is ongoing, such as Indefinite Delivery / Indefinite Quantity (IDIQ) contracts, since that type of contract is able to keep our staff busy during the times between large projects.

GMA: Since a large portion of our work is government work, we are accustomed to obtaining our projects through the RFP process. Some of the contracts are Project Specific, and others are Continuing Services or Indefinite Delivery type contracts. Although most of the contracts have been the traditional Design-Bid-Build



CLASSROOM ADDITION AT RUTH K. BROAD K-8 CENTER
MIAMI-DADE COUNTY PUBLIC SCHOOLS
MDPCS PROJECT NO. 01439400





USAF Weather Agency Headquarters, Offutt AFB, Nebraska by KHA

method of delivery, we have several projects where there is a construction manager at risk throughout the entire design phase and construction phase, as well as some Design/Build projects.

Many of our projects stem from our contracts as a Prime, in direct contract with the Government, but we also do quite a bit of teaming as well, where we are subconsultant to a larger A/E team.

How competitive is your market? Is the economy having any effect?

KHA: In Omaha, our A/E market is extremely competitive, with a number of very large firms headquartered here. We have to export a large share of our services in order to be able to survive in this market. We find ourselves working in many different states in addition to Nebraska – mostly in the Midwest.

We have not seen any serious impact from the marketplace recently. Our workload has remained steady. However, we have seen our mix of projects be made up more of smaller size contracts,

which require a disproportionate amount of project management time compared to larger projects.

GMA: South Florida in particular is highly dependent on real estate buying/selling trends and we typically experience volatile swings that affect the architecture/engineering/construction community. It is the classic feast or famine story for architects, but on steroids.

What challenges do you face in getting work?

KHA: There are many other talented firms in our marketplace, which means that we need to consistently provide high levels of service to stay on top of the competition. As a firm that provides Architectural and Project Management services only, we hire the necessary professional expertise from all other disciplines. We compete against firms which may have these people in-house. While we feel that our approach gives us an advantage by staffing the design team with personnel selected from a large pool of talent, some owners see more advantage

in firms which have the personnel in-house. We emphasize our past experience in working with the professional team and the quality of the professionals.

GMA: The greatest challenge in getting new work as a small business is the barrier to entry into a new market – either because the client doesn't know you, or there are too many firms pursuing the same project/contract.

Another challenge that happens to small business with respect to getting new clients or projects is that we tend to get busy on the immediate projects and clients, and we don't carve out enough time for business development and marketing. When you're a small business owner, you're constantly juggling between technical issues on projects, customer relations, human resource issues, and accounting. Marketing and business development tends to get forgotten or somehow takes a lower priority.

Also, small businesses tend to be limited by the geographic area they can truly service without any sacrifice in the quality of the work that is delivered on a project, or how much personal attention that can be realistically given to a client that is far away. So sometimes we are very qualified for a project that is located in another distant city or state, but we do not pursue it because the project location is too far away and we would not have any real way of servicing the client.

Have you partnered with large businesses?

KHA: Yes, we have teamed with large design firms on several projects and on some IDIQs. For many small firms, this is a good way to get experience in working on federal projects to get better

acquainted with the process and culture. This opportunity might present itself for projects that are full and open, but require small business participation by the large prime firm.

GMA: Yes, we have had much success in teaming with larger A/E firms including Burns & McDonnell and AECOM (and URS). We are looking to expand our teaming with larger firms for future projects in both directions- as a sub to the larger A/E prime, but also in the reverse, where the larger A/E firm is a sub to Gurri Matute PA. We are very excited and motivated with the expansion of the mentor protégé program, as well. We feel that with the right teaming partner, using the mentor protégé program could bring a lot of value to Gurri Matute PA, the larger A/E firm and most importantly, the client.

Can you share any of your marketing strategies?

KHA: Be sure to read the solicitation completely and answer

every part of it. Don't assume that there's any part that can be glossed over. You will look better if you put together a team of professionals who have relevant experience and have worked together in the past.

GMA: Right now we have shifted almost all of our attention to building relationships with people. We fundamentally believe that the work will follow – the teaming opportunities, the new contracts, etc. – everything will come as a result of focusing on building relationships with people. That's a primary reason why I happily have chosen to volunteer my time in SAME. I want people to know who I am, what I do, and what our firm's core capabilities are. It is also important for me to show others what I'm passionate about as well as our entire team (design excellence), and ultimately why we do what we do (architecture) which is to positively change a person's life through evocative architecture.

As a small business owner, it is absolutely imperative that we

remain diligently focused in our marketing efforts. For that reason, we are focused on the key areas of expertise (aviation, commercial, education, governmental/ institutional, and healthcare) in very specific geographic areas, namely Florida and Texas.

Do you plan to grow beyond your current size or do you prefer to remain a small business?

KHA: We plan to remain as a small business. We find that staying small gives us advantages of being able to quickly respond to our clients, with more direct involvement by the principals than if we grow to be a large firm.

GMA: We absolutely want to grow the firm beyond its current size, and to allow it to grow until it reaches its full potential.

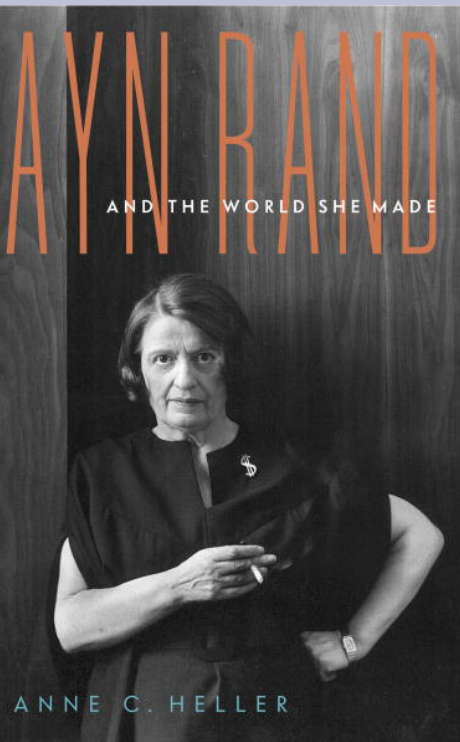
What do you enjoy most about your work?

KHA: The diversity of what we get to work on brings new



Base Operations at Minot AFB, North Dakota by KHA

ARCHITECTURAL BOOK REVIEW



Ayn Rand and the World She Made by Anne C. Heller

I picked up “Ayn Rand and the World She Made” in a DC Friends of the Library store to learn more about the “Fountainhead” author. I did not realize how many of Rand’s books, such as “Atlas Shrugged”, “The Virtue of Selfishness” and “Capitalism: The Unknown Ideal”, concentrated on economic and social theories and ideals. Even if I don’t agree with her Objectivist ideals it was interesting to see how they manifested themselves in her work. (She wears a large dollar sign pin on the cover of the book - I should have known).

I also found Rand’s social network fascinating. Throughout her years she maintained a band of students/twenty-somethings that would philosophize with her into the wee hours of the morning and help review her work. Interestingly Alan Greenspan, the current Chairman of the Federal Reserve Board, was part of her group and even attend her funeral in 1982. It is interesting to look at his current policies and ideas to compare them to Rands. He was described in the book as “one of the more aloof” members of the group who more openly criticized her ideals than others. Perhaps he socialized with Rand’s group more to develop his own philosophy than to support the development of hers.

Enjoy this fascinating read that brings together architecture, economic and social ideals as well as (yes, you guessed it) scandal.

- Paula Loomis, FAIA, FSAME, APC Chair

challenges each day. There is never a day when I know for sure exactly what I’ll be doing. Then, when all the planning and design decisions come together to make something that is a hit with the client and the users, there is a real sense of accomplishment.

GMA: What we enjoy most about the work we do is the impact that our projects have on the people that use the space/building we design. If you really think about it, in a typical 24 hour day, the average person sleeps 8 hours a day (indoors), works an 8 hour day (in an office, building or warehouse), spends an additional six hours at home, the gym or somewhere else but always indoors), and roughly 2 hours commuting in our cars or driving

around for errands. This equates to roughly 92% +/- of the average person’s time is spent inside of a building that was designed by an architect. That’s a pretty awesome opportunity to positively affect a person’s life, with our work as architect.

Can you share examples of your successes?

KHA: Kenneth Hahn Architects now has 26 years of experience, and our current staff has been with us for many of those years. We are proud to be able to offer this team to our clients – it has proven to be a huge asset for us.

As far as project success, we take a measure of pride in each and every one, as we don’t single out certain ones for extra attention. We

have submitted some of our larger work for Air Force Design Awards, and have been selected for 6 US Air Force Design Awards in the last 10 years, along with additional awards by the US Army Corps of Engineers and Air Combat Command. We were just notified that our recent design for the Base Operations Facility at Minot AFB received a Citation Award in this year’s US Air Force Design Awards Program.

Kenneth Hahn Architects is committed to being good stewards of our natural resources, and is a member of the US Green Building Council. We have designed several DoD projects which have been LEED-Certified at both Gold and Silver levels.

GMA: An example of a recent success is a historic restoration

and adaptive reuse project called the Historic Hampton House Restoration and Adaptive Reuse project. This project was designed for Miami Dade County and the local grass roots community organization, the Historic Hampton House Community Trust Inc. Besides the fact that this project has already received three design awards from separate entities, (Dade Heritage Trust, American Institute of Architects Florida, and American Institute of Architects – Miami Chapter), the project was a huge success because the local community is so proud that this historic treasure was not only saved from demolition, but it has been restored to its original glory and will provide a new cultural and resource center for the local Brownsville community. The community leaders, who had frequented the building in their youth, felt that the “spirit” of the place was restored, and that what the building stands for - social justice, is present in the restoration of the building. This is what we strive for - to bring forth the identity of an individual or community into the design of a place (open space or building) where they can feel that it represents who they are and what’s important to them. The project took about 9 years to complete from start to finish.

Any failures, frustrations, or disappointments?

KHA: It’s always difficult to accept not getting selected for a contract. Putting in a great deal of effort on the solicitation and coming away with nothing is hard for us as Architects. Marketing is a necessary part of our work, and we were not really schooled in this part of the business. So, we learn from

each failure, and go on to make our next submittal as good as it can be. I’m amazed at the progress we’ve made in the marketing area when I go back and see what we were submitting even 7-8 years ago.

GMA: Sure, there are plenty of failures and frustration and disappointments, but as a business owner, we do not have time to dwell on the past. If we do dwell on the disappointments, then it obscures our ability to make good decisions moving forward. We can afford only the opportunity to learn quickly from our mistakes and not to look back.

What does the future hold? What is your succession plan? What’s the deal with kids today?

KHA: Kenneth Hahn Architects now has 3 principals with ownership in the firm. We plan to keep adding others as owners to spread out the responsibilities and aid in retention of our key staff. We do find that some of our younger Architectural graduates are not motivated to become licensed professionals, as they see it as not necessary for them to practice Architecture since they don’t want to become firm owners. We have funded the exam fees for our employees to encourage them to go through the process to become licensed.

GMA: The future is very exciting. Currently there are only two owners, Daphne I. Gurri and Jose G. Matute. We are planning on opening up the path to partnership in the firm in 2017 to allow our team to reap the benefits and successes of the collective efforts.

At Gurri Matute PA, we love millennials. They are bright, open to new ideas and programs, and are intolerant to short-sighted mindsets. Millennials are also

ambitious and fun.

Are there any benefits from participation in SAME?

KHA: The relationships with other engineering firms and DoD employees established through association with SAME give us a good chance to get familiar with each other and to showcase the talents of our design team. There are presentations which provide key information about upcoming opportunities, current design strategies, and specialized design information for work needed by the DoD.

GMA: There are lots of benefits from participation in SAME. For us, the primary benefit has been our ability to network with other architects around the entire United States that are either working for large or small firms, or working for the U.S. government in some capacity. Networking with other architects, as well as engineers, contractors and governmental employees has helped us to expand our firm’s brand awareness. Lots of great things happen when you volunteer your time unselfishly for others.

What does the firm do for fun?

KHA: We sponsor a golf team each year, and participate in golf tournaments (those of us who can actually connect with the ball.) We celebrate each employee’s birthday with a small office party. Plus, we get to work on some VERY fun projects together.

GMA: This year we started a tradition of holding “Beer Friday” meetings – both in our office and outside of the office. Beer is optional, and having fun is a must. We also started to attend some corporate runs and 5K’s in our local community. **AFC**

URBAHN MEDALISTS UPDATE

The SAME Urbahn Medal is named in honor of Max O. Urbahn, American Institute of Architects. The medal is awarded to an SAME member for distinguished performance in the field of architecture. The medal was first awarded in 1997.

Award History

By way of background, Bill Vogel chaired the SAME Medals and Awards Committee at the time the Max Urbahn Award was proposed to SAME HQ. The committee was a non-voting group within the National Executive Committee of SAME. Its purpose was to review existing criteria to ensure conformance with Service regulations and to review and present any requests for new medals and awards to the Executive Committee. It neither created awards itself nor selected winners.

According to Mr. Vogel, the New York City Post submitted the Max Urbahn Award package to SAME HQ in October 1995, where the proposal was reviewed

and recommended for approval. Mr. Vogel personally presented the proposal to the Executive Committee. It was strongly supported by the then Commander of the U.S. Army Corps of Engineers North Atlantic Division, Brig. Gen. Gerald C. "Jed" Brown, USA and Manning Seltzer, the Corps' Chief Counsel. The award was unanimously approved by voice vote and implemented the following year.

In our inaugural issue of the Architectural Practice Committee Quarterly Journal (Vol 1, Iss 1, July 24, 2013) an article about the prestigious Urbahn Medal was published. The article covered the brief history of the medal and listed the recipients to date. Since the publication of that article we have welcomed three new medalists to the list. The following medalists were honored for their eminent and notable contributions in the field of architecture with emphasis on accomplishments in the past five years leading up to their nominations.



2013 CAPT CHARLES ENOS, AIA, LEED AP, USN (RET.)

Charles E. Enos has distinguished himself through his outstanding contributions to the field of architecture. He has dedicated his career to bring revitalized life to older federal government buildings. Charles' early vision in recognizing the sustainability inherent in renewing existing buildings led to a career devoted to bringing revitalized life to older federal buildings. A leading expert in sustainable renovations, his work over the past 25 years has helped countless federal government agencies in numerous renovation projects improve federal building performance and create new and inviting class A workspace yielding higher federal worker satisfaction and productivity - all while reducing energy consumption and government expenditures. Charles' projects are noted for use of innovative solutions with measurable results. An active leader within the architectural community, Charles is devoted to sharing his knowledge with his colleagues to enhance their abilities to better serve the public trust. He writes articles, speaks professionally, teaches seminars, and mentors intern architects in his firm as well as others through the Intern Development Program of NCARB. His long-term leadership as the chair of the Continuing Education program for the Northern Virginia Chapter of the AIA significantly grew education opportunities for the region and ultimately led to being honored as the best Continuing Education program nationwide within AIA. Charles achieved these successes while also serving as a Naval Flight Officer in the United States Navy Reserve for 30 years. The outstanding and valuable contributions of Charles E. Enos to the field of architecture, reflects great credit upon himself and the Society of American Military Engineers.

2014 HARLEY H. HIGHTOWER, FAIA

Mr. Hightower has advanced the science and art of planning and building in the field of architecture through his eminent and notable contributions to the profession and society exemplified by his performance in Professional Practice, Productive Volunteerism, and Education. In Professional Practice, his primary efforts were directed to remote cold regions with 40 years of continuous experience above the Arctic Circle and work in Antarctica. He innovatively utilized existing technology to resolve the unusual issues of the cold regions while providing sound, cost effective, and functional structures. He used the experience gained in more than 50 years of Practice to transfer that knowledge through Education. He volunteered countless hours at the University of Alaska - Anchorage in establishing, guiding, and teaching in support of the Northern Design Program and the Architectural and Engineering Technology Program. The Productive Volunteerism included serving on the State of Alaska, Board of Registration for Architects, Engineers, and Land Surveyors; the National Council of Architectural Registration Boards; the State of Alaska Department of Education committee dealing with K12 school construction statewide; and the Anchorage School District Career and Technical Education Committee. In addition, he participated in numerous formal and informal programs mentoring students at the high school and university levels and emerging professionals while encouraging them to pursue excellence and high achievement. Harley Hightower is a life Member of the Society of American Military Engineers and a Fellow in the American Institute of Architects.



2015 CAPT ROBERT HARRIS, FAIA, LEED AP, CFM, USN (RET.)

Captain Robert P. Harris, FAIA, LEED AP, CEC, USN (Ret) is global leader in the design and development of military housing, supporting United States service members and their families. His leadership strengthens military retention and quality of life by providing safe, affordable, and sustainable communities. He leads the organization that delivers and sustains Navy and Marine Corps privatized housing, overseeing a program with more than 62,000 homes for families and 6,500 rooms for unaccompanied Sailors, a portfolio valued at \$10 billion throughout the United States.

His career achievements have included the first military housing certified to EPA Energy Star Standards, the first neighborhood in the state of Hawaii to earn the LEED® ND certification from the U.S. Green Building Council and the first net-zero homes for the Department of the Defense. For Harris, sustainability has a dual focus: the long-term viability of the program to provide high-quality, safe and affordable homes for military members, and to ensure the environmental impacts from these housing developments are minimized for current and future military generations through the efficient use of materials, energy and development space. Harris has recently directed fundamental change in the program, emphasizing how the housing portfolio will perform in the future. The privatized portfolio now includes a majority of homes built to LEED standards and neighborhoods designed to minimize environmental impacts. In his distinguished career the valuable contributions of Captain Harris reflects great credit upon himself, the Architectural community and the Society of American Military Engineers.



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