

# APCC

 THE SOCIETY OF AMERICAN MILITARY ENGINEERS

# ARCHITECTURAL PRACTICE COMMITTEE

 QUARTERLY JOURNAL

## CONTRIBUTIONS TO THE AE PROFESSION THROUGH THE EYES OF SAME MAX O. URBAHN MEDALIST GARY D. ANDERSON, PHD, AIA, FAICP, FSAME

*Interview by Lisa J. Kuruvilla, CEO  
and Founder of CC Pathways, Inc.*

Dr. Gary D. Anderson received the SAME Urbahn Medal in 2001 for his eminent and notable contributions to public and military architecture by advancing the education and practice of sustainable urban design and planning, for private developers and public agencies in the United States, Europe, and the Middle East for 30 years. He was awarded a Bachelor of Architecture degree (magna cum laude) and a Master of Urban Design degree from the University of Southern California, a Diplom (a master's degree) in Social Science from the University of Stockholm (Sweden), and a PhD from The Johns Hopkins University Department of Geography and Environmental Engineering.

Dr. Anderson's diverse professional planning experience reflects his commitment to excellence and proven leadership. Perhaps he is most known for the universally recognized recycling symbol he created in 1972, winning first-place in the competition for the International Recycling Symbol. Early in his career he created the structure, curriculum and staffed a new academic department, the Department of Urban and Regional Planning at King Faisal University in Dammam, Saudi Arabia. He also developed and taught a curriculum for a new course on Planning and Design Issues related to Real Estate



*Dr. Anderson poses with an early concept sketch for the recycling symbol, which he created in 1972.*

Development in an innovative Real Estate Program at Johns Hopkins University for 15 years. Dr. Anderson also initiated and facilitated the Mount Royal / Penn Station District Roundtable, a successful ULI Planning Advisory Team event that helped to reinvigorate languishing urban area in Baltimore. He was also instrumental in the formation, and served on the board of directors for 3 years, of 1,000 Friends of Maryland, an advocacy group for sustainable development that has influenced patterns of development throughout the state, encouraging investment in existing built-up areas and discouraging green-field development. He was recognized by Department of State as a Fullbright

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# WELCOME LETTER



Hello, APCQJ readers!

It's been a while since I've contributed to the APCQJ and I was starting to feel a little out of touch with our corner of SAME. As we approach our annual conference, JETC, I'm reminded that I will be attending this year, for the first time, under a new organization because just last summer I made the leap into the public sector.

After taking three years off to pursue my Master of Architecture at Washington University in St. Louis (2011) I returned to STOA Architects; the firm that supported me as an emerging professional straight out of college. I was grateful that they took me back and that I was able to dive right in with the knowledge I had gained from my Master's program. With the mentorship of the seasoned Architects and Project Managers, I achieved my professional license shortly after returning. I will be forever grateful to my first career home; nevertheless, all baby birds must leave their nest eventually.

I cut my teeth on military design and made dozens of friends who worked in the public sector throughout my years as a developing Architect. One could say that I specialize in military architecture. The professional experience and connections could only get me so far. In order for me to fully understand it, I needed to live it! A few life changing events became my motivation to embark on this new adventure. I had always wanted to live and work outside of the United States so with the encouragement of my SAME mentors, I decided to take a peek on USAJOBS.gov.

Getting your foot in the door with the Government can be a challenge. I had a few failed attempts until I heeded the advice of David Packard, R.A., PMP, F.SAME, and tweaked my resume to be more "Government Friendly." I submitted for multiple positions overseas with no idea at how long the hiring process would take. Nearly 3 months later I was invited to interview for two very different positions, both in Japan. I had never been to Japan. I had never worked for the Government. I don't speak Japanese. So, site unseen, I jumped on the second job offer, packed up my house, my dog, and my life to move across the world.

Like every job there is that initial learning curve and getting-to-know phase. The position I inherited is a challenging one, to say the least, and I've learned the meaning of "red tape" all too well. It isn't all gloom and doom though! My work-life balance has improved immensely and the knowledge I'm gaining is priceless. I now have the insiders' look into how things work on this side of the table. It has taught me patience, empathy, and discipline. I've learned more acronyms than I'd ever thought I'd need to know. I've traveled to distant, far off lands that most people have never heard of (Diego Garcia) and I've had the pleasure of meeting some very talented military members. Being the only Architect within my department is a very different experience but I'm leveraging the skills I've learned while being active in SAME to bring multiple disciplines together.

My adventure in Japan is open ended and I'm looking forward to expanding my professional experience even further within the public sector. It might not be as easy as I thought it would be but... Challenge Accepted.

If you are interested to know more about my experience moving from the private to public sector, please feel free to reach out to me: [ylesimon@gmail.com](mailto:ylesimon@gmail.com)

Until next time, devoted readers!

**Yvonne Lee,**  
AIA, NCARB,

SAME (Life Member)

Japan Region Project Manager, CNIC/  
CNRJ

SAME National Board of Directors,  
Elected Director 2017-2020

SAME Young Member Council Vice Chair  
of Communications

SAME Japan Post, Yokosuka Chapter

# QUARTERLY CALL

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The Architectural Practice Committee hosted a quarterly conference call on Wednesday, April 24, 2019.

The agenda for the call included an update on committee focus area initiatives, open discussion, and 1 AIA/LU/HSW presentation.

Marcy Tyler presented on the topic, "Restoring Glazing System Performance Without Sacrificing Aesthetics."

When Challenges arise due to deterioration of the glazing system, it is important to understand your options. You want to be mindful of the original design intent, restore performance, and extend the life of the system. This could include a variety of options, but all built around developing a comprehensive restoration solution.

Learning Objectives included:

- » Demonstrate how flat extrusions can be utilized over existing failed joints in vertical construction.
- » Describe how building aesthetics can be enhanced without replacing glazing systems or touching a paint brush.
- » Explain how custom-made extrusions can restore performance of glazing systems, including skylights.
- » Utilize modern materials to enhance performance of historic buildings while maintaining the original look of the building.

Marcy Tyler has worked in the commercial construction market for over 15 years. Her focus has been dedicated to the building façade. She is currently the Technical Marketing Manager for Tremco Commercial Sealants and Waterproofing. During her 15 years at Tremco, she has had many roles that involved the building façade and being a technical resource. In her current role, she is heavily involved in the strategic development and education about the product and systems that make critical connections and stop the uncontrolled flow of air within the building façade.



**Marcy Tyler**  
Technical Marketing Manager  
Tremco Commercial Sealants and Waterproofing

## HUNTSVILLE CHANGES COMMANDERS, HURLEY RETIRES

*This article was originally published by the Huntsville Center Public Affairs on April 18, 2019*

It was standing room only at the University of Alabama in Huntsville's Chan Auditorium as a new commander took over the leadership and direction of the U.S. Army Corps of Engineers' U.S. Army Engineering and Support Center, Huntsville, April 18.

Lt. Col. H. W. Hugh Darville accepted command from Lt. Gen. Todd Semonite, chief of engineers and commanding general of the U.S. Army Corps of Engineers, during the ceremony.

Darville had served as deputy commander of Huntsville Center since 2017. Less than six months after assuming those duties, Darville deployed for more than 10 months to Southwest Asia. Now, he will serve as the Center's commander until Semonite's selection for command of the Center, Col. Marvin Griffin, is available for duty in the fall. Griffin is currently deployed in support of efforts in Southwest Asia.

"Hugh is really a proven leader. He has that depth, and he knows how things work," Semonite said, addressing the crowd of more than 300 Center employees and guests.

"We pulled him out of the Center and sent him to Task Force Essayons to support our Soldiers in Kuwait and Iraq, and he did a phenomenal job," Semonite added. "He's also served at Headquarters [U.S. Army Corps of Engineers], so he understands Washington D.C. He has all the technical confidence and credentials, and he's going to be great."

During his speech to the audience, Darville thanked Semonite for the opportunity to serve as commander of the Center.

"Over the last year and a half I've gotten to know many of the people working at the Center, and you can be confident that they will solve any engineering problems and you can count on me to assist them as they accomplish the mission while providing outstanding support to our important stakeholders," Darville said.

Although the ceremony focus was the change of command, the ceremony also offered an opportunity for Semonite to lead Center employees and staff in celebrating the upcoming retirement of the Center's outgoing commander, Col. John Hurley.

Hurley served as the Center's commander since June 2016.

Semonite recounted Hurley's career and thanked him for his service as a Soldier and an engineer.

"Throughout his entire career, John demonstrated an ability to find solutions. His guidance leaves a legacy of accomplishments that enabled the Corps to successfully execute countless projects and programs," Semonite said.

"John's leadership and foresight and expert guidance really enabled your organization [Huntsville Center] to successfully support all the sister districts and a multitude of stakeholders. You're a leader of superior integrity and technical competence, and you really have been a cornerstone of some complex projects," he said.

"Your legacy over the last 30 years is not what you have done, but the spark you lit to inspire all of those who have served with you," Semonite added.

Hurley, a graduate of the U.S. Military Academy in West Point, New York, has served in several capacities as an Army engineer including commander of Japan District (2013-2016) and Buffalo District (2006-2008), and deputy commander of the Corps' Transatlantic Division as the lead design and construction agent for the Department of Defense in the 20 countries in the Middle East from Egypt through Pakistan.

During his farewell speech, Hurley said the breadth of the Huntsville Center is "staggering," and he was honored to have commanded the organization.

However, Hurley said one thing he took most from his command is how the Center's mission supports the nation's military.

"It's always about the warfighter," Hurley said. "There's a warfighter out there somewhere who is waiting for us to deliver our product."

Hurley also took the opportunity to thank his wife and four children for their support during his career.

"I couldn't have done it without you," he said.

## PAULA LOOMIS RETIRES

A glimpse of thoughts from my civil service retirement:

Friends and Colleagues,

Thank you for joining me. I will be short but I thought I would provide a few words as the civil engineering program looks forward.

If you are, or become a senior leader, be strategic. Look at where your organization should go and lead the organization in that direction. Set goals for future leaders and garner their support. Partner with the operators to understand their strategic mission goals and then craft facility and support structures to support those goals. Don't wait for the operators to tell you exactly what projects to do or where to homeport/beddown assets. Instead help guide them in making strategic facility decisions.

Look for decisions that make long-term sense such as smart energy, water, environmental and building resource decisions (i.e. passive energy). Include in those decisions resilient buildings and bases. If you get to write standards use materials that stand the test-of-time without maintenance so maintenance dollars can be stretched and you can spend saved money on building improvements.

Do more with less. Emphasize compact development. Use open space to do double and triple-duty collecting rainwater run-off, providing space for recreation and providing memorable spaces for people to gather. Use projects and resources to stretch expectations and make places come alive. It costs the same to build uninspiring spaces as it does inspiring spaces. Choose the latter.

I was excited when I learned that the Fitness Center at Tyndall AFB survived the last hurricane and is serving as one of the Tyndall's support centers during the rebuilding. This building is LEED Platinum, it uses little energy, it's sustainable, it's cost was comparable to other DoD fitness centers, it was an Army Corps of Engineers Design Award winner (winning top honors in the year it was nominated), it survived the hurricane and it is now proving to be flexible. It is the type of facility that all government facility programs should be trying to emulate.

In closing I thought I would share a quote a friend gave me:

**I wish you the courage to be warm when the world would prefer that you be cool.**

**I wish you success sufficient to your needs, I wish you failure to temper that success.**

**I wish you joy in all your days, I wish you sadness so that you may better measure joy. I wish you gladness to overbalance grief.**

**I wish you humor and a twinkle in your eye.**

**I wish you glory and the strength to bear its burdens. I wish you sunshine on your path and storms to season your journey.**

So thank you to everyone. I look forward to the next chapter of my life and sharing it with friends, family and colleagues.

Sincerely,  
Paula J. Loomis

PAULA J. LOOMIS, PHD, FAIA, FSAME, AICP,  
LEED AP, CPHC, GGP

Dr. Paula Loomis is the Director of Research, a Senior Architect and a Senior Planner for The Urban Collaborative, LLC, specializing in planning and architecture projects for the Department of Defense and federal agencies. She has extensive military and civilian experience with the Air Force, Army, Navy and Coast Guard; teaching at three universities and experience using a blended customer approach to provide collaborative, enriching projects.





## BRANDON TOBIAS JOINS NAVFAC

Brandon Tobias, AIA, LEED AP BD+C, recently joined NAVFAC Washington as the new Architecture Branch Head and Technical Discipline Coordinator (TDC). As the Branch Head he leads a team of a dozen architects and interior designers executing design and construction projects in the National Capital region. Additionally, as the TDC he serves as the architecture community of practice lead for approximately 35 architects and interior designers in the region. Significant ongoing projects include the new Cybersecurity School at the Naval Academy and renovations to the US Naval Observatory Master Clock.

## JOINT ENGINEER TRAINING CONFERENCE & EXPO MAY 7-9, 2019 | TAMPA, FLORIDA

### FEATURED PRESENTATIONS

ARCHITECTURAL PRACTICE COMMITTEE  
**ANNUAL MEETING**  
7 MAY 2019 • 0915-1100 HOURS  
DAVID A. PACKARD, R.A., PMP, FSAME  
COMMITTEE CHAIR



**JETC** #SAMEJETC19



**JETC** 2019 JOINT ENGINEER TRAINING CONFERENCE & EXPO  
MAY 7-9 TAMPA FLORIDA #SAMEJETC19



**I'M SPEAKING!**  
**DESTINATION: ARCHITECT**  
MAY 7 • 9:30 AM - 10:30 AM  
CATHERINE OTIS, SR. ARCHITECT, BECHTEL



### SESSION SNEAK PEEK

#### **Destination: Architect**

*By Catherine Otis, Senior Architect, Bechtel*

You don't have to give up your dream of becoming an architect if you work in the industrial architecture/engineering industry. In fact, the road to becoming an architect is less complicated today due to the modernization and the growth of untraditional architectural experiences based on the National Council of Architectural Registration Boards (NCARB) requirements. Working in the industrial architectural/engineering field is a rewarding exciting choice to serve federal clients and our country. Obtaining a license while working in the industrial architecture industry and on federal facilities is achievable and practical. The value of a professional architectural registration to add to an extensive grueling architectural education and practice experience is priceless when you can finally call yourself an architect.

#### **SPEAKER**

Catherine (Cathy) Otis is a licensed Senior Architect with more than 12 years of experience in commercial and industrial architecture. Currently, she works for Engineering Services in Reston, Virginia in the Bechtel's Nuclear, Security, and Environmental Global Business Unit. Her past projects include the Wylfa Newydd Nuclear Power Plant-located in the Wales, UK, the Uranium Processing Facility (UPF) in Oak Ridge, TN, and Blue Grass Chemical Agent- Destruction Pilot Plant in Richmond, KY.

Register today at [www.samejtc.org](http://www.samejtc.org)



## URBAHN MEDAL GROUP MEETING

*By Paula Loomis*

The Urbahn Medal group met 11 Mar 2019 in Washington, DC at the US Army Corps of Engineers (USACE) building. The group discussed the SAME's Centennial including the new SAME Design Awards program, continued interviews with the Urbahn Medal winners and a potential Top 100 Military Architecture Buildings project as a way to identify quality facilities within the federal agencies and to encourage others to create buildings of high quality.

For the Design Awards Program people/agencies/firms should be able to submit projects early in 2020 with awards being given at the Joint Engineer Training Conference. The program will be open to any project for a federal agency or site with any person, organization or firm able to submit. The awards package requirements will be simple with a page for basic project information and an open format encouraged for the remaining pages. We want to make it easy for people to submit packages. Persons interested in helping with this project should contact Paula J Loomis, paula@urbancollaborative.com, 757-630-4773 or JJ Tang at junjian.tang@hdrinc.com.

Lisa Kuruvilla is continuing her interviews and articles with the Urbahn Medal winners. These interviews helped preserve the work of today's Military Architects and share their experiences and lessons learned with future Military Architecture leaders.

The 100 Military Architecture Buildings project is in the beginning stages. Persons interested in helping to shape this project should contact Paula J Loomis, paula@urbancollaborative.com, 757-630-4773.

The Urbahn Group then had lunch at Bar Deco and was able to tour the National Building Museum including Secret Cities which discuss the federal cities built for the Manhattan Project.

The Urbahn Medal group is composed of winners of the Urbahn Medal. To submit a person for the Urbahn Medal group see the SAME awards program. Submittals are due in the fall.

A big thanks to Ed Gauvreau for his hospitality at USACE. It is greatly appreciated.



## CHILD DEVELOPMENT CENTER

MARINE CORPS AIR GROUND COMBAT CENTER  
TWENTYNINE PALMS, CALIFORNIA

By Glenn Grubbs

The Child Development Center (CDC) is an innovative, state-of-the-art facility, designed around the concept of Reggio Emilia; which is an idea based on creating a place for learning that integrates the natural environment with built-in applied arts and music features to enable a culture of experiential learning. The resulting CDC is a flagship facility establishing a new standard of design quality, visual interest and excellence beyond any existing Child Care facility in the Marine Corps, providing children unique learning opportunities and redefining families' expectations of a learning facility.

As part of the environmental focus of the project, the facility was designed to achieve 'Net Zero' energy status, meaning that the annual energy demand for the facility is provided by renewable energy produced via a site integrated 188kw Photovoltaic system, offsetting the facilities energy consumption of 313,000kwh, and achieving Net Zero.

## UNIT

G4 / Public Works Division (PWD),  
U.S. Marine Corps, Marine Corps Air  
Ground Combat Center (MCAGCC),  
Twentynine Palms, CA

## PROJECT TEAM

T.B. Penick, Contractor  
Domus Studio, Designer of Record,  
John Pygar, Architect  
NAVFAC, Design Manager,  
Frank Richardson, Architect  
USMC, Engineer-in-Charge  
Glenn Grubbs, Architect, SAME



A major strategy toward achieving the Net Zero goal was to reduce the energy demand required to operate the building through passive design features, and providing a densely vegetated xeriscape to help provide shade and reduce water consumption as a response to the local dry, arid climate.

Energy demand is reduced through passive environmental design features including:

- » Courtyard plan oriented to the cardinal North-South directions creates a shared outdoor common space sheltered from harsh desert winds,
- » “Enhanced Façade” provides 100% solar protection for all fenestration and doors, as well as 50% of south and west facing walls using trellises, fins, and other permanently constructed shade devices,
- » Building insulation provides an R-60 Roof, R-19 Walls and R-10 Floor Slab. A Continuous Air Barrier is provided using foam insulation in walls and wall-to-roof transitions.
- » The facility was the first aboard the Combat Center to be built, tested and comply with the Unified Facility Criteria requirements for Air Barrier.
- » 20% shade at Playground Areas, combined with vegetation establishes a micro-environment that is cooler than surrounding areas.
- » Daylighting reduces artificial lighting requirements
- » The facility is certified LEED Silver.



## DR. GARY D. ANDERSON INTERVIEW, CONTINUED



Senior Scholar at Helsinki University of Technology in 2005 for his outstanding lifelong achievements. His planning for DoD agencies improved the lives of thousands of US soldiers and their families, stationed in the US and overseas on numerous installations, by planning for improvements in their living, working and healing environments.

Your career demonstrates several distinct pillars of purpose that align with The Society of American Military Engineers (SAME). Specifically, your leadership and collaborative efforts helped identify and resolve national security infrastructure-related challenges by advancing the education and practice of sustainable urban design and planning on bases and medical facilities at home and abroad. How has being a member of SAME and AIA influenced you, and allowed you a forum to share?



As a member of SAME, the networking possibilities were important during my career to be able to find out about projects that were getting underway, and who's working on what and how. Just speaking informally with people and understanding how I or the company that I'm working with might be involved in doing some of that important work and how we can contribute. Then by doing the work more opportunities came to do more bridge building, making connections and passing things on. SAME for me has really been a great opportunity for networking with all the benefits that brings.

For AIA I've been more involved at the local urban design level. Similarly, there is networking that brings understanding of where things are happening, what projects are out there potentially in the future. When I taught the course

at John Hopkins Real Estate School it was important for my students to work on actual projects as you put on a planner, architect hat for a semester. By being in AIA, I found out about a lot of projects that were coming down the pipeline. That allowed me to bring real projects to students who could work together on teams. These projects had impact right here in Baltimore on sites and existing buildings that students could visit. If it hadn't been for AIA I wouldn't have been aware of all of those things. Doing that locally as opposed to globally, I think was really good for the students also because then they could see how the developer that had been selected for a project actually handles some of the issues that they were studying. Students were able to see how the issues they had identified and solved were solved by others. It's amazing that some of the developer solutions mirrored the ideas that some of the students had for those projects well before design. Being a member of AIA has contributed to what I've been doing.

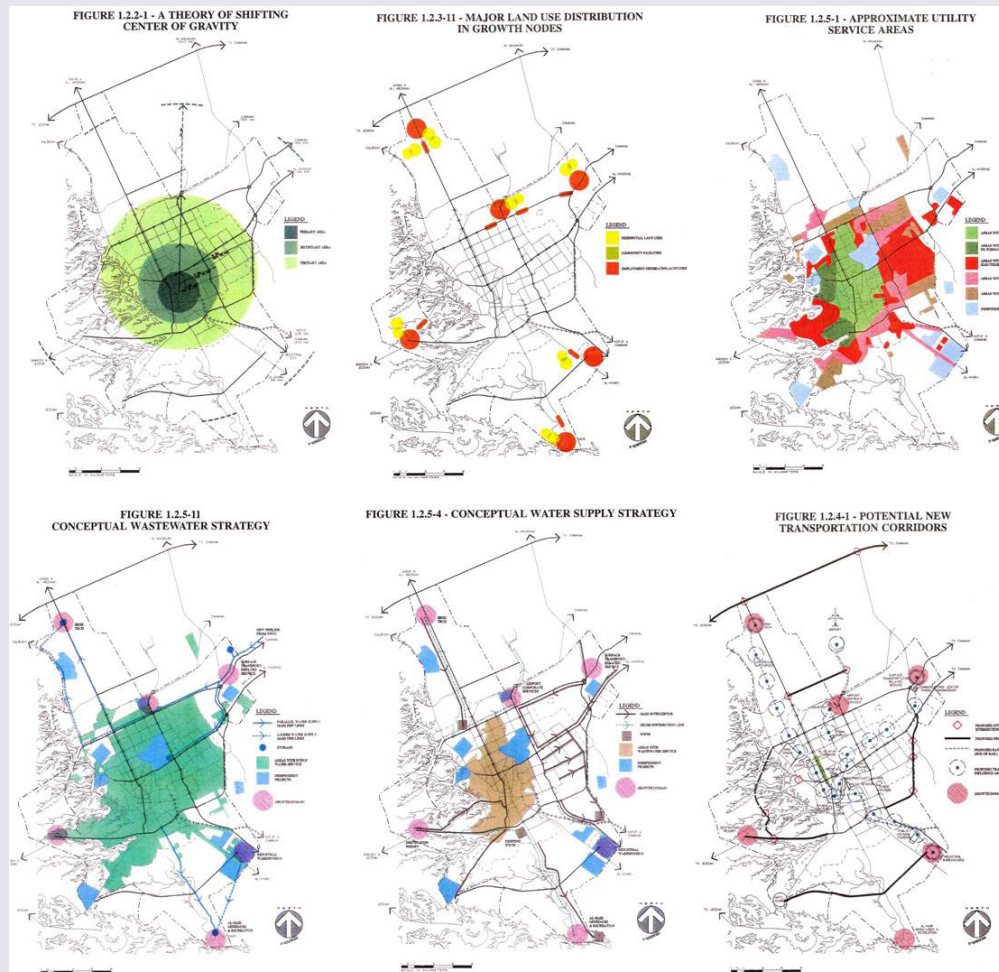
You seem to be both integrator and connector when it comes to knowledge sharing. I am thinking of when you took new concepts and content in design education to Genoa, Istanbul and Helsinki in 1996, 2000 and 2006 as a visiting professor and visiting critic. Istanbul had suffered severe 8-point earthquakes in Anatolia, just a few months before. Tell me a little bit more about that.

Well, that was just a fantastic opportunity. As a result of my connection with Dr. Ismet Kilincaslan, PhD, Professor, Vice Rector (ret.), Urban and Regional Planning, Istanbul Technical University, he invited me to take part in an international outreach

and information sharing on architecture and real estate programs as a visiting professor and critic. The seminar that was ultimately developed and presented explored how elements of new urbanism – radial streets, centralized services—when used in conjunction with principals of seismic engineering and disaster management can contribute not only to the market value of development, but to mitigating the vulnerability of settlements in earthquake-prone regions.

The earthquakes were a terrible catastrophe. However, it provided a context for examining the relationship between disaster management and urban design. My original presentation was about neo-traditional town planning. It was a hot topic back then. The material was updated to include what I had learned in my college days about seismic engineering and seismic vulnerability. I saw how the two topics could really reinforce one another, how there were elements of neo-traditional town planning that really could contribute to disaster management and to mitigate the bad effects in cases like earthquakes. It became a very interactive conversation. The students were able to contribute because they had seen a lot of the damage firsthand, so that’s basically what that was about. It was a really challenging, but rewarding few days.

Your career demonstrates a global concern for knowledge transfer, outreach and advocacy that has achieved notable outcomes by prioritizing connecting the dots of awareness of broader considerations at the local level. Did I get that right?



Yes, I’d like to think so. I think what’s most difficult for me to explain is that unlike some people I don’t seem to have one core passion. I’m not fanatic about anything. There are so many different elements of learning and of doing. It is important to maintain the ability to integrate these things. That’s what I would like to think I’ve been doing mostly. I’ve been very fortunate to have had an outstanding education. That has allowed me to know the various ways you could look at challenges and integrated solutions and how these things can affect and build on one another. That’s my passion, bringing stuff together, bringing people together. Shining the light of shared awareness of diverse

priorities and agendas from the outset helps when considering how elements of master planning and urban planning relate to bringing safety and economic resiliency into our local environments.

You have been involved in some of the biggest urban planning and military planning between US NATO bases and medical facilities at home and abroad. How do you approach these challenges?

Thinking about problem solving and bringing about awareness that connects not only consciousness in design, but also the design process is interesting. When we recognize the importance of value-based design in real estate and planning,

we go deep into creating awareness of how well coordinated ideas are formed. There is tremendous potential for understanding and a cascading impact that addresses broader perspectives within outcomes beyond how solutions are designed. There are others who are not designers per se, not architects, not graphic designers who can also benefit from that way of thinking. Especially in my current position, I run into so many really great talented analysts, but analyzing is different from synthesizing. You can just get stuck in a do-loop if you think that analyzing is going to give you the answer. It's really a different way of thinking that I hope I've been able to pass along to architects and non-architects alike.

**We seem to face stalemates frequently in the public arena. Is there anything about your approach that would be applicable there?**

Maybe it's less of a problem at a smaller scale of government, because the electorate is closer to elected officials. There's a greater expectation to see tangible results from local leaders, and failure to show progress on issues of concern to voters causes more direct consequences. I don't know; maybe that makes local politics a little more results-oriented.

But relative to architecture and planning, I think it's a little bit different depending on whether you're coming at it from planning or coming at it from architecture. Ideally you can come at it from both perspectives.

If you're coming at it from the perspective of planning, the design process that I mentioned before -- that kind of left brain, right brain balance -- is something that is not always highly developed in planners. I've met a few people

who call themselves environmental planners, and basically what they do is document environmental issues. Again, that's not moving forward. Instead, coming from the planning side with a little more concentration on synthesis, how to create things, how to take the pieces that you've discovered through analysis and bring those together like architects do would be a good thing.

Coming from the architectural perspective, widening the aperture a little bit, understanding more about what architects call pre-planning and even what comes before that that should inform the design process is key. Bringing the focus to what happens before architectural design and what's likely to happen after architectural design and construction is important. Opening, widening that process aperture would help a lot. The other thing is opening up the scale aperture, understanding how a project fits into the total urban environment, how the functions that are taking place in that building are just a piece almost always of a much larger organization or a much larger entity; in other words, to adopt a broader - consciousness.

**It seems to me you're a gardener of sorts planting seeds of consciousness to help people start to form their own ideas about how things might come together, and change and ultimately be moved forward to a mutually beneficial solution. However, there's often a long time before you get to reap the harvest.**

You kind of have to accept the fact that you're not going to see bricks and mortar right away, maybe not even in your lifetime. But it's been a real thrill and I can certainly understand the reward of seeing your work come to fruition

physically. I can understand that because I have seen things that I was involved with early become bricks and mortar.

**Frequently you are charged with creating a framework for those who might think about and further design going forward.**

Yes, I think that's well put. Though I may seem like it sometime when I'm concerned about dotting I's and crossing T's, I'm not really a detail-oriented person. I really do tend to look at the big picture and the long term and I think it's beneficial to take a project all the way through right down to design and construction because it's important to understand how all of these things relate and you can't really do that if you haven't been through that process. But I tend to operate in the earlier stages of the process. In doing that, the tradeoff is that you don't always see what you had in mind come in to being exactly the way you saw it. It may be something close, it may be -- visually, it may be something not at all like you were thinking about, but operationally, functionally, hopefully it works.

**How is it to let go of the visual solution during that process, to let go of how it's going to appear?**

I just don't expect to see the same visual as I had in mind anymore and this kind of took some learning. It is easy to recognize the things that I'm advocating for in the solution even if it doesn't appear visually to be the same as I had in mind.

**You have made some unique contributions to federal planning. Tell me about how integration of GIS into your projects had an impact.**

By integrating GIS into the computerization of airfield obstruction criteria we were able

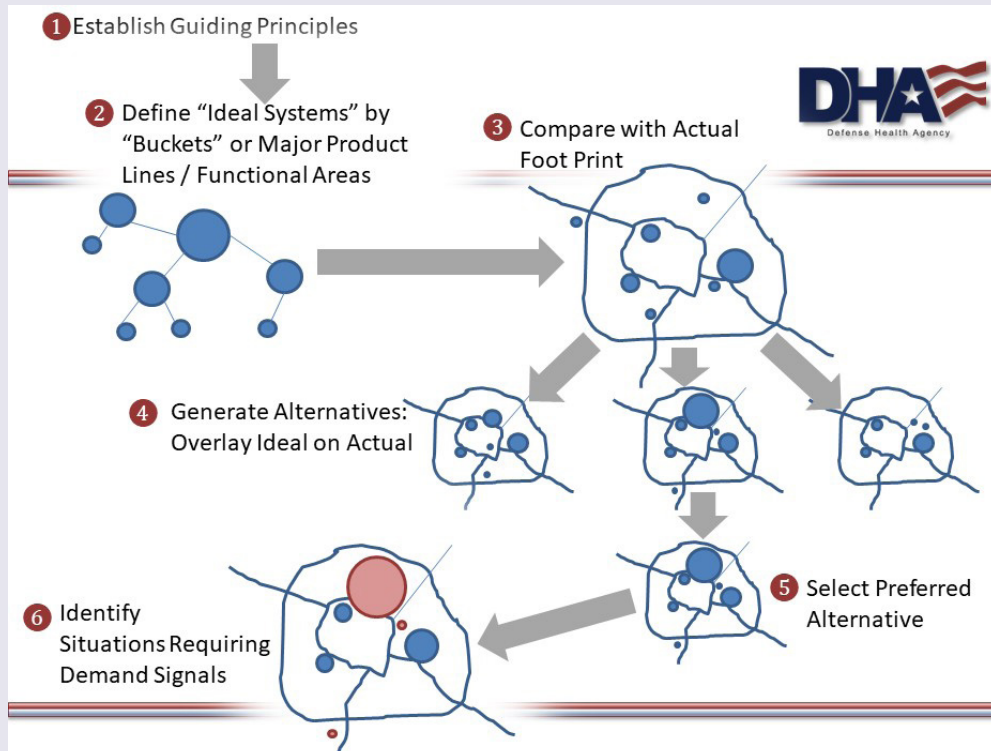
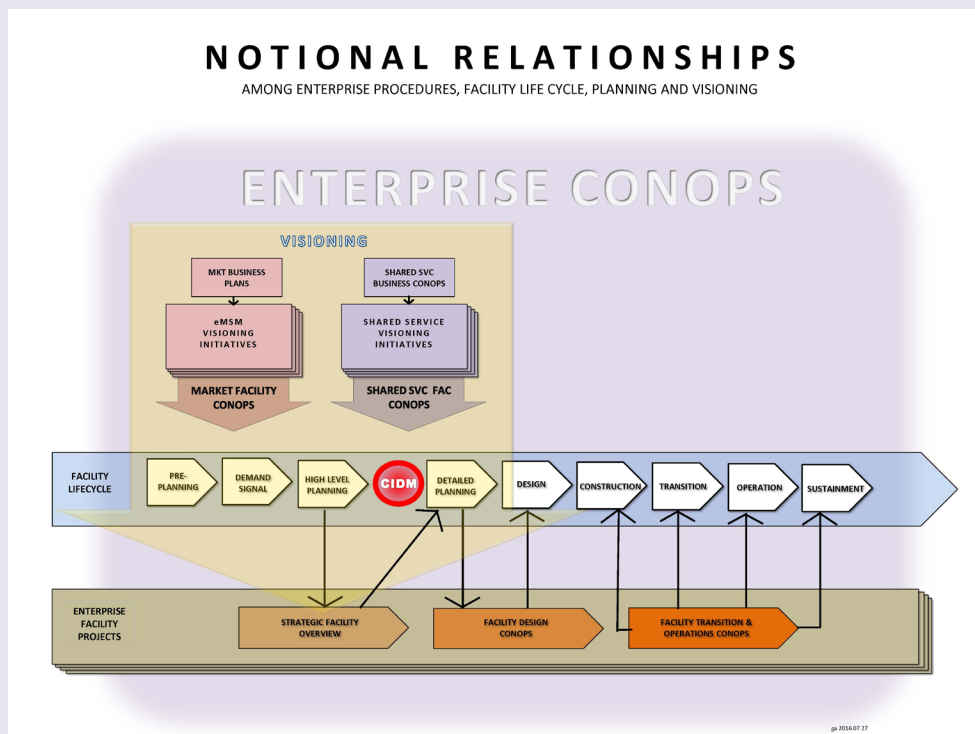
to automate the airfield waiver process for the US Air Force in Europe. That was developed almost 30 years ago and continues to be the foundation for all airfield waiver systems used around the world by Department of Defense (DoD). This process allows planners to quickly identify obstructions providing the height of the object, distance to the obstruction from the center of the runway, and the type of object, based on how critical it is to the airfield operations. This led to improved airfield safety for aircraft and personnel.

More recently, I've been advocating for utilizing GIS in some of the work we're doing at the Defense Health Agency.

You were also involved in establishing standards for the medical facilities that were later adopted by others. Tell me about how you moved the Defense Health Agency (DHA) beyond an engineering pass/fail criterion.

Well, let me step back a second. The Defense Health Agency where I'm working now was set up a few years ago, it's a Pentagon level agency under the Department of Defense. In a way it's kind of at the same level of each of the Services, the Department of the Army, Department of Navy, Department of Air Force, but it has a much more limited mission. It was set up to integrate the health care operations and facilities of the three services. Each service had its own enterprise for health care delivery and related things like research.

There was then and there still is a great deal of redundancy. We are working to reduce that. It's in that context that the next thing I'm going to tell you about took place. That has to do with looking at not just individual facilities and what's



needed in an individual facility, but looking at it more from the enterprise level, more from what you can think of as a market area. For example, the national capital region is a market area because there are people within that geographic area, beneficiaries, who have a choice in that they can just as easily drive to one DoD medical facility as another. These medical treatment facilities are owned by, until just very, very recently, by each of the three services. If each service is only planning for their hospitals, there can't help but be redundancy because they're not taking the others into account.

A lot of the staff and facilities of DHA were used to looking at it from the individual facilities perspective. But I recognized it was to the benefit of the DHA to look at it from the market level and not the facility level. What is the demand for a particular type of service within the whole market rather than within one military service and one facility? We've been taking more of a geographic approach using something like geographic market economics to figure out where staff should be assigned, and where facility capacity should take place within each of these markets.

That was not something that people had been doing much of at the facilities level, maybe at the operational level, maybe not. I feel that I've contributed to changing that mindset. It's taken a while, I'm about to retire now. But I've been there about six years and I really feel that I've succeeded. In that agency, I'm not in a position to direct anybody. I'm just a contractor working with this agency. So, I've had to take a less directorial approach and be more of an advisor. Gradually, over time the impact on the approach that the

agency is taking relative to facilities has evolved and is much more cognizant beyond the individual facility issues.

**It makes perfect sense and frankly it's that thing that you can't touch like a brick and mortar building. It seems that you do have a very distinct if intangible focus, which requires perception of the entirety.**

I know it's fun. I mean we talk about swim lanes sometimes and that's what people are used to. We have to consider, is this in my swim lane? Do I bother with it? Is that something that I should worry about? You do have to worry about things outside of your swim lane when you're out in the ocean.

**SAME and AIA are very intentional about knowledge sharing, and getting the next generation geared up. If you were able to tap on the shoulder of every architecture student and have them just expand their minds a little bit, broaden the concept a little bit. How might you accomplish something that big?**

You know, I think urban design is really great at doing that. Of course, there are great urban designers with architectural backgrounds who have already recognized this. But it's a good way of bringing more into a project than just the aesthetic design of one building. There are so many more things that you have to take into account especially if it's urban design in an existing city. You can't start from scratch. You don't have a clean slate. How do you sequence things? Sometimes it's almost like surgery to decide how to proceed, where to make the incision, what needs to be removed and how to fill it in, in a way that does no harm and hopefully is synergistic and creates something that's better than was there before. From an architect's point of view

that is a really good scale to operate on and helps people to understand these other relationships.

Then it's also good from the planner's side because some people go through a planning curriculum at school and they're completely policy oriented or completely economics oriented. Working on an urban design project helps to see things from this other perspective. Not only the abstract of how much space do you need in order to get a return on your investment, but how do you configure the space and how do you make it work relative to the existing road pattern and sidewalks and everything else. I think doing things at that scale, at the urban design scale, if it's done properly can really be an area where both the young architects and young planners could benefit.

**Very nice. Having that real-world experience and exposure really cements that learning at certain points as opposed to it just remaining something outside of ourselves philosophically.**

Absolutely yes.

**Can you talk to me maybe about some of your early mentors? I imagine there are so many people running around the world that have you in their sights as someone who really influenced them in terms of how they think. Who might those people have been for you?**

It's funny one of the first ones who come to mind was not an architect or a planner at all. He was my high school physics and chemistry teacher, Mr. Baumgartner. For context, you must remember this was not very long after Sputnik. So, the push to make engineers and scientists of everybody in the US was very strong. I felt like it was something that I wanted to

contribute to also, but it didn't seem like it was really me per se. There was more to me than science and technology. Baumgartner was really good. He questioned some of those things himself. In retrospect, maybe it was the wrong question to be posing, but he questioned whether we should be spending all that money sending somebody to the moon when we had so many problems here on earth. I just thought that it was great that somebody with his background and his career and his profession could step outside of that and see other issues as well. That's somebody who affected and influenced me in a very positive way.

One of the first design firms that I worked for was called David J. Flood & Associates out in Westwood, and then Santa Monica, California. "Jay" Flood, FAIA was a great influence on me, too. Not from a kind of rigor -- he was a great influence because of his personality, because he didn't take anything too seriously. He seemed to understand that there was more to life than what he was doing. Although he was committed to his firm and the building types that he was generally involved in, which were destination resorts. He did things at Big Sky, Montana and Colorado at ski resorts and along the coast water related resorts. He took all that very seriously, but not so much that he couldn't have a good time and that he couldn't engage with people and his friends. He was also a member of the Urban Land Institute. It was partly because of that, that years later I also joined the Urban Land Institute.

More recently at a firm called STV Incorporated where I spent about 17 years, I worked for an engineer here in Baltimore named Joe Morrone. He had that same ability to focus and take very seriously

the project outcomes, yet being human while you're doing work. It's important to be able to engage on another level with people other than just the work or engineering aspect. Morrone was also the one that got me started working in Europe, which of course provided very important opportunities. He was another one I would say influenced me a lot.

Finally, I'd have to mention Dr. "Reds" Wolman, who headed the Department of Geography and Environmental Engineering at Johns Hopkins. He was a real integrator. He created a department that had professors from many different fields, and he encouraged students to take courses that stretched the identity of the Department. He accepted students from diverse academic backgrounds, as well -- for example me, with my degree in architecture.

**Of all the things that you've been engaged in, what would be the one that is nearest and dearest to your heart, if there is one?**

It's not just because of the proximity in time, but the thing that I've been working on these last six years, which is the market wide planning for Defense Health Agency is like a capstone project. It blends together so much of what I've learned along the way from my degree's in architecture and planning, in geography, and in environmental engineering, which included economic geography. Taking that with my architectural and planning background, and this idea of synthesizing and bringing elements from a much larger sphere to the project at hand. It just seemed like what I was doing with military medical market planning really allowed me to bring all of that together. I'd say that's probably

the thing that I'm proudest of, even though the thing I'm going to be remembered for if anything, will be with the recycling symbol. Where I really feel that I've brought all my talents to bear and that I'm proud of is the planning that I've been doing with the Defense Health Agency.

**About the recycling image, although it began with paper in mind, it has been far more broadly applied. It integrates understanding and connection with simplicity.**

I haven't thought of it that way, but yeah. The design competition came up early in my career and I happened to have success with it. Yes, that's the thing that's most certainly recognized. But it's not the thing that I've spent years trying to create.

*The Society of American Military Engineers (SAME) Architectural Practice Committee (APC) in concert with American Institute of Architects (AIA) is proceeding with an article series titled "Contributions to the AE profession through the eyes of SAME Urbahn Medal recipients." This prestigious medal in honor of Max O. Urbahn, FAIA is bestowed annually to one SAME member for distinguished performance in the field of architecture. This series was initiated to increase knowledge and share lessons learned on different platforms in alignment with APC's mission of broadening SAME's exposure in the architectural community, and to achieve SAME 2020 Strategic Plan Goal #2 of providing Leadership and Mentoring.*

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