architecture california
the journal of the american institute of architects
california council

Autodesk Gallery, San Francisco
Anderson Anderson Architecture/McCall Design Group

Parametrics and IPD
Leadership, Advocacy, and Commitment: AIACC and IPD
Toward Integrated Project Delivery
Richmond Civic Center Renewal
Parametric Design: a Recent History
Parametric Voices
IPD Case Studies
The Authentic Sustainable Solution
Without Compromising Aesthetics, Performance or Cost

US Tile is the nation's leading manufacturer of authentic clay tile, and offers the most extensive LEED point opportunities of any tile manufacturer in the world. Furthermore, US Tile is the only roof tile manufacturer to receive Cradle to Cradle certification.

Cradle to Cradle • Cool Roof Rated • 100% Recyclable • Lifetime Warranty • No Fade

www.ustile.com
Pilkington Pyrostop™
Fire Resistance Glass

Product Features
- Optical clarity of clear glass
- High visible light transmission
- Human impact safety rated to Cat II
- Classified by Underwriters Laboratories
- 45, 60, 90, 120 minute products available

Find out more. Contact Technical Glass Products (TGP) at 800-426-0279 or visit www.fireglass.com
Pilkington Fire Protection Glass North America
www.pilkington.com/fire
CLIMBING OR CASCADING

THE ELEMENTS ARE SIMPLE...

THE POSSIBILITIES ARE ENDLESS!

SPECIES + BIODIVERSITY

IN GROUND OR PLANTERS

THREE DIMENSIONAL

MODULAR

WALL MOUNTED

FREESTANDING

COLORS

SHAPES

GREEN WALLS

LANDSCAPED SURFACES
Content

Integrated Project Delivery: 8  ➔ Stephan Castellanos, FAIA
A History of Leadership, Advocacy, and Commitment

Toward Integrated Project Delivery: 9  ➔ Armando L. Gonzalez, FAIA, and David L. Goodale, AIA
A New Design and Delivery Method

Internships for IPD: 15  ➔ Dorit Fromm, AIA
Gaining Perspective on Collaboration

IPD Case Studies 19

Resources 22

Parametric Design: a Brief History 24  ➔ Stephen Phillips, PhD

Parametric Voices 30

Book Review: Essentials of Negotiation 42  ➔ Michael Strogoff, AIA

05  Comment
07  Contributors
41  ... and Counting
44  Coda

Cover photo: BIM visualization rendering courtesy of Anderson Anderson Architecture
arcCA, the journal of the American Institute of Architects California Council, is dedicated to exploring ideas, issues, and projects relevant to the practice of architecture in California. arcCA focuses quarterly editions on professional practice, the architect in the community, the AIACC Design Awards, and works/sectors.

To purchase display advertising in upcoming issues of arcCA, please contact your Account Representative today:
Maggie Hartley maggie.hartley@mcgraw-hill.com
Dawn Hicks dawn.hicks@mcgraw-hill.com

Call early to receive your special discount rates.

ADVERTISERS INDEX

AIA 29, OBC
Bluebeam Software, Inc. 6
Concrete Masonry Association of CA 17
FAAC USA 6
Gonsalves & Stronck Construction 13
Greenscreen - CA 2
MB Technology 13
Pilkington Fire Protection 1
Thorburn Associates 17
US Tile  IFC
Walter P Moore 17
William Stout Publishers 17
WSP Flack + Kurtz  IBC

ENVIRONMENTAL BENEFITS STATEMENT
The papers of arcCA are printed on Enviropint 100 paper, manufactured by Cascades Fine Paper Group. It is made from 100 percent post-consumer de-inked fiber, without chlorine. According to the manufacturer, arcCA saved the following resources by using Enviropint 100:

<table>
<thead>
<tr>
<th>TREES</th>
<th>SOLID WASTE</th>
<th>WATER</th>
<th>AIR EMISSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td>2,666 lbs</td>
<td>25,959 gals</td>
<td>5,853 lbs</td>
</tr>
</tbody>
</table>

arcCA is published quarterly and distributed to AIACC members as part of their membership dues. In addition, single copies and subscriptions are available at the following rates:
- Single copies: $6 AIA members; $9 non-members.
- Subscriptions (four issues per year): $24 AIA members;
- $35 students; $34 non-members, U.S.; $38 Canada; $42 foreign.

Subscriptions: arcCA, c/o AIACC, 1303 J Street, Suite 200, Sacramento, CA 95814. www.aiacc.org

Advertising: 877.887.7175.

Inquiries and submissions: Tim Culvahouse, Editor; timculvahouse.net, c/o AIACC, 1303 J Street, Suite 200, Sacramento, CA 95814; 916.448.9902; fax 916.442.5346. Bob Auffulish, Auffulish & Warinner: bobb@aufwar.com.

Copyright and reprinting: © 2010 by AIACC. All rights reserved. Reproduction in whole or in part without permission is prohibited. Permission is granted through the Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 0923.

arcCA is published by The McGraw-Hill Companies on behalf of The American Institute of Architects, California Council. McGraw-Hill and arcCA are not responsible for statements or opinions expressed in arcCA, nor do such statements or opinions necessarily express the views of AIACC or its committees. Contributors are responsible for credit and copyright permissions. Third class postage paid at Lebanon Junction, Kentucky. Printed by Publishers Press.

Copyright and reprinting:

arcCA is published quarterly and distributed to AIACC members as part of their membership dues. In addition, single copies and subscriptions are available at the following rates:
- Single copies: $6 AIA members; $9 non-members.
- Subscriptions (four issues per year): $24 AIA members;
- $35 students; $34 non-members, U.S.; $38 Canada; $42 foreign.

Subscriptions: arcCA, c/o AIACC, 1303 J Street, Suite 200, Sacramento, CA 95814. www.aiacc.org

Advertising: 877.887.7175.

Inquiries and submissions: Tim Culvahouse, Editor; timculvahouse.net, c/o AIACC, 1303 J Street, Suite 200, Sacramento, CA 95814; 916.448.9902; fax 916.442.5346. Bob Auffulish, Auffulish & Warinner: bobb@aufwar.com.

Copyright and reprinting: © 2010 by AIACC. All rights reserved. Reproduction in whole or in part without permission is prohibited. Permission is granted through the Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 0923.

arcCA is published by The McGraw-Hill Companies on behalf of The American Institute of Architects, California Council. McGraw-Hill and arcCA are not responsible for statements or opinions expressed in arcCA, nor do such statements or opinions necessarily express the views of AIACC or its committees. Contributors are responsible for credit and copyright permissions. Third class postage paid at Lebanon Junction, Kentucky. Printed by Publishers Press.
“Dog Bites Man,” so the chestnut goes, is not news; “Man Bites Dog” is. That’s not, in fact, altogether true: one of the most memorable American photographs of the 20th century is of a dog—a police dog—doing its damnedest to bite a man.

Nevertheless, in the main, the press—which I write here as a member—subscribes to the notion. The architecture press, as well.

90% of the work we architects do has the newsworthiness of “Dog Bites Man,” and appropriately so. Much of it, as many of us would concede, is unworthy not only of press coverage but also of the resources invested in it and of the space it takes up in the world, often for decades. One answer to the question, “What distinguishes homo sapiens, in kind, from other animals?” is, “We’re the only creatures who clutter the world with the artifacts of our failures.”

(An aside: perhaps one reason we cherish the exaggeratedly small estimates of the percentage of construction designed by architects is that we shrink from admitting how much we’re actually responsible for.)

One way of looking at this issue of arcCA is that it’s a hybrid of “Dog Bites Man” and “Man Bites Dog”—although our gentle readers may differ on which—parametric design or IPD—is the man and which is the dog. I will confess that I went into these topics with prejudices against each. Enjoying the luxury of the armchair critic, I suspected that IPD was about nothing more than bringing projects in on time and on budget; and parametric design was largely a vehicle for the indulgences of the “Damn the torpid people! Full speed ahead!” crowd. Neither of which passes the epitaph test.

While these motives are not altogether absent, the full reality is much richer and perhaps even reassuring. As Craig Hartman, FAIA, counsels in “Parametric Voices,” “The past, from Borromini to Eero Saarinen, is replete with masterworks of fluid, organic space, and the future will be even more so, given the possibilities of computational design in the hands of talented architects,” and, “Parametric design is a great leap forward in achieving intelligent built form, whether a teacup or a city.”

And Armando L. Gonzalez, FAIA, and David L. Goodale, AIA, write, in “Toward Integrated Project Delivery,” “We have come to believe that IPD is not only an imminent technological delivery method. It will become . . . a design and construction methodology that has the potential to vastly increase both efficiency and quality.”

“Intelligent built form” and “quality” are ever newsworthy.

Tim Culvahouse, FAIA, editor
tim@culvahouse.net

p.s. A special thanks to two individuals who guided me expertly through these new territories: for IPD, Nicki Dennis-Stephens, Hon. AIACC, Director of Member & Component Resources, AIA California Council; and, for parametric design, Lisa Iwamoto, Associate Professor, UC Berkeley, and Partner, IwamotoScott Architecture.
Easy access.
Bluebeam's new File Access brings all your files to you. Quickly preview or open recently viewed PDFs, or pin PDFs and file folders for simple one-click access. And, with seamless integration into SharePoint® and ProjectWise®, checking PDFs in and out is easy.

You're welcome.

The way you like it.
Bluebeam PDF Revu 8
Get it at www.bluebeam.com/8

Opening a Whole New World of Gates & Doors since 1965

Model 390 Articulated Swing Operator
Discover the performance and reliability of FAAC's low voltage economical residential swing gate operators.

Features include:
- 24 vdc, electromechanical
- Perfect for large gate pillars
- Simple installation on new or retrofit projects
- No gate modifications necessary
- Handles a 14 ft, 600 lb gate leaf
- Slow down, "soft stop"
- Reverse on contact
- Battery back-up
- Limit switches

Model 950 Automated Door System
The Model 950 was developed by FAAC as an affordable, compact, reliable door mechanism.

Features include:
- ADA & UL 525 Compliant, low energy
- Very quiet and very safe
- Sleek, modern-style, universal fit
- Ideal for high traffic applications
- Adjustable sensitivity for obstacle detection
- Masters slave capability
- Selectable "push and pull" function; touch the door and it automatically opens or closes

FAAC is the world's largest specialized manufacturer of automated gate and door operator systems. For details, specifications, photos and more on all FAAC products and systems, visit us at www.faacusa.com

FAAC USA
An ISO 9001 Certified Company
### Contributors

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stephan Castellanos</strong>, FAIA</td>
<td>is Chief Operating Officer of Derivi Castellanos Architects Inc. in Stockton. He served previously as California State Architect and President of the AIA California Council.</td>
</tr>
<tr>
<td><strong>Tim Culvahouse</strong>, FAIA</td>
<td>is editor of arcCA and principal of Culvahouse Consulting in Berkeley. He may be reached at <a href="mailto:tim@culvahouse.net">tim@culvahouse.net</a>.</td>
</tr>
<tr>
<td><strong>Dorit Fromm</strong>, AIA</td>
<td>writes and researches on design, community and aging. Her writings have appeared in local, national and international publications, and she is the author of <em>Cohousing, Central Living and Other New Forms of Housing</em>. She may be reached at <a href="mailto:FrommDorit@gmail.com">FrommDorit@gmail.com</a>.</td>
</tr>
<tr>
<td><strong>Armando L. Gonzalez</strong>, FAIA</td>
<td>is a founding principal of Gonzalez Goodale Architects, a thirty-year-old, Pasadena-based firm with a team-based working culture and commitment to the positive impact architecture can have on society. His wide experience on diverse public, non-profit, and institutional projects ensures a point of view that maximizes participation and consensus in developing balanced projects. He may be reached at <a href="mailto:algonzalez@gonzalezgoodale.com">algonzalez@gonzalezgoodale.com</a></td>
</tr>
<tr>
<td><strong>David L. Goodale</strong>, AIA</td>
<td>is design principal of Pasadena-based Gonzalez Goodale Architects, overseeing design from programming through construction and acting as project designer on select projects. He may be reached at <a href="mailto:dlgoodale@gonzalezgoodale.com">dlgoodale@gonzalezgoodale.com</a></td>
</tr>
<tr>
<td><strong>David Meckel</strong>, FAIA</td>
<td>is Director of Research &amp; Planning for the California College of the Arts (CCA) in San Francisco. He may be reached at <a href="mailto:dmeckel@cca.edu">dmeckel@cca.edu</a>.</td>
</tr>
<tr>
<td><strong>Stephen Phillips</strong>, AIA, PhD</td>
<td>is a California architect, educator, and scholar. He is Assistant Professor of Design at Cal Poly San Luis Obispo and principal of Stephen Phillips Architects (SPARCHS). Phillips has published widely and has received awards, grants, and fellowships for his work from the Getty Research Institute, Graham Foundation, Smithsonian American Art Museum, Canadian Center for Architecture, AIA, ACSA/AIA, among other institutions.</td>
</tr>
<tr>
<td><strong>Michael Strogoff</strong>, FAIA</td>
<td>provides practice management, ownership transition, merger &amp; acquisition, and strategic marketing advice. He is also the founder of aecKnowledge, a knowledge-sharing application for leveraging the intellectual capital of members of the design and construction industries. He may be reached at <a href="mailto:Michael@StrogoffConsulting.com">Michael@StrogoffConsulting.com</a>.</td>
</tr>
<tr>
<td><strong>Jim Neumann</strong></td>
<td>is vice president of marketing for EDSA in Rancho Bernardo. He has worked in the CAD software industry for more than twenty years, serving as a marketing vice president for IBM and AT&amp;T GIS.</td>
</tr>
</tbody>
</table>
During my time in Sacramento as California State Architect, we embarked along with the AIA California Council (AIACC) on an effort to improve state building design and construction through the development of the Excellence in Public Buildings Program. This initiative was not simply an effort focused on improving design. It encompassed the entire arc of the delivery process, as well as maintenance and operations, as well as end user satisfaction, including a focus on sustainability.

What became very clear, very quickly was the fractured nature of the design and construction industry. Information was not shared in a way that reduced effort and improved outcomes. Technology had not penetrated the marketplace in a way that allowed for improved productivity. Statistics show that building construction is the only non-farm industry that has actually decreased in productivity since 1964. Slow to adopt new technology and mired in traditional delivery methods that are often inefficient and can become antagonistic, construction projects too often come in late and over budget. In addition, architects were seen as being incapable of producing workable construction documents, and the nature of the industry added to schedules and costs for owners.

Historically, building projects were a collaborative effort shared by owners, designers, and builders. This system began to change in the early 20th century, when states and private enterprise began to implement “competitive bidding” regulations requiring interested contractors to lump sum bid from “complete” design documents. Insurers convinced design professionals to shed risk by not actively participating...
in the craft of constructing their buildings. Eventually, trust among the major project stakeholders was eroded, often resulting in litigation over responsibilities and liabilities. Adversarial relationships among the stakeholders have impacted their ability to communicate effectively throughout project delivery. The results are cost and time overruns, dissatisfied owners and users, and billions of dollars of waste within the industry.

What was to be done? In 2002, the AIACC began to explore issues associated with project delivery and determine ways to improve efficiencies and better respond to client and community needs. 2002 AIACC President Carl Meyer, FAIA, convened a task force to encourage discussion within the design and construction industry about the market forces at work that would revolutionize project delivery.

In 2004, the Construction Users Roundtable also responded. This group of significant clients threw down a challenge to the industry that AIACC picked up in a way that leads the movement toward real change. Clients were demanding improvement. By implementing global communication, continuous process improvement, and integrated decision making into their own businesses, they sought to increase productivity and profitability and expected the same of their partners.

The AIACC learned early on that, to be successful, we could not solely be a committee of architects. In order to break down the silos that exist between members of the team and be truly effective advocates for the issue, we had to expand the efforts to include a variety of design and construction professionals, as well as owners and members of the academic community. With subcommittees and programs focused on providing resources in the areas of education, policy, and practice, the AIACC has defined the issue and added significantly to the IPD “vocabulary,” as demonstrated by the following timeline of accomplishments:

- **May 2006**  
  AIACC publishes *AEC Integration White Paper*

- **August 2006**  
  AIACC publishes *IPD Frequently Asked Questions*

- **August 2006**  
  AIACC co-sponsors with McGraw-Hill Construction a survey of over 14,000 construction industry participants about IPD issues

- **May 2007**  
  AIACC publishes *Integrated Project Delivery: A Working Definition*

- **June 2007**  
  AIACC co-sponsors IPD “Change Conference” with McGraw-Hill Construction and launches the IPD website at www.ipd-ca.net

- **Nov 2007**  
  AIACC collaborates with National AIA to create *IPD: A Guide*

- **June 2008**  
  AIACC hosts the first “IPD Lessons Learned Symposium”

- **Aug 2008**  
  AIACC publishes the *Model Progression Specifications*

- **Nov 2009**  
  AIACC publishes *IPD Frequently Asked Questions #2*

- **May 2009**  
  AIACC publishes *IPD: Experiences in Collaboration*

- **Aug 2009**  
  AIACC co-sponsors the “IPD Seminar Series” with McGraw-Hill and Hanson Bridgett

- **Jan 2010**  
  AIACC collaborates with National AIA to create *IPD: Case Studies*

In addition to this list of items already completed—and hundreds of articles and presentations produced throughout the country—efforts continue with additional case studies, policy standards, regulatory requirements, publications on implementing IPD, and client advocacy efforts. All of which are important components in making a dramatic change in the way our industry constructs our built environment. The AIACC continues a steadfast commitment to this issue.
Traditionally, construction has involved a contractual relationship between the contractor and the client, many times a low-bid competitive relationship between contractors to secure the project, and a frequently combative relationship between the architect and contractor over performance. The economically competitive nature of this structure squanders vast energies—on interpretive posturing, and, sometimes, on litigation—diverting focus from the art of building. Integrated Project Delivery (IPD) is a design-and-construction delivery method that is designed to ameliorate this process, resulting in buildings that better embody the guiding principles of the project and better serve the client and the end user.

IPD is entered into by an owner, contractor, and architect, who agree to work together as a single entity, under a multi-party agreement. In pure IPD—the subject of this article—risk is shared on a pro rata basis.

IPD pools the goals of all parties from the beginning, resulting in a conversation enlightened by three points of view: the owner’s desire for a quality building that best serves the end user, the contractor’s desire to meet the owner’s budget and schedule, and the architect’s desire for architectural excellence. The full complement of consultants, managers, agents, manufacturers, suppliers, builders—held to their best—will each contribute collaboratively to design and construction excellence.

By incorporating the expertise and mutual trust of all parties early in the design process, construction conflicts come to light earlier, reducing the need for costly change orders or last-minute so-called value engineering, and diffusing the potential for combative relationships. The owner, as client, remains the principal end-point decision-maker, but the presentations and arguments for varying points of view happen continuously, in round table discussions, rather than in crisis—during construction documents and at the construction site.
In-House IPD Workshops
To deepen our understanding of IPD, our studio mounted a series of workshops on the subject, inviting to the first meeting a contractor and an owner’s representative, with whom the firm had worked before, to participate in this exploration.

To facilitate the workshops, we prepared agendas for sessions and visuals for enhanced discussion and assembled background materials on the topic. Sample contracts and papers on mediation and risk sharing were forwarded to participants. Attendees were asked to prepare for the meetings and to give presentations on various subjects ranging from arguments both for and against IPD to the mechanics of how IPD actually functions.

This discussion model proved critical for “re-education,” as all participants came to IPD with prejudices. Our familiarity with each other and mutual respect from work on past projects helped us to work through the issues that arose. Indeed, the team has considered doing either a pilot project or a mock project to gain some experience in this new method.

It became clear right away that we needed to bring in construction litigators to discuss legal considerations, as well as insurance brokers to discuss risk sharing and the potentials to modify insurance coverage, so we invited them to present at our third workshop meeting.

Ultimately, issues that originally seemed like obstacles, such as insurance and the lack of a model agreement, sorted themselves out. Insurance companies are favorable to IPD, because it lessens the chance of a dispute, IPD insurance is available, and the AIA has recently published a multi-party agreement for IPD that is readily accessible.

Integrating the Design Studio with IPD
In parallel with our evolution toward IPD, we have been re-designing our architectural studio in pursuit of a more open, lively workspace. The layout models, at a smaller scale, IPD’s notion of the ideal workspace as a “Big Room,” where traditional hierarchy is abandoned in favor of collaboration.

The studio renovation is currently midway through a phased construction. The overall structure is an open, day-lit warehouse space divided into six pods, each accommodating a project team of six to eight people—one of whom will be a lead principal—each working at generous and equal U-shaped stations where communication trumps privacy. Each pod will have, as its focus, a large meeting space wired for Internet connections, teleconferencing and video, large-screen 3-D modeling technology, as well as tack-up and touch model space. The studio becomes, essentially, an open deck, with open sight lines and maximized human communications. The always visually cumbersome physical storage requirements—studio-wide materials library, resources, and storage—will be at close hand, via spiral stairs, in a loft space above the studio.

Looking forward, we envision the three parties involved in IPD not just in the conference room. We see the owner, architect, and contractor in each open-pod meeting environment, studying, analyzing, and manipulating the project alternatives on a 3D model, which is the ideal collaborative tool and an essential part of the IPD process. With the collaboration of contractor and subcontractor, models will take on the rich—and real—character of shop drawings long before the construction process begins.

After an immersion in IPD, we have come to believe that IPD is not only an imminent technological delivery method. It will become—at the collaborative insistence of its three principal players—a design and construction methodology that has the potential to vastly increase both efficiency and quality. It will also, with the architect’s professional education, engagement, and leadership, become the forum for architecture, as an art, to retain—or to regain—a critical place at the table. For architects to maintain their stewardship of the built environment, it is critical that we have a key leadership role in the development of this new approach to designing and building projects. If we dally, and others less suited to the task embrace it, the built environment will suffer.

Workshop agendas
Meeting 1 - review assumptions about IPD
Meeting 2 - discuss compelling arguments for IPD; review risk-sharing matrix and discuss legal considerations (attorneys present at this meeting)
Meeting 3 - insurance brokers give presentations about wrap-around policies, owner-controlled insurance programs, third-party suits (attorneys present at this meeting)
Meeting 4 - review administrative and legal aspects of IPD
Meeting 5 - review November 2009 document AIA C191—standard-form, multi-party agreement for IPD—general conditions and exhibits
Meeting 6 - discuss pros and cons of AIA IPD contract with client’s, contractor’s, and architect’s attorneys.

“As architects administering low-bid institutional construction contracts, we’ve seen the damage done by combativeness and litigation. Places like Japan, where there has traditionally been a deeper respect for the craft of architects on the part of the contractor, and vice versa, often have a correspondingly higher quality of built work.”

- David Goodale
You don’t use old technology and tools for anything else, then why specify felt for your roofing underlayment?

You have a reputation for quality. Don’t sacrifice that reputation to save a few dollars on roof underlayment. Specify MBT Technology’s layfastSBS. Through your clients might not see the difference, they’ll realize the difference for years to come.

layfastSBS resists leaks better than felt underlayment and contains a higher percentage of asphalt than standard felt for increased waterproofing protection. Plus its inorganic fiberglass reinforcement eliminates the rot common with felt while allowing sharp bends up to 90 degrees without cracking or fracturing. And layfastSBS exceeds ASTM D226 standards.

ICL approved, layfastSBS is ideal for tile, shake and shingle. It’s the perfect upgrade for 30/40# felt.

Since layfastSBS is still mechanically fastened (like 30/40# felt), there is no change in drawings or specifications. Visit our web site for suggested language.

layfastSBS is manufactured in Fresno which is within a 500 mile radius of all projects in California.

QUALIFIES FOR LEED CERTIFICATION CREDITS:
Material & Resources (MR) Credit 5.1
While the big push toward integrating project delivery centers on shared modeling using BIM, the art of collaboration is not taught at a terminal. Nor is it covered in the architectural curriculum. Relationships may be aligned in contractual cooperation, but the professional paths, traditionally independent and easily adversarial, still remain familiar.

In training for the next generation, insights into the goals and challenges of other AEC team members will grow in importance, complementing insights into software. How are such skills taught and honed?

A structural engineering firm, San Francisco based Forell/Elsesser, has been conducting an intern experiment that shows promise. President and CEO Simin Naaseh had the goal of developing an internship program that would be in tandem with the firm’s increasing IPD projects. Her idea was to rotate interns within the offices of owners, architects, engineers, and contractors, one month in each—a program that Forell/Elsesser terms Integrated Skill Development (ISD).

The pilot program was started in the summer of 2009. At that time, the engineering firm was part of a project team, with SmithGroup Architects and DPR Construction, working on the $119 million, 80,000-sq.ft. University of California, San Francisco (UCSF) Institute for Regeneration Medicine, designed by New York architect Rafael Viñoly. This project seemed ideal for launching this new internship program, as it would be an extension of the project’s delivery process.

Forell/Elsesser contacted the other team members about sharing interns. The firm began interviewing civil and structural engineering students from top schools in the Bay Area, asking if they would be interested in splitting their time between two or three offices during the summer. “All showed great interest and excitement, and this encouraged us,” recalls Naaseh.

Participating team members approved each chosen student. Each office designated a contact person who helped in the coordination of four-week stints, and each paid for “their” month of intern time.
"Our aim was not to send an engineering student to the contractor’s or architect’s office to sit in front of the computer there," explains Naaseh. "This is not just about BIM, but about learning skills, aptitudes, and an understanding of developing and delivering a project as a whole." Interns did indeed develop an appreciation of all team members’ issues and concerns. Nathan Cannery, engineering intern from Stanford University, wrote the following:

_This internship experience allowed me to gain a more rounded perspective of the whole development process, from conception, through bidding, design, construction, and move-in. This larger vision will help me in my interactions with the other project disciplines in my future work. Also, working at Nova (UCSF’s project representative) provided me with the owner’s perspective, which surely doesn’t center on the structural system! Who would have guessed?_

“To have engineering students ‘walk’ in the shoes of an architect or owner or contractor allows them to understand concerns and perspectives that are essential for truly collaborative and seamless working relationships," believes Naaseh. “I’m excited about the opportunity to contribute to the broader education of the next generation of AEC leaders. Of course, this means that we will be expanding the program and taking on architectural and construction management students here next summer. Through this process, even we veterans will learn more about what it takes to go from a silo-based to a more integrated practice.”

Of course, there were a few differences along the way that needed to be “integrated.” It was decided that all the interns should be paid the same, no matter whose office they worked in, for fairness. The architects, it turns out, normally pay their interns less than the engineers. “We all have to be flexible in order to accomplish the bigger goal,” explains Simin about their finding a wage compromise.
As the latest product of their ongoing partnership, the AIA California Council Integrated Project Delivery Steering Committee and the AIA National Integrated Project Delivery Interest Group have released Integrated Project Delivery: Case Studies, which is available, at no charge, at http://aia.org/ipdcasestudies. Researched and reported by Jonathan Cohen, FAIA, it examines six recent projects:

- Autodesk, Inc.’s AEC Solutions Division Headquarters in Waltham, Massachusetts; Kling Stubbins, architect; Tocci Building Companies, builder;
- Sutter Health’s Fairfield Medical Office Building in Fairfield, California; HGA Architects and Engineers, architect; The Boldt Company, builder;
- SSM Healthcare’s Cardinal Glennon Children’s Hospital Expansion in St. Louis, Missouri; Christner Inc., architect; McGrath Inc., MEP Engineer; Alberici Constructors, Inc., builder;
- SSM Healthcare’s St. Clare Health Center in Fenton Missouri; HGA Architects and Engineers, architect; Alberici Constructors, Inc., builder;
- Encircle Health LLC’s Ambulatory Care Center in Appleton, Wisconsin; HGA Architects and Engineers, architect; The Boldt Company, builder; and
- Arizona State University’s Walter Cronkite School of Journalism; City of Phoenix, building owner; Ehrlich Architects, design architect; HDR Architecture, executive architect; Sundt Construction, builder.
Through data collection and interviews with project participants, the study compares project goals and outcomes, enriched by narratives of project conception and execution. The projects were not “cherry-picked” to highlight success; in fact, they (plus one other Autodesk project covered in a sidebar) were the only completed projects in the country known to have used a pure form of IPD, which, for the purpose of the study, is defined by six characteristics:

- Early involvement of key participants;
- Shared risk and reward;
- Multi-party contract;
- Collaborative decision-making and control;
- Liability waivers among key participants; and
- Jointly developed and validated project goals.

The motivation behind the development of the Integrated Project Delivery Model is to align the interests of owner, architect, and builder, to encourage the collaborative setting of priorities and solution of problems. While the ultimate goal is to create better buildings, adherence to budget and schedule remain important indicators of success.

In each case, desired schedules were realized, or nearly so. Autodesk’s aggressive, 35-week schedule for design and construction grew to only 37 weeks, with the owner’s decision to introduce an atrium connecting the three floors of this 55,000 square foot TI project. St. Clare’s 27-month schedule was extended by three months by the owner, to accommodate the introduction of electronic medical records systems and because of a reevaluation of their plan to move during the winter holidays. Encircle’s 12 month construction schedule stretched to 13 months. Sutter achieved its overall schedule, despite a 3-month delay for program revision; while Cardinal Glennon and Cronkite beat their schedules. Budgets were similarly well controlled, and change orders, except those initiated by owners, were entirely eliminated in all six projects.

While the study sought the purest examples yet available of the IPD process, it nevertheless identifies significant differences among the project agreements and methodologies. Among these variables are the terms of the contractual relationships, the arrangements for sharing risk and reward, and the particulars of joint management structures.

All but one of the projects were realized under true multi-party contracts. The exception is the Cronkite School, which was a build-to-suit venture by the City of Phoenix for Arizona State University, financed by a city bond measure. It employed a two-way owner/designer-builder contract as prescribed by city procurement regulations. As the report describes, however, “The participants decided collectively that the only way to insure that the owner’s budget, schedule, and programmatic requirements could be met was to follow IPD principles in managing project delivery. The team made a conscious decision to sign the contract but not to let it dictate behavior.”

Three of the projects had arrangements for shared risk and reward. The Autodesk agreement included an Incentive Compensa-
tion Layer (ICL), through which the architect’s and builder’s anticipated profit could be reduced or increased, based on falling short of or exceeding measurable goals. An independent evaluator gave the team “high marks ... for exceeding design expectations,” and the team received the incentive increase.

In the Cardinal Glennon project, $400,000 in funds saved out of the roughly $1 million contingency were distributed at project completion—40% to the owner, 20% to the design team, and 40% to the builder and its Lean partners (MEP/FP and drywall). (Interestingly, design was already underway when the parties decided to adopt IPD.)

And for Encircle Health, “Architect and builder worked on a time-and-materials basis at a reduced billing rate, with a portion of anticipated profits placed at risk depending on project outcomes. The contract provide[d] for a performance contingency, consisting of at-risk profits, plus typical contingencies, with a formula to split funds remaining in the pot at the end of the project.”

The project Narratives and Lessons Learned are rich with recommendations, not only regarding the defining characteristics of IPD given above, but also on a set of additional characteristics considered highly desirable: mutual respect and trust, collaborative innovation, intensified early planning, open communication, Building Information Modeling (BIM), Lean principles, co-location of teams, and transparent financials.

While not without critical and cautionary observations, these cases studies encourage optimism. As Trent Jezwinski, The Boldt Company’s project manager on the Encircle Health project, reflects,

I’ve never had a job run this smooth in 23 years. There wasn’t any of that silo mentality—and to be able to move that feeling into the construction site is huge. I’ve never seen a project work as a team like this one did, from the top down and including the installers and guys in the field. When you have a hand in establishing the schedule and see how your trade fits into the whole process, you tend to believe in it and act accordingly. Slack is greatly reduced. The interactive scheduling process showed you the logic of where everything had to go – you trusted it and had ownership over it, and if you didn’t fulfill your promises you felt you had let down the team. If you have partners who are willing to change culturally then this process could work anywhere.

Change orders, except those initiated by owners, were entirely eliminated in all six projects.
Integrated Project Delivery


American Institute of Architects—resources include The Integrated Project Delivery Guide and various IPD contract models, www.ai.org/ipd/default


The Integrated Project Delivery Guide--Working Definition, Experiences in Collaboration, and Integrated Project Delivery

Parametric Design Books
- Benjamin Aranda, Tzu-Hung Panyfird Architecture ZT, Princeton, 2005
- Cecilia Balmaceda, Informal, Prestel USA, 2007
- Evan Dougal, Autoptic, Taylor & Francis, 2008
- Branko Ilić, editor, Architecture in the Digital Age: Design and Manufacturing, Taylor & Francis, 2009
- Branko Ilić and Kevin Klingler, Manufacturing Material Effects: Wellness in Design and Making in Architecture, Routledge, 2009
- Branko Ilić, Performative Architecture: Beyond Instrumentality, Routledge, 2005
- Neil Leach, David Turnbull, and Chris Williams, eds., Digital Tectonics, Academy Press, 2004
- Michael Meredith, Fram-Combat to Design, Actar, 2008
- Ali Rahim, Catalystic Formations, Taylor & Francis, 2006

Journals

- AD: Techniques and Technologies in Morphogenetic Design, Academy Press, May 2006


Christopher Night and Chris Perry, eds., AD: Collective Intelligence in Design, December 2006


Links
- USC School of Architecture’s Architecture
  http://arch-pubs.usc.edu/paralab


computational design Italy: www.sca-in-d-t.com

Grasshopper: www.grasshopper3d.com

Ocean Design Research Network: www.osan-designresearch.net

Power Analytics Software for Design, Operation, and Micro-Grids

Jim Neumann, Vice President, EDGA Micro

With sustainability rising in importance, architects have been evolving in their thinking of projec- tions, viewing them not as individual buildings, but as active parts of the global energy smart grid. Energy-smart buildings are critical to our country’s sustainability. Industry experts estimate that $100-165 billion is being invested in modernizing and adding intelligence to power grids across the United States over the next 20 years. More than $53 billion has been included in the 2009 American Recovery and Reinvestment Act for smart grid, energy management, renew- able energy, and other forms of energy research. The expected result: a flexible, easy-to-manage nationwide smart grid.

Much research is focused on Distributed Energy Resource (DER) systems or “micro-grids,” because they are intended to make standalone facilities as autonomous as possible, rather than rely solely on public power grids.

From Promising to Practical

A major hurdle in the deployment of this promising technology lies in how to control energy con- sumption, energy management, and real-time switches from one power source to another. As more organizations explore supplementing their utility power with on-premise power generation, they need a way to monitor the micro-grid’s power quality, utilization, and capacity in real time so they can offer excess capacity to the smart grid.

Fortunately, some technology companies are developing software platforms for the on-line management and control of next-generation hybrid power infrastructure, incorporating both tra- ditional utility power and on-premise power generation such as solar power, wind turbines, and battery storage.

Known as power analytics, these software systems create a model-based power system and apply that model in a real-time environment. This approach allows for extensive what-if simula- tions based on actual conditions for energy management (including power usage effectiveness or PUE), as well as for arc flash and overall power cooling, space management, conditional alarm management, and other situations. These software systems will monitor all transactions between public electric service and micro-grid infrastructure and maintain rate and pricing information, as well.

If the industrialized world is going to be successful in using alternative energy sources to address the fragility of the national power grid, micro-grids are a promising solution. The real challenge, however, is controlling the transition from one energy source to another without put- ting the reliability of the micro-grid at risk. Power-wise, it is the ultimate high-wire balancing act.

In the very near future, certain software companies will be instrumental in removing the greatest obstacle hindering the widespread use of alternative energy: using power analytics to choose when to safely employ energy sources, such as solar or wind, without trading off the reli- ability of utility power. Such technology will and architects significantly with the design options they can offer their clients. ▪
Resources for IPD and Parametric Design

Integrated Project Delivery


American Institute of Architects—resources include The Integrated Project Delivery Guide and various IPD contract models, www.ai.org/ipd/default

AIK Contract Documents—Multi-party Agreement CIP, Single-Purpose Entity CIP Transitional #95, 4295,8195 www.ai.org/contractdocs

National Institute of Building Sciences, National BIM Standards (NBIMS) Committee—resources include AIA Integrated Project Delivery in Project-Based Production Management, www.ainn.org


OmniClass—a classification structure for electronic databases, www.omniclass.org


Design-Build Institute of America (DBIA)—library of information related to design-build, www.dbia.org

Center for Integrated Facility Engineering (CIFE)—research center for Virtual Design and Construction, www.cif.stanford.edu

International Alliance for Interoperability (IAI) BuildingSMART Alliance—an international organization working to facilitate software interoperability, www.iai.org

The California Center for Construction Education (CCCE)—practitioner education, applied research services, and consultation to the design and construction industry, www.ccce.ucdavis.edu


Open Geospatial Consortium—developing international standards for geospatial and location-based services, www.opengeospatial.org

FIATECH—a consortium of capital project industry owners, engineering construction contractors, and technology suppliers that provides global leadership in integrated technologies, www.fiatech.org

LEAN Construction Institute—non-profit corporation conducting research in project based production management, www.leanconstruction.org


Branko Iličević, editor, Architecture in the Digital Age: Design and Manufacturing, Taylor & Francis, 2009


Branko Iličević, Performance Architecture: Beyond Instrumentality, Routledge, 2009

Neil Lack, Michael Keating, and Chris Williams, eds., Digital Tectonics, Academy Press, 2004

Michael Meredith, Frame Control to Design, Actar, 2008

Ali Rahim, Catastrophic Formations, Taylor & Francis, 2006


Alvin Toffler, Alvin Toffler, Future Shock, 1970


Christopher Night and Chris Perry, eds., Collective Intelligence in Design, December 2006


Links

USE of School of Architecture's PARAdiso: http://arch-pubs.ucd.edu/paraliso/


computational design: Italy: www.ma-are.it

Grasshopper: www.grasshopper3d.com

Ocean Design Research Network: www.ocean-designresearch.net

Power Analytics Software for Design, Operation, and Micro-Grids

Jim Neumann, Vice President, EDGA Micro

With sustainability rising in importance, architects have been evolving in their thinking of projects, viewing them not as individual buildings, but as active parts of the global energy smart grid. Energy-smart buildings are critical to our country’s sustainability. Industry experts estimate that $200-350 billion is being invested in modernizing and adding intelligence to power grids across the United States over the next 20 years. More than $35 billion has been included in the 2009 American Recovery and Reinvestment Act for smart grid, energy management, renewable energy, and other forms of energy research. The expected result: a flexible, easy-to-manage nationwide smart grid.

Much research is focused on Distributed Energy Resource (DER) systems or “micro-grids,” because they are intended to make standalone facilities as autonomous as possible, rather than reliant solely on public power grids.

From Promising to Practical

A major hurdle in the deployment of this promising technology lies in how to control energy consumption, energy management, and real-time switches over from one power source to another. As more organizations explore supplementing their utility power with on-premise power generators, they need a way to monitor the micro-grid’s power quality, utilization, and capacity in real time so they can offer excess capacity to the smart grid.

Fortunately, some technology companies are developing software platforms for the on-line management and control of next-generation hybrid power infrastructure, incorporating both traditional utility power and on-premise power generation such as solar power, wind turbines, and battery storage.

Known as power analytics, these software systems create a model-based power system and apply that model in a real-time environment. This approach allows for extensive what-if simulations based on actual conditions for energy management (including power usage effectiveness or PUE), as well as for arc flash and overall power cooling, space management, conditional alarm management, and other situations. These software systems will monitor all transactions between public electric service and micro-grid infrastructure and maintain rate and pricing information, as well.

If the industrialized world is going to be successful in using alternative energy sources to address the fragility of the national power grid, micro-grids are a promising solution. The real challenge, however, is controlling the transition from one energy source to another without putting the reliability of the micro-grid at risk. Power-wise, it is the ultimate high-wire balancing act.

In the very near future, certain software companies will be instrumental in removing the greatest obstacle hindering the widespread use of alternative energy: using power analytics to choose when to safely employ energy sources, such as solar or wind, without taking off the reliability of utility power. Such technology will and architects significantly with the design options they can offer their clients.
Parametric Design: a Brief History

Stephen Phillips, PhD

The form of the house is not amorphous, not a free for all form. On the contrary, its construction has strict boundaries according to the scale of your living. Its shape and form are determined by inherent life processes. —Frederick Kiesler

Parametric design is not unfamiliar territory for architects. From ancient pyramids to contemporary institutions, buildings have been designed and constructed in relationship to a variety of changing forces, including climate, technology, use, character, setting, culture, and mood. The computer did not invent parametric design, nor did it redefine architecture or the profession; it did provide a valuable tool that has since enabled architects to design and construct innovative buildings with more exacting qualitative and quantitative conditions.

By the time of a conference held by the Boston Architectural Center in 1964, it had become clear that the electronic era would have a dramatic effect on building design. The aerospace industries were using computers to calculate complex warped surfaces and animated flight path simulations, which fascinated architects. [opposite page] As UCLA student Raphael Roig predicted in his unpublished master’s thesis, *The Continuous World of Frederick J. Kiesler*, “It would only be a matter of time before computer technology would be able to reduce to constructible terms the inherent intricacies of forms similar to Kiesler’s multiple-warped surfaces.” [opposite page] Kiesler and other artists and architects—including Antonio Gaudi, Erich Mendelsohn, Frei Otto, Kiesler, and Kiyonori Kikutake—had conceived and modeled complex structures and forms with varying degrees of technical proficiency, and Roig in the 1960s recognized that new computer technologies could assist their design and construction.

It was not, however, until the 1980s that breakthroughs in parametric design became useful to architects. Advances in the quasi-scientific field of plant and animal morphology supported innovation that could be applied with ingenuity to tectonic practices.
Nature had long since developed structural systems of nuanced complexity that architects and designers had applied to structure building shapes and urban organizational patterns. Louis Sullivan, Mies van der Rohe, László Moholy-Nagy, Sir Patrick Geddes, and others, were influenced by the morphological writings of Goethe (Metamorphosis of Plants, 1790), E.S. Russell (Form and Function, 1916), and R.H. Francé (Plants as Inventors, 1920). Yet, despite important analytical advances made in D’Arcy Thompson’s On Growth and Form of 1917 (revised 1942), alongside subsequent mathematical models for shaping biological patterns developed by Alan Turing in 1952 and Aristid Lindenmayer in 1968, morphology had become a sleepy science throughout the mid-twentieth-century. As with Kiesler’s flowing forms, it had proven too difficult to measure and draw with detailed accuracy the evolving structures and intricate patterns of organic life. But between Benoit Mandelbrot’s 1982 study in The Fractal Geometry of Nature and K. J. Falconer’s 1990 developments in fractal theory, the computer emerged as a tool for simulating the generation of biological forms (morphogenesis). Coral, sponges, and other simple marine and plant life developing and performing in response to a limited set of measurable criteria—light, ocean current, nutrition, etc.—could be analyzed and reconstructed using parametric design models in the computer. Applying similar morphological simulations in architecture, designers in the late 1980s to mid-1990s began to use the computer alongside software developed for aerospace and the moving picture industry to “animate form.”

Los Angeles architect Greg Lynn became the foremost theorist and designer to use the computer to generate what became his notorious “Blob” and “Fold” architecture. His book Animate Form (1999) studied the history and set the guidelines for architecture that could be calculably grown using genetic systems and codes—if only virtually in the computer. The “spline” proved most relevant for its simple and concise parametric capacity. It could be pushed, pulled, stretched, and manipulated in coordination with a set of data to produce a continuous curve that surmised an average of multiple vector information. [Images 1, “spline geometry,” from Animate Form, 1998; and 2, installation, 3D animation diagram, in Folds, Bodies, and Blobs, 1998]

Ben van Berkel and Caroline Bos Studio published the 1995 “Rubber-Mat Project for Rotterdam, 2045,” which outlined how to use computational tools to conceive large urban infrastructures by inputting a range of parametric criteria—set to time and motion with animation software [3, (c) UNStudio]

Peter Eisenman’s Musée Du Quai Branly project of 1999 provided the image of what might be possible using these design techniques, and UN Studio’s 1998 trilogy Move showcased an evolution of complex forms from design to construction, now possible using advanced CAD/CAM-CNC milling machinery alongside new rapid prototyping technology. The limit to these parametric studies being pursued primarily by students and faculty at Columbia University, the Architectural Association, and other graduate schools were the forms themselves, which appeared grossly inarticulate, undefined, and too difficult to construct. Besides Lynn and UN Studio, several architects began to deepen their research to engage a more detailed building scale: William Massie, Mark Burry, Mark Goulthorpe, Office dA, SHoP, Coop Himmelblau, Asymptote, Jesse Reiser, Zaha Hadid, and Ocean North are only a few of the most original architects to pursue design and fabrication techniques that investigated ideas relevant to parametric systems.

The Architectural Association’s Design Research Laboratory (AADRL) and Emergent Technologies in Design (EmTech) programs were perhaps the center of international research and development on the subject. Yusuke Obushi, now at the AADRL, presented a remarkable thesis, “Wave Garden,” at Princeton University in 2002, embodying the principles of parametric design by creating an occupiable, energy-generating surface correlated to the movement of an ocean current. [4]

Jason Payne and Heather Roberge of Gnuform invented a similar if more “hairy” installation in 2003 at Ohio State University, called Man-o-War. [5]
Michael Hensel of EmTech and Ocean North produced some of the most comprehensive texts on parametric systems and morphogenetic design practices in *Architectural Design (AD)*—a magazine that provided a rich forum for the most innovative developments of the past fifteen years. “Architecture and Animation,” “Versioning,” and “Morphogenetic Design” were among the more important editions of *AD*.

UN Studio’s *UN Fold* showed how parametric design could be advanced on an urban infrastructural scale. (Neil Leach, who contributed to UN Studio’s publication, would eventually develop similar urban growth strategies as a faculty member at USC.)

Perhaps most important, Foreign Office Architects (FOA) completed the Yokohama International Port Terminal in 2002, proving that complex building forms correlated to a series of imagined or perceived parameters could be organized and constructed on a grand scale with dynamic, real-world results. [6, photo by Satoru Mishima]

California architects and educators consistently contributed strong, innovative leadership within this developing field. SCI-Arc and UCLA provided a rich environment to advance new computer and fabrication technology. Highlights of the work of their faculty include David Erdman and Marcelyn Gow of Servo’s “Lattice Archipelogics” lighting installation (2002) [7]; Marcelo Spina and Georgina Huljich of Patterns’s “Element” vacuformed installation (2005) [8] and “Rooted Flow” large scale urban proposal (2005) [9]; Hernan Diaz Alonso’s evocative botanical images and structures [10]; and Gnuform’s sensual NGTV floral bar (2005) [11]. With these design inventions emerged ample debate surrounding concepts of “beauty” versus the “grotesque,” as architects clamored to adjust their aesthetic sensibilities to the qualities and sensations inherent to these newly emerging, computer-designed images and forms.

In the Bay Area, architects Lisa Iwamoto and Craig Scott developed the Jelly Fish House (2005), which aligned plant and animal morphology with detailed structural study of tessellated building systems and patterns, correlated parametrically to changes in building stress and strain. [12]


Tessellated patterning systems soon became fundamental to structuring complex organic forms, and complementary aesthetic theories on ornament, decoration, and elegance began to dominate architectural discourses. Works and texts by Ali Rahim at PennDesign at the University of Pennsylvania and Alejandro Zaera-Polo and Farshid Moussavi of FOA, now respectively at Princeton University School of Architecture and the Harvard Graduate School of Design, fueled these discussions—alongside developments in computer programming and scripting to facilitate a wide range of detailed structural tiling and patterning sequences. Designers inspired by Stephen Wolfram’s formative programming research in *A New Kind of Science* and Mathematica developed a wide variety of “Voronoi-esque” tiling scripts to create varied ornamental structures and/or purely decorative, “skin deep” motifs. Thom Faulders of Faulders Studio and CCA captured this moment in history most succinctly in his screen façade for Studio M’s Airspace Tokyo of 2007, shown here. Benjamin Aranda and Chris Lasch described, developed, and published these scripting procedures in their *Tooling* (Pamphlet Architecture #27, 2006). [14]

Ultimately, on the scale of constructability, Gehry Partners and Morphosis have proven to be the driving forces behind building innovation on the West Coast in the last twenty years. Investing in CAD/CAM technologies since 1989, Gehry proved that architects could take the lead not only in design, but also in managing the techniques of advanced building systems and their detailed construction. By 2002, Gehry and Partners created Gehry Technologies, a research and technology team committed to supporting advances in the field. The Guggenheim Museum Bilbao (1997) and the Walt Disney Concert Hall (2000) demonstrated how well
these techniques could be implemented. Delivering the new Caltrans District 7 Headquarters (2004) to downtown LA in record speed, Thom Mayne and his team at Morphosis also proved it was possible for architects to design innovative, environmentally conditioned buildings that could be constructed more cost-effectively by working directly with manufacturers and fabricators. The computer proved useful not only for design, modeling, and fabrication, but for construction administration, as well. Morphosis’s Phare Tower may very likely prove to be the most advanced building to date to use parametric design technology and fabrication processes to achieve built form. [15, photo of physical model by Michael Powers]

Offshoots of these larger firms have made notable contributions to parametric design on a much smaller scale. Margaret Griffin and John Enright (formally of Morphosis) working with Dr. Anders Carlson—a structural engineer educated at Caltech—exploited CNC milling processes to invent and construct curvilinear plywood “I” joists to produce complex building structures. SPARCHS, working with Rogan Ferguson (formerly of Gehry and Partners), also alongside Carlson, investigated similar plywood CNC milled structures in addition to continuous tension shell technologies to build a series of roof planes correlated parametrically to shifting environmental conditions using Computer Aided Three-dimensional Interactive Application (CATIA) software for their Seadrift House (2004) [16, 17].

Herwig Baumgartner and Scott Uriu of B+U architects (both formerly of Gehry and Partners) developed innovative software for correlating varying parameters from moving crowds to urban sounds to inflect the patterns and shapes of their building designs [18].

The speed at which the architecture profession has been developing within the field of parametric design has been phenomenal. Much of this success can be attributed to the synergy occurring over the past fifteen years between the schools—UCLA, SCI-Arc, UC Berkeley, Cal Poly, USC, and CCA, among others—educating students with the skills needed for experimental practice, and the vanguard firms.

Not everyone, however, is enamored by computer design or the promises of parametric systems. At the same conference at the BAC in 1965, Christopher Alexander, then an assistant professor at UC Berkeley, warned that architects might “fatally distort the nature of design by restating design problems solely for the purpose of using the computer.” He did not believe that there were design problems—environmental or architectural—so complex that they required a computer to solve, and he was not convinced that architects would not oversimplify design complexity to meet the limited input and operational capacities of their computers. The computer could not keep pace with the facility of human intuition for inventing architectural forms and deriving design solutions for complex problems.

Mathematical parametric and algorithmic procedures most often have proven far too rigid to productively engage the complex cultural, societal, economic, and political projects facing architects today. Designing buildings and cities using parametric and scripting design tools may often appear visually stunning, but for the most part these designs tend to incorporate far too many blind assumptions to be able to respond with nuance to real world situations.

Today, many leading designers who engaged in parametric design over the past ten to fifteen years would to some extent agree. Moving away from the delimiting input techniques used to derive building forms and urban topologies, the design vanguard has begun focusing more on the performative and affective qualities of architecture design and its practice.
Mandatory Continuing Education

**ENHANCE** your career

**STAY CURRENT** with the changing profession

**MEET** licensure requirements

[www.aiacc.org](http://www.aiacc.org)
The Editor asked a dozen some-odd architects to reflect on the current state of development of parametric design, offering, as prompts or provocations, the following questions:

1. One correspondent has remarked, “[parametric design] is really different from wanting a wall somewhere.” Do you agree? How so?
2. In the early days of algorithmic form-making, a noted practitioner of the genre, in response to my query whether it might be the case that all these oddly-shaped buildings were just repeating the anti-contextual sins of modernism, reassured me by saying, “Don’t worry, Tim; it’s just cult work.” Is it?
3. Of course, the previous question assumes, incorrectly, that parametric design is necessarily biomorphic or otherwise wiggly. While some celebrated work would suggest as much, parametric design can employ conventional formal vocabularies. Should it? What is the potential for integrating parametric techniques into normative practice?
4. What misconceptions are apparent in my questions so far?
5. How would you characterize the goals of parametric design? Its promise? Its limitations?
6. How do you view the relationship between parametric design and Integrated Project Delivery?

Here are the responses, which in some cases refer back to one or more of these questions directly, in other cases do not:

Mark Anderson, FAIA, Principal, Anderson Anderson Architecture, San Francisco; Associate Professor, UC Berkeley

There may always be cult-like enthusiasms associated with any new technology, giving rise to opaque language and theory and often conflating particular forms
favored by that initial user group with the essence of the technology itself. This probably was initially true of the enthusiasm for parametric modeling by architects exploring its range of potential. There isn’t anything formally specific to parametric design, however, and its use in both academic study and professional practice is already far beyond theoretical studies and abstract formal explorations.

There have long been two threads in parametric design in architecture, the more down-to-earth applications in BIM modeling being earlier, more invested in by software manufacturers, and more broadly disseminated in daily practice. More experimental applications are only recently becoming readily available for broad investigation by architects who do not themselves have access to custom software design knowledge and scripting tools. Just in the last year, new software such as Grasshopper have widely re-ignited an interest in scripting and parametric design among students and experimental architects beyond a limited minority. At the same time, old-line parametric BIM modeling tools, such as Revit, which are closely based on conventional practice and conventional architectural forms, are also edging closer to being a common software expectation in everyday practice. While these two tools are vastly different, they both represent efforts to capitalize on increasing computer power to change forms of practice and avenues for creative experimentation based on logical application of a profusion of available information.

The most interesting promise of parametric design is not directly in its ability to experiment with new forms or to facilitate a more efficient and accurate practice of documenting construction. The fundamental importance of parametric modeling is in its potential to utilize the vast riches of environmental data that the progress in computer tools makes available for consideration. For example, where analogue calculations of sunlight or seismic forces have traditionally been applied at a gross scale focused on worst-case instances and then applied uniformly across all or significant portions of a building, parametric modeling tools can process data and respond adaptively at a micro-scale across surfaces and structures. It becomes practical, within the limits of design time, design consciousness, and even limited fabrication budgets, to make a continuum of design adaptations unique to the particularities of many more conditions encountered on a project site. This potential to shape a building according to a far broader and yet more precise range of criteria suggests many changes and improvements in design and construction process, in fabrication logic and affordability of customization, in fine-grained sensitivity to environmental, social, and cultural context, and—not least of all—in the resultant profusion of utterly logical and yet wildly unexpected and totally cool new spaces, forms, and experiences.

Of course, some malevolent cultural force might also parametrically limit divergence from particular norms—new dimensions in misguided community design standardization—fixing robotic governors on this hot rod engine of progress and putting all of this promise to evil risk. This is one good reason to appreciate any cult out on the avant garde—let’s hope that they can stay well out ahead of any technological catch-up by nay-saying reactionaries, and stretch our imaginations along the way.

Phil Bernstein, FAIA, LEED AP, Vice President for Industry Strategy and Relations, Autodesk; Lecturer, Yale University

In the work sponsored by Autodesk at Yale, we are interested in a couple of questions with regard to parametric modeling. One is, are we seeing the incorporation of substantive contextual or other data into the modeling of building form, or is it still mainly indulgent shape making? A second is, where and when will we be seeing a seamless integration of, for example, Rhino and Revit, such that a cutting-edge designer might participate in a robust IPD process?

A real BIM process (rather than just form modeling with a tool like Rhino or Maya, neither of which are BIM, because they are not “building aware”) carries with it by defini-
tion “substantive contextual data,” since the entire construct is tectonically aware. What the designer chooses to do with that information is the real question. Some of our research at Autodesk now involves overlaying BIM metadata (what we call contextual data) with scripting and algorithmic templates to help inform or drive the design process.

The question of a “swirly designer” participating in a pure IPD process is provocative. That designer has to be willing to participate in a process that gives him/her deep responsibility for things beyond the swirl. Gehry would embrace such an idea; Libeskind, less likely. Revit is making good strides on the swirly front and will eventually render the distinction in tools meaningless, in my view. It’s not the swirl that’s relevant—it’s the role of the architect.

Thomas W. Chessum, FAIA, CO Architects, Los Angeles

Integrated Project Delivery (IPD) is the information hone that sharpens the parametric design tool. In and of themselves, these two progressive devices of architectural practice offer exciting resources for the pursuit of a higher architecture, but their greatest potential is found when combined; they potentially reposition the architect into a role that reconnects the profession with the idealized architect of the Greek origin of the word architekton (arkhi-, chief + tekton-, builder), i.e. chief builder.

Integrated Project Delivery, with all its possible variants, contractual formats, and intentions, provides, of greatest import, the ability for the architect to truly collaborate with the building and materials craft in the creative act of architecture, from concept to realization. The resulting collaboration among the parties (designer, builder, owner) ultimately informs and enriches the architecture to the extent that it is embraced as a resource and essential part of the tectonic responsibility of the profession.

On its own, the parametric design tool, whether purely design-focused or Building Information Model (BIM) virtual architecture, makes it feasible for the architect to accept and manage extensive and varied constraint information during the design process and to carry that knowledge in its architecturally resolved form forward into the realization phase. The parametric tool becomes a resource, reference point, and place of origin for other parties in the endeavor.

When joined, IPD and the parametric tool find their true complement. IPD gains the vehicle by which the knowledge of all parties is shared in an open, transparent, and understandable venue, and the parametric design tool gains the quality and breadth of information that can be used to enrich the architecture. The architect, as the originator and source of this collected and organized knowledge captured in virtual architecture, becomes the center of this activity seeking architecture in its fullest realization.

Tim Durfee, Principal, DurfeeRegn, Los Angeles; Research Professor, Art Center, College of Design, Pasadena

Whether it was Dylan going electric at Newport or Nintendo turning 32-whole-bits, there will always be someone who is going to get in a twist when a new technology threatens to disturb the tasteful establishment. Despite the historically close connection that the design and construction of buildings have with technology, architects can be notoriously reluctant to embrace new ways of working. While some of the forms generated with parametric software can still provoke, it is the inherently relational way the software operates—rather than the forms it is capable of generating—that holds the more profound implications.

The centuries-long construction of systems for designing the not-yet-built has formed architecture years ago into a sort of relational science. In this period of vast networks, however, this disciplinary capability to understand things in terms of their association to other things will expand a chain of coordination beyond the BIM-like technical synchronization of an architectural project to effect far-flung.
external systems—from huge municipal services, to private real estate agencies, to personal Twitter feeds.

In addition to the expansion of connections horizontally across systems, current software also helps to realize the ancient aspiration for relational systems across scales: from the nano, to the object, to the building, to the city, to the networked globe. This capability to generate and control information in a scale-less environment furthers a shift away from an emphasis on the dimensional to the relational, where elements are defined more by intrinsic and scalable values than by fixed points in space.

As software continues its natural evolution toward more perfect simulation of the natural world, architecture will be re-cast as a (mere) expression along a scalar continuum of fundamentally interrelated elements, including the political, social, cultural (the ‘software’ of the city, to architecture’s ‘hardware’), and, eventually, including the ‘natural’ world itself.

Parametric design is ultimately a more significant manner for architects to deal with information and process. Information within a design problem is a varied but steady stream that feeds design from conceptualization to realization, yet process involves the manner in which information is implemented toward a given problem. Much has been written regarding this “feedback loop” between information and process, which exists at many levels, whether that be within the eye and the hand, the verbal and the mind, or the physical and the visual. What digital computation has begun to achieve in architecture today is a more rapid and dynamic feedback loop between how architects manipulate and conceptualize information vis-à-vis process. It has enabled a multiplicity of reiterations to be examined in relation to the parameters that are defined by the designer.

In many ways, parametric means for achieving design goals are already normative and conventional: not in the pejorative sense of conventional, meaning “uninspired,” but in the context of the widespread use and deployment of parametric modeling techniques to derive architectural intentions and manifestations. In my office, the parametric tools fall under two headings. One is as a form generator: we’ll have a certain design direction in mind, and new and unanticipated results emerge through the shifting input of various data factors. You might call this a type of digital empiricism: we must experience the results and gauge the often-unpredictable effects after the fact, as opposed to theoretically directing the product beforehand. We can decide to place a wall, but we might not always know precisely where it will land, as its location is related to and influenced by an entire set or family of parameters.

Our other means of using parametric tools is that they allow us to achieve and quantify for construction/fabrication a complex array of forms—ultimately our design intentions as related to whatever we are trying to address architecturally. Parametric software is often a shortcut that allows us to create very complicated or difficult-to-construct designs, in that the embedded information can not only continue to be altered, but also captured for direct fabrication output. For me, this is not solely about form generation, but the ability to respond architecturally to a degree that would be quite formidable without the use of these technologies.
kinds of constraints? Asking these questions is not particularly new to the architect; parametric software simply forces us to ask them in a direct and literal, though often highly complex and sophisticated, manner. Deciding which relationships to highlight therefore shapes the design process, whether it is about programmatic adjacency, cost estimation, form generation, structural or environmental performance, or integrated building systems.

In our office, the parametric process is geared to our design interests, which vary dramatically with project type and scale. Voussoir Cloud was scripted to synthesize intentionally opposed structural form and performance criteria in relation to material behavior and localized geometry, as well as to streamline the fabrication process. Conversely, the initial massing of Edgar Street Towers developed from relationships between the building volume, zoning envelope, and site conditions of the local and larger Manhattan street grids. Here, parametrics afforded rapid design permutation and iteration.

When you ask about the promise and limitations of parametric design, they really have to do with the imagination and agility of the architect. As with many technological and design movements in the past, certain branches become overly prescriptive and dogmatic in their approach. This is certainly a danger with parametrics, because it can be seen as a problem solving optimizer or design justifier without dealing with the unquantifiable qualities of design—the qualities that ultimately make for good architecture.

If used properly, contemporary digital techniques can be a powerful tool in architectural design, construction, and cost management. Models that acquire intelligence are a great benefit to architects in general, as they can incorporate manufacturing data and cost variables in the same models that generate the architectural design. We have sat down with clients in Tokyo and changed a variable showing what the outcome is on the design in real time. Once the client was satisfied with the design and its cost, the model was sent directly to the manufacturers. This enabled us, the architects, to direct the fabrication process and achieve the design intentions while saving materials and costs. It also empowers the architect again as we control the entire process from design to manufacturing.

Parametrics are a tool. One needs to control the tool by developing particular techniques and having these techniques so refined that the architect can guide their outcome. In our case, a design sensibility guides the use of this tool by specifically developing spatial techniques. For example, the chisel was readily available to all sculptors, but there is only one Michelangelo. In the same way, what differentiates certain architects working with parametrics is their ability to develop a set of techniques and to control them to such an extent that other factors become important—such as an aesthetic sensibility, innovative solutions to clients requirements, or some such thing that provokes new architectural questions or solves familiar architectural problems in new ways.
metric design, but there was an expressionist architecture that was post-modernist and modernist and classical. The question of whether one’s work is expressionist or normative offers a false choice. I have no desire to be a normative practice, nor do I have a desire to produce expressionism.

Techniques and methodologies are wonderful provocations, but no longer enough on their own as architecture. The brilliance of Formalism was that it was explicitly against the pseudo-science of Functionalism, which was turning the architecture profession into a technical service industry. In that world, engineers trump architects, because the architectural project becomes one of optimization. Formalism reframed architecture as a cultural historical discourse, but as Formalism has evolved and changed over time it has become the positivist endeavor that it was explicitly fighting against: make a formula that makes form. We’re now in a weird situation in which both Formalism and Functionalism are no longer useful, and we need to find new narratives for architectural production.

Architects have been engaged in algorithmic form making since well before computers entered into the discipline. Antonio Gaudi’s work using chain models to find the optimal structural shapes for his La Sagrada Familia is one example of such analogue, algorithmic form making. We could even go so far as to say that the system of classical column proportions outlined in Vitruvian texts is a formal algorithm. The difference between now and then is that advanced digital tools have enabled architects to consider the algorithm in much more precise and quantitative terms.

In general, algorithmic design is about defining the precise rules and constraints that govern a design and then testing variations within those constraints. At its best, algorithmic form making is not a closed, ‘anti-contextual’ process leading only to interesting shapes. It is, instead, an open process in which the specifics of site restrictions, environmental conditions, material properties, and construction methods can all be choreographed into a robust form-making or form-rationalization algorithm.

Parametric design is primarily the design of processes and does not necessarily presuppose a particular kind of form. This process is valuable in any circumstance that requires the designer to leverage advanced computational tools to engage complex design problems. For a project that tends to be geometrically normative but programmatically complex, such as a hospital, the architect may want to invent a custom algorithm to help solve space adjacencies or factor in rules from the building code quickly and efficiently.

Due to its strong link to technology, we cannot divorce a conversation on parametric design from a conversation about the digital tools used by designers. Nor can we divorce it from a discussion on problem-solving processes, which often require that an architect create and/or develop custom toolsets (scripts, plug-ins, software) independently of what is given in out-of-the-box CAD/BIM packages.

In short, to consider parametric design today is to consider that the architect not only designs buildings, but also the processes and tools used to design it: as Marshall McLuhan wrote, “We shape our tools, and our tools shape us.”

In a parametric paradigm, the architect understands the design process as the systematic, precise, and holistic choreography of information itself. In lieu of stacks of 2D sheets or large, platform-specific 3D models to describe a complex design, the architect may instead opt to share a mathematical function, script, or database in which parameters and creation instructions can be explicitly defined in no uncertain terms. All toward the objective of creating a precise, performance-based architecture that is responsive to the increasingly complex problems facing the built environment today.
As an engineer, I like to think about parametric design as performance-based design, where parameters are optimized according to performative requirements. Having been trained as an architect, however, I am not interested in uber-efficient, engineered systems; rather, I am interested in complex, multi-variable systems in which compromise between competing performative requirements is revealed, resulting in hybrids—optimized solutions for particular sets of conditions, be it location, climate, use, etc. In such cases, strategies go beyond the purely formal.

Parametric design is often misappropriated within architecture to describe highly formal work using the digital medium. As one of my professors at MIT consistently reminded me, “garbage in is garbage out,” and certainly this adage is true in architecture. Parametric design is about relationships. If the relationship is only among spatial coordinates, then the proposition is nothing more than a formal fetish hiding behind a misappropriation.

Parametric design should be a standard working methodology within architecture. It certainly is integral to our interdisciplinary working. It is an extension of the old “option analysis” methods used to establish highest value solutions. Now, with microcomputers, we can run tens of thousands of options within a short time frame to identify highest value solutions defined by a wide spectrum of criteria: performance, cost, constructability, and so on.

Experience tells me that the bias of architecture is the formal, and in operation it forges a silo not unlike that of the HVAC engineer who cannot see beyond his duct to realize there is a bloody beam in the way! Parametric working requires interdisciplinary collaboration that is simply not taught in current architectural education. Real content (coming from outside the profession and found in the sciences) is essential to make parametric design valuable beyond the “bitchin’ object.”

Parametric design offers a new opportunity for the architect to regain the role of master builder. It requires, however, a new paradigm of working. While it is easy to point one’s finger at the architect, it is not completely fair; the bigger question to ask is, “Where will the architect find partners for such collaborations?” Certainly, the education of the building engineer is an even bigger failed project.

The British Museum Great Court Roof by Fosters and Partners is a publicly visible example of this innovative approach, in which built form is free of historical memory and results from tangible engineering challenges: to mediate in structurally efficient terms the transition between the rectangular edges of the inner courtyard and the circular perimeter of the rotunda.

Integrated Project Delivery is a distinctive approach to the merging of interdisciplinary expertise into a fully coordinated built artifact. It falls under the rubric of professional practice and has virtually no impact on design expression. Its acronym is dangerously close to the IDP (Intern Development Program) and throws even the specialized audience into easy confusion. But, in essence, it is another response to the inherently risky
business of building, for the client’s benefit and the joy of insurance companies. Can it really work, though? Architecture is still a field where proper names have more cachet than anonymous teams. Firms in which the cult of authorship reigns are poor candidate for IPD—too much flatness in the hierarchy.

If the designer is after the ineffable space that so spellbound Le Corbusier’s audience, in all likelihood it will be parametric design that will yield that dream.

Nick Sowers, M. Arch. Candidate, UC Berkeley

My thesis project, which is just getting under way, will lean heavily on the new possibilities offered by software such as ArcGIS, rhino+grasshopper, and a sound-scripting tool called Supercollider. I am looking at jet noise on Guam, which is due to increase with the largest military buildup in the Pacific since Vietnam. The thesis will develop an architecture that responds parametrically to the sets of data that are made available by environmental impact reports on jet noise, as well as the geographic data on the civilian side: census data, density, etc. It is an architecture of negotiation via an armature of parametric design.

My understanding of the statement, “parametric design is really different from wanting a wall somewhere,” is “parametric design is meant to be a means for evolving new materials, new structures, or new theories on space, and not so much a tool to just do what architects do (put a wall somewhere) in more automated ways.” If that is what is meant, I don’t necessarily agree. The “somewhere” in that statement can be parametrized in interesting ways. A wall that is trying to find the optimum solar gain, for example, might emerge from a very complex set of calculations, the tracking of which could be very exciting. Placing a wall based on principals of solar gain is not a new process to architects, but how we do it could be changing entirely. Parametric design is changing the ways architects do things, not necessarily changing what we do.

There are these GPS-controlled drone bulldozers (http://www.toolbase.org/Technology-Inventory/Sitework/gps-tools), which theoretically could give a Zaha some new, territorial-scale, 3d printing capabilities; or, more likely—and what the machine was developed for—do the grading for suburban tract homes at a fraction of the labor cost. Parametric modeling is permeating the world in which architects operate, without architects even introducing the tools.

There’s always a desire to push the limits of a new tool or system for designing, but that doesn’t mean breaking all the rules to do so. The more powerful parametric work isn’t striving to exist on a new planet, but is rather remaking and remixing what is already around us. SHoP’s work, in particular the façade they did on 290 Mulberry (http://www.shoparc.com/#/projects/featured/290mulberry), evokes the more pragmatic ideals of parametric design. The basic idea is using parametrics to make it cheaper to do more complex work.

While it might seem contrary to the contemporary trend for using parametric design to realize ever more complex and fantastic visual landscapes, parametric design has the possibility to release architecture from the tenacious hold on design by the regime of visual culture, i.e., the production of images for magazines. I’m talking about other ways that we understand space, in part related to David Gissen’s book Subnature. Can parametric design include more atmospheric, even previously unwanted spatial phenomena like dust, gases, and mildew? Of particular interest to me, it will open new possibilities for design of the sonic environment. We can map sound in ever more complex ways, which might actually yield simple architectural forms—but having the power to shape sonic environments beyond the context of the music hall, even to build cities based on sound: that would be cool.

Parametric design has the potential to provide a unified front line to the multiple scales that assail the designer. In my thesis, for example, noise absorption analysis at the material scale could work in tandem with
macro-scaled analysis of jet noise contours in order to produce a sound-attenuating barrier. Via rhino+grasshopper and arcGIS, I am able to combine manifold site and atmospheric parameters into a single mechanism.

Limitations? The human mind is the only limitation. Our scripts will only be as smart as we make them. There’s also a danger to believe that, because something is designed parametrically, it is correct. We have to keep our “hand” in the design and be skeptical about what the computer turns back to us.

SOM San Francisco
arcCA addressed our questions to Craig Hartman, FAIA, design partner in SOM’s San Francisco office. Craig, in turn, sought the thoughts of his design team.

Carrie Byles, AIA, Managing Director
There is no requirement that parametric design be wiggly. SOM has used parametric tools to optimize the application of a window wall system for complex buildings. The equations driving the model are set up to use rectilinear components with as much repetition as possible, to reduce construction cost while optimizing the performative aspects of the wall through environmental analysis tools. This complex analysis would be practically infeasible by hand and is ideally what the power of parametric design is all about, allowing the architect and engineer to explore a greater number of more complex options to push building design to a higher level of performance and elegance.

With the new awareness of climate change and the urgent requirement for higher performance buildings, multi-disciplinary design powered by parametric design and tighter integration of real time environmental analysis is here to stay. When we look back in time to this decade, there will be a perceivable shift in the quality and performance of our buildings, as well as in the form of the built environment. The greatest limitation right now is that architects don’t always have an ability to approach their designs as mathematical equations. It can also be frustrating to reach a point in the process and realize that you want to change an aspect of the design model that you had not thought to make one of the variables. On the other hand, there is no reason to be overly dogmatic about parametric design’s application; there is much to be gained from integrating PD into one’s practice in specific areas of design, research, and analysis.

The power of parametric modeling is the actionable execution of ideas. Parametric design is the utilization of quantitative rationale to achieve design. It is an exciting field of study, but one that is often misused. Designers need to spend the appropriate time and effort developing a sound basis for the development of forms and systems.

The incorporation of normative practice is important to keep costs at reasonable levels and novel ideas realistic. This can be done in an automated fashion by generating a set of ‘interpreting rules’ for the application of a parametric design.

One misunderstanding is the notion that parametric design is generally targeted to exterior form making. The true power of parametric design lies in the ability to incorporate a multi-disciplinary set of design variables, such as structural engineering, MEP systems, and environmental analysis, to enhance traditional goals of form, context, and space making.

Its promise lies in the discovery of new ideas, concepts, and relationships to design high performance buildings based on multi-
disciplinary objectives. Its limitations lie in the natural tendency to exert bias to a pre-developed solution and the need to rationally interpret the results.

The power of parametric design can be further exploited by the integration of contractor-influenced variables such as fabrication, delivery, cost, and schedule into the architectural and engineering design goals. A truly collaborative environment, free of egos and fear of litigation, is necessary to fully integrate parametric design into the IPD process.

First, it is important to distinguish between digital design and parametric design—and the formal speculations with which they are often associated, such as the blob architecture of 1999-2000 or more recent organic/biologically based architectural forms. Parametric design is essentially digital design with an embedded value system. Parametric design is a great leap forward in achieving intelligent built form, whether a teacup or a city. At SOM, we are using it across all disciplines—graphic and product design, engineering, urban planning, and architecture. It allows us to quickly understand the intersection of multiple variables ranging from economics to performance to form. It is very much in its infancy, but it is without question the most powerful new development in architecture. As a tool, parametric design promises to make buildings and cities more efficient, livable, and sustainable, because we can quickly understand the integrated performance results of design decisions.

As applications become commercially available, they will inevitably become integral to every design practice. And, without question, the nature of design practice will continue to quickly change—as it is in our own studios—absorbing specialists and researchers who are capable of manipulating and advancing the tools.

Where does this lead? One might speculate that architectural form could become very deterministic. That once all the proper design values are loaded into supercomputers, artificial intelligence and value-based parametric design will spit out the perfect city, building, or teacup with the push of a button. But architecture is a cultural art form of humanist values. The ethos, talent, and vision of the architect using the tool remain the critical factors. Despite the tools, the sensibilities of a Borromini will still be welcome.
... and Counting

**BIM Use**
Two-thirds of BIM users have been using BIM for three years or less.
http://www.bim.construction.com/research/

**2009 BIM Awards**
The AIA Technology in Architectural Practice knowledge community’s annual awards honor projects that have strategically used Integrated Processes and Interoperable Models. Citation Winners:
- Cooper Union for the Advancement of Science and Art
- Morphosis
- Autodesk Headquarters
- Waltham, MA
- KlingStubbins
- Cellophane House
- New York, NY
- Morphosis
- Autodesk Headquarters
- Waltham, MA
- KlingStubbins

**Investments in BIM**
Current investments in BIM are most likely to be in BIM software and developing internal collaborative BIM procedures.

Highest to lowest investment
- BIM software
- Internal procedures
- Marketing BIM
- BIM training
- New hardware
- External procedures
- Developing 3D libraries
- Software interoperability
http://www.bim.construction.com/research/

**SmartGeometry**
The SmartGeometry Group is a non-profit organization started to encourage collaboration between AEC professionals in practice, academia and research who are interested in using computational and parametric approaches to design.

**Project Participants Rate Value of BIM**
Presentation and visualization of architectural design and spatial coordination are the top areas for project participants.

Highest to lowest value
- Presentation and visualization
- Spatial coordination
- Client engagement
- Space planning and utilization
- Shop fabrication
- Quantity takeoff
- Less time documenting
- More time designing
- Structural analysis
- Shop drawings
- Cost estimation
- Crew and labor planning
- 4D scheduling
- Energy analysis
- Submittals
- Operations and maintenance

**Turnover and closeout**
Jobsite safety
http://www.bim.construction.com/research/

**FLUX: Architecture in a Parametric Landscape**
This recent exhibition profiled forty projects from around the world that integrate digital practices in the design and fabrication of architecture. The projects were organized into these categories.
- Stacked Aggregates
- Modular Assemblies
- Pixelated Fields
- Cellular Clusters
- Serial Iterations
- Woven Meshes
- Material Systems
- Emergent Environments
- www.cca.edu/about/press/2009/flux

**Emerging Body of Knowledge**
Number of results when searching for the following terms
In the Avery Index to Architectural Periodicals.
- 29 – Parametric
- 35 – IPD
- 92 – BIM
http://library.cca.edu/

**Algorithmic Language**
Seven terms from the index of Kostas Terzidis’s book Algorithmic Architecture that might not be so easy to work into casual conversation.
- Amphiboly
- Discretization
- Heteromorphic
- Heuristic
- Periplocus
- Petaflops
- Stochastic
www.architecturalpress.com

David Meckel, FAIA
Architect’s, by and large, excel at solving problems, gaining consensus, and crafting strategic solutions that satisfy disparate sets of stakeholders. Why then, do most architects loathe negotiating? And how can architects capitalize on their skills, shift their perspective, and level the playing field when negotiating with owners, program managers, contractors, and others integral to the complicated and messy business of producing good architecture?

This is the subject of Ava Abramowitz’s second edition of *Architect’s Essentials of Negotiation*, in which the author prods readers to become more assertive and reframe their egocentric views. She also implores architects to stop perceiving as mutually exclusive their several needs—to manage their own risks, command fees commensurate with their value, produce inspiring and responsive architecture, and help clients achieve their goals.

(A quick disclosure: I was asked to write a book about negotiating that would complement this second edition. The concept was that Abramowitz’s book would discuss negotiating concepts, while mine would take a more “how to” approach. At the time, I was helping plan the AIA national convention in San Francisco; to maintain a semblance of sanity, I respectfully declined.)

Because I had read the first edition of Abramowitz’s book and remembered it quite well, I thought I would read in their entirety only the new sections of this edition and scan the rest. But as I started reading the foreword and introduction, I got hooked again. I read a section
that interested me, then another, and so on until I discovered that I had read the entire book. And it made no difference that I had read it out of order. This is a business book, not a novel, and even though later chapters build on basic negotiating principles that are covered in the beginning, the author tells you upfront that it is not important to read it in order. And right she is. Her conversational style keeps you engaged, whether you read sequentially or jump around among sections that most interest you.

The book will give you a boost of confidence that you have most of the skills necessary to be an effective negotiator. And it will likely empower you to step outside your comfort zone when negotiating, which will increase your effectiveness and enable you to make difficult choices, such as not accepting a commission. The book does an outstanding job of framing essential negotiation concepts: separating the people from the issues; focusing on principles instead of interests; maintaining alternatives to reaching an agreement; constantly probing for ways to enlarge the collective rewards; and aligning risks with those in the best position of managing those risks.

This edition successfully fills a gap in the original: skillfully told vignettes illustrate how to develop creative solutions that bridge disparate interests. Most architects will relate to her stories and will recognize some of their most difficult clients.

What the book is short on are two critical aspects of negotiating. The first is how to reach agreement with an unreasonable person who is also a desirable client (other than general suggestions such as “Don’t get angry, get with it” and “Build on differences”). More real life examples, told by architects demonstrating how to respond to unreasonable terms and unruly behavior, would have made portions of the book more valuable.

The other area pertains to a negotiator’s ingrained, personality-driven fears. Yes, most negotiating skills can be learned. But, in my experience, a negotiator’s personality has more influence on an outcome than any amount of training and knowledge. One of my colleagues, while a highly effective marketer, is a lousy negotiator for one simple reason: he lives in fear of losing a client and of not pleasing other people. How does one get past this or any other of the dozens of reasons that people avoid conflict and concede too easily in a negotiation? While Abramowitz offers advice that will empower some architects and repeatedly encourages architects to stand up for their interests, this basic challenge still exists. Most architects are smart, analytical, creative and articulate. At the same time, many of us possess fragile egos and avoid confrontation. While Architecture’s Essentials of Negotiation is a must-read for architects, who have to negotiate constantly, I’m hoping that the 3rd edition provides more insight into overcoming these challenging obstacles.

*
Richmond Civic Center Revitalization

Tim Culvahouse, FAIA

“We are living in an age of clear and well diversified objectives, and architecture must meet these objectives. We are now living in a mechanical, rational, abstractly imaginative age and our architecture should bear the imprint of the age.”

Thus proclaimed the 1930 proposal for “A Civic Center for the City of Richmond,” by the Architectural Group for Industry and Commerce (AGIC), a collaboration of planner Carol Aronovici and architects Richard Neutra and R.M. Schindler (left, top). Interrupted by the Great Depression and World War II, the development of the Civic Center did not proceed until 1945, with a new design (left, bottom), by Timothy Pflueger, renowned architect of Oakland’s Paramount Theater (1931) and San Francisco’s Castro Theater (1921), Pacific Telephone and Telegraph Building (1925), and Pacific Stock Exchange (1928). The ensemble of City Hall, Hall of Justice, Auditorium/Art Center, and Public Library was completed in 1951 under the direction of Pflueger’s younger brother, Milton (Timothy Pflueger had died in 1946), with landscape architects H. Leland Vaughan and Adele W. Vaughan.

The first phase of a comprehensive revitalization of the Civic Center, under a master plan developed by Perkins + Will, has recently been completed by Nadel Architects with site design by WRT. The City Hall and former Hall of Justice, now known as 440 Civic Center Plaza, achieved LEED™ Gold certification. The Civic Center Fine Arts Collection, implemented under Richmond’s Percent for Art Ordinance, comprises eight specially commissioned, site-specific works by Archie Held, Gordon Heuther, Daniel Galvez, John Wehrle, and Marion Coleman, and fifty-six additional works by Bay Area artists.
UNITED BY OUR DIFFERENCE

WSP • FLACK + KURTZ

ENgINEERING SERVICES
- Mechanical
- Plumbing
- Fire Protection
- Electrical
- Fire Engineering
- Security
- Information Technologies
- Lighting Design
- LEED/Sustainable/Green
- Commissioning
- Infrastructure
- Building Information Modeling

405 Howard Street, Suite 500, San Francisco, CA 94105 | T: 415.398.3833 | F: 415.433.5311
New York | San Francisco | Bosson | Seattle | Las Vegas | Houston | Washington DC

www.wspfk.com
In response to the overwhelming need for information about today’s complex and innovative project delivery methods and trends, The American Institute of Architects, California Council (AIACC) has developed a comprehensive guide for architects, their clients, and contractors, to assist with important building related decision making. The Handbook on Project Delivery includes 15 new case studies providing a thorough evaluation of many different delivery methods. This resource helps building teams with the selection of the most appropriate method for each project.

Order by May 31, 2010, and receive a 50% discount. Visit aiacc.org and select “store” or call (916) 448-9082.