

lems posed by the space needs of people, and go beyond pure function to provide spaces which will enhance the lives of their occupants." He does this by considering the needs of people first, then designing "from the inside out". His multi-disciplinary approach is directly related to the micro-to-macro philosophy espoused by Eliel Saarinen, with whom he studied at Cranbrook.

Obata's best known projects include the National Air and Space Museum for the Smithsonian Institution (1976), the low-rise Levi's Plaza corporate headquarters in San Francisco (1982), the 2400-acre campus of King Saud University in Riyadh, Saudi Arabia (1984) and the mammoth St. Louis Union Station renovation (1985). Other notable projects designed under his direction include the Dallas Galleria (1977), the underground Moscone Convention Center in San Francisco (1981), the Houston Galleria (1983), King Khaled Airport in Riyadh (1983), Kellogg Co. headquarters in Battle Creek (1985), BP America /SOHIO headquarters in Cleveland (1986) and the Taipei World Trade Center in Taiwan (1988).

Obata has received hundred of design awards, including citations from the American Institute of Architects and the General Service Administration, the Institute of Business Designers, the Urban Land Institute and the Federal Design Council.

At age 65, he is a grandfather and passionate gardener as well as globe-trotting architect and corporate executive. His drive seems undiminished. "I do a lot of designing on airplanes," he says, "because there are no disturbances and you can become totally immersed in a project and work on an idea."



*National Air & Space Museum, on the Mall, Washington, D. C.*

## DEVELOPERS AND ARCHITECTS: A CASE STUDY

**Interview by Steven C. Yesner, AIA**

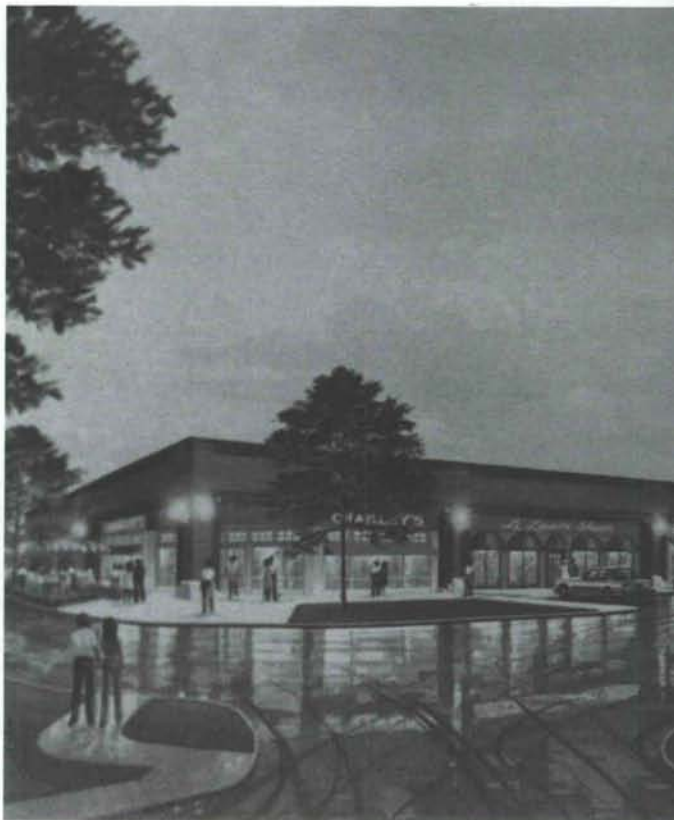
### **Trammell Crow: "Value for the Long Term"**

From its beginning in Texas forty years ago, Trammell Crow Company has become one of the most successful developers of office buildings, shopping centers and industrial parks in the U.S. today, with over 60 companies nationwide and 7 billion dollars in assets.

Paul Silverman, Area Partner for the New Mexico/West Texas division, characterizes the company as investment builders who develop and manage properties to hold for the long term rather than resale. "We consider ourselves a marketing company more than a real estate company," Silverman says. "We're not looking for cheapest, but most efficient, functional and pleasant; to provide the greatest value for the long term."

He points to the company's first warehouse property at 101 Cole Street in Dallas, which Trammell Crow built in 1948 and still owns, as an example. "Trammell installed windows, planted trees and put the docks behind the building," explains Silverman. "At the time, these things were unheard of."

Trammell Crow first attracted national attention for the Embarcadero development in San Francisco, designed in association with John Portman. The project used an atrium design which Portman had previously reintroduced into the lexicon of commercial buildings, but more importantly, began Trammell Crow's involvement with "big name" architecture. The affair was consummated in the mid 1980s with Trammell Crow Center (formerly LTV Center) in Dallas, designed by Skidmore Owings and Merrill, which Silverman calls the company's "first building with great architecture."





**The New Mexico Market**

In New Mexico, Trammell Crow is best known for First Interstate Plaza in Santa Fe (designed in two phases by Dorman Nelson & Breen Architects and McHugh Lloyd & Associates) and Sunwest Center in Roswell (remodel designed by Alley Connell Strain & Associates), which was honored by *New Mexico Business Journal* as one of the Ten Best Buildings of 1986 in New Mexico.

Other prominent projects in Albuquerque include the Shops at Mountain Run and Four Hills Village shopping centers designed by De La Torre/Rainhart, and the industrial warehouse development at 8333 Washington designed by SW Design Collaborative in association with contractor Jordan & Noble of El Paso, which Silverman characterizes as combining good local design talent with tilt-wall construction expertise. "El Paso is light-years in front of industrial development in Albuquerque," he says frankly.

Silverman believes in the value of good design. "But in building investment product" he says, "there has to be a blend of design and efficiency, with design acting as an additive element, not a negative. A good developer or client will make a good design firm a better one, and vice-versa. It's a symbiotic and synergistic relationship."

In most cases, project planning should be "a function of maximum flexibility while providing a minimum level of hard-dollar development," Silverman says. But to illustrate how

every market is different, he points to the Shops at Mountain Run, a high-end shopping center shell design with cast stone and brick details, originally developed without storefronts to provide maximum flexibility for retailers. After months, with occupancy lagging behind, Mike Dickson of Stevens Mallory Pearl & Campbell was hired to develop the storefront designs now in place. "Local retailers weren't capable of individual storefront design," noted Silverman.

**Planners Need Cooperation of Developers and Architects**

On the subject of large-scale development planning, Silverman observes that planners and designers frequently don't understand the market forces behind development. "You can't dictate to the marketplace what the marketplace wants," Silverman cautions. "The job of creating comprehensive [city] plans has been defaulted to the planners. It needs the input of market forces provided by the developers and the sense of aesthetics provided by the architects. In the case of Albuquerque, the loss of the Alvarado [Hotel] was probably worthwhile," he says, "since it raised consciousness."

Trammell Crow Company is currently constructing the first phase of Midtown Business Park, a 50-acre office park complex along the west frontage of Interstate 25 in Albuquerque, and finalizing design of the Southwest Region Communication Center for the Atchison Topeka & Santa Fe Railway, a state-of-the-art facility for communications technology to be located in Albuquerque's Journal Center.

*Below: The Shops at Mountain Run, Albuquerque, a rendering by Chuck Holt. Right top: Sunwest Center, Roswell. Right bottom: Model of the S. W. Region Communications Center for AT&SF Railway.*

