sketch projects: service center
art·science aesthetic, a play
been a test of its original goals.

Manuel drove into the already congested parking lot in a white 1977 Monte Carlo which was just beginning to show signs of rust though it was close to 15 years old. He swept past the row of maples that separated Agnes Street from the grounds of the International Center and found a parking space at the end of the last row in the shadow of a parking garage the likes of which he'd never seen in Houston. He had never seen a parking garage which matched its building and had the same cut out at its entry as the main building. Manuel had walked the steel of many tall buildings and he had looked on in amazement when he saw brightly colored, cardboard looking faces where he had walked on naked steel only a few months prior. He had many times thought that these new buildings looked queer against the glass and steel boxes that had dotted the skyline of the Houston of his youth. Sometimes he would disappear on Sundays and go to see how it has all turned out in last years corporate headquarters building for this or that company. There were so many these days flocking to the South. There was something he couldn't articulate now that was somehow different about this building, it wasn't like those flatly colored buildings, and it wasn't slick looking like the old skyscrapers either. It wasn't even one of these hodge-podge jobs with 12 or 13 different things covering the outside that he hadn't yet got used to. Manuel liked to match buildings up with categories in his mind, but the best he could do with this one was 'a new old building'. He couldn't decide if he liked it or not.

From where he stood as he walked around the car he could see both ends of the building. A massive rose brick wall seemed to be wearing many hats of light greenish sheet metal and it seemed to go on forever. It was pierced at almost regular intervals with 3 glass entries that were shaped like giant tract homes that got taller as they entered the building. To the right of the entry Manuel was heading for the rosy brick was of a lighter almost pink color. He wondered why it was pink. He guessed that he building was probably as tall laying down as that funny looking tower which stood behind it, spiraling to the sky with no windows for offices just big holes and a few people walking up it like tiny ants. He couldn't see the point in walking to the top of that thing for nothing. Manuel had no intention of letting Erlinda talking him into walking up that thing. He was on vacation for heaven's sake and could walk up a tall piece of steel any time. In his mind he turned the tower on its side and all th people crawled out the top onto the opposite bank of the river. Weren't all skylines alike these days with strange new contours pointing heavenward and competing for attention. He unlocked the door, which had been sticking, and let Erlinda out. Three young children followed their mother.

The group walked toward the building in an awkward silence. Manuel had not been anxious to take such a sidetrack in the trip, but Linda had argued so when she had read that article this morning in the paper, they were in Indianapolis anyway, she said, and it would only put them back half a day, and there was the park, she said, the children might enjoy it and this was everyone's
vacation so he might as well take them, and furthermore, there was a chance, just a slim one it was true, but one never knows, the Dorothy Henehan whose name was in the article for the architect of this building that was opening today might just be the same girl from Ohio who had moved to Indiana the same year her little sister Ezmerelda had died and her family had given up and moved back to Texas. What if she was the same girl? "So what if she is," he had snorted at her in return, but they had come here just the same. Linda only talked a lot like that when she really wanted something, the rest of the time she kept her place.

It was not so horrible a thing coming to this place, he decided but he wasn't about to tell her that either. He was still in no mood. He felt a little awkward a he moved up the walkway a few paces apart from his family. He wondered how many Mexican-looking faces he'd see inside this "International Center". At home the thought would never have occurred to him, but, he laughed drily inside his head, "This is Indiana." The huge pointed glass doorway which had seemed so imposing as he viewed it from the car seemed so much less awesome as he pulled his youngest child, who had strayed, through the open doors of the airlock.

The way it was furnished with benches kiosks and telephones he thought he was already inside until he noticed he was walking on concrete and came to another set of glass doors.

It was light enough when he finally got inside that he could have been outdoors, but he felt like he was in another world. The hallway had the shape of a cathedral, but everything was dazzling and colorful.

"Manuel, can you believe this place?"

"Pretty high class I'd say." he glanced at the oyster bar next to the travel agency.

"We shouldn't have come."

They looked down the hallway which was already busling with everyday faces, mothers in khaki blasers coralling children wearing plaid shirts and navy trousers, old ladies wearing African prints, straw hats and lots of jewelry carried shopping bags, men wearing bermuda shorts and long black socks. Business types clutched brief cases and catalogs.

People were going in and out of doorways and up to booths. Looking up flags flickered slightly in the breeze of the ceiling fans. She sighed.

"You wanted to come; we're here; so come. I'm gonna see this place..." he began surily but backed off as he took her by the elbow and led her.

Erlinda wrapped her sweater tighter around her though it was neither hot nor cold.

"Don't touch anything," she cautioned her son who was already occupied with some kind of video questionnaire.

"But, Mama, it says please touch."

"I'm smarter than you are. 'Gato' is cat. 'Perro' is dog. You silly."

"You're just older." retorted Carmina's brother Rolando.

"They won't teach you to read in Spanish when we move to Ohio, so you'll always be dumber."

"We're not moving to Ohio." Of course we're
not moving to Ohio, Manuel thought, he wished the strike would just end. He had less faith than Linda that cousin Almar's husband could find him work there. Things were tough all over.

"Are you children coming?"

"Mama, do we have to stay with you guys?"

"You can meet us here in half an hour. You three stay together and whatever you do don't be getting yourselves into any kind of trouble." Manuel instructed the children for her.

"You look at this place real good, Carmina, come back to this place by the pink building, right here where the people are getting books. I don't want you getting lost in here," she pointed to the resource center on the right.

"Let's go in here a minute," he walked toward the resource center; she followed.

The whole front of the center was open to the indoor street. It looked like a library, except no one was being quiet and there were several people wearing headset sitting at screens in carrels. Erlinda walked all the way to the back to a wall of windows and looked out on a courtyard. People were seated on lawn furniture and reading inside under sparsely leaved locust trees.

She turned to Manuel to comment, but he was across the room at a kiosk rapidly snatching up free pamphlets.

"O. k., we'll go now." he said when she returned.

"Do we go straight, or right," she asked. "What are you going to do with those?"

"Let's go in here," he crossed the hall, walking between a booth selling ivory carvings and one selling kites that were suspended above it from the ceiling. "This must be China." They walked through the door next to the glass cased stairway whose mullions made a black grid cage of squares encaging the stair and a huge porcelian globe.

"This is Indiana, sir and you are in the North Asia exhibit. you might as well say your in Japan right now. If you are looking for China, it is in the same pavillion with Taiwan, Korea, and the Philippines. John Nakajima at your service." the tall bespecded young man smiled, and sort of bowed, but not really.

"So what's in this building?" Manuel asked dumbfounded by the boys brashness.

"You must see the museum at least. Only fifty cents but they have computers there, and holograms, and new medical equipment, and if you like old things they have an exhibit of the ancient musical instrumnets and another of Nipon porcelian. They have a movie about the bomb on the half hour and one called "Tokyo Today". They're short and the second one is really pretty good.

Today they will have a tea ceremony following the music coming up.

People seem to think that the Japanese only make computers, and t.v.'s and cars, it's just not that way. Do you know they have some of the finest fashion in the world? Or some of the most beautiful gardens? Do you know they don't even have slums anymore? There is almost no crime. How many countries can tell you that?"

"You're not Japanese?" Linda asked.
"I only look Japanese. I go to IUPUI, but I'm from Denver. Are you Mexican?"

"No, we're from Houston."

"See, I could have taken you for the real ....." John said, spun on his heel and was off.

"We really shouldn't spend the money," Linda cautioned.

"You always say that. Don't worry so much, Linta. So we will look in the windows here, but I really do want to go in if we get to the Mexicans and they have a museum too."

Solitary notes of the harp split through the murmuring room, and in the corner of the court sat a girl in ghesia garb plucking a harp. "Oh, how lovely." Linda whispered, so

Try this, the outside is a grape leaf, the inside is wild rice, got them in one of those African shops, .....you must come see the craftwork, beads, baskets, carving, but you know they have a whole store of minerals.... even they're making microchips these days......

The tight little figures on the platform were already dispersing and the people had stopped clapping. A half dozen photographers were on hand when the mayor cut the cake, and handed the first piece to, Manuel couldn't believe his eyes, but it was Linda, up their giggling and asking for "two, one for my huspand, if'n I can find him."

"Oh let her find her big shot friend", sometimes he embarrassed him so much. The reporters who had started to poll the crowd's reaction were just asking her to speak when Manuel decided a fast exit was the only thing that would keep him from showing her how much she had embarassed him. "Eets a very nice place...
We come here from Texas to see it...."

There were artists selling their wares all over the plaza at table with umbrellas between little potted shade trees and benches. "Too many people and I don't know one of them." Just then a long line of people came dancing singlefile out of the building. A few men with accordians were leading them, and they were singing in some other language. Manuel went up the stairs that were wrapped around the elevator so he could have a better look.

"Snake dancers," he thought, some show they're doing today but I wonder hat this place will be like Tuesday. Next thing I know they're gonna break out with an Indianapolis Mardi Gras.

It had begun to drizzle so all the artists
were packing up their belongings, slowly, as if they weren't quite sure it was really going to end. The dancers had moved on down the promenade below and were weaving their way back into the building between two pavilions.

Manuel stepped under one of the arbors which had grown over so nicely that summer and lit a cigarette. He puffed the smoke and drew a deep breath. He rested his elbows on the railing and just looked out beyond the river edge and breathed in the sweep of the horizon, the crazy park the woody zoo with fake rocks for the elephants jutting out between the trees like they belonged there, and the tall buildings near the next bridge.

In a moment he heard from below a familiar, "Papa, Papa, look at me."

"Papa, can we move to Indiana, instead of Ohio? Carmina says we're moving to Ohio!"

"You kids stay out of that water," he called in reply. He glanced down at the pamphlets he had pulled from his pocket. "Marketing yourself, 'job opportunities' and 'thinking of starting a business in Indianapolis, and free health care" He thought they must've written the toll-free number that large just so he couldn't miss it. He was just contemplating when to tell Linda he had lost his job when her voice interrupted him, "Me, amo, there you are, do you want some cake?"

He pushed the pamphlets back into his pocket, and took the cake from her.

"I see you have been watching the little ones. They are having a good time, no?"

"I think it's gettin' time to get them something to eat. This is good cake."

"Carmina, I tol' you to keep those kids outta

the water. Y'all git yourselves up here right now!"

"We could go to the Mexican building and get them some tacos."

"We could try some thing else. We eat tacos all the time."

"We can eat something else if you want, Manuel, but we gotta get them something that they'll eat. I don't think they will like anything else here."

"Mama, Mama, Carmina called as three children came running along the deck, can we have some Italian Ices, I think they're really ice cream, but the man said they are Italian ices. See Mama, those kids have some."

"After your supper, you can ask Papa."

So the family walked together along the promenade, and the parents ate gyros and the children ate tacos when they got to the Spanish Speaking People's pavilion at the very end of the promenade and had finished eating Manuel said, Erlinda, are you very tired yet?"

She shook her head. "Then maybe you and the little ones would like to go see what all this looks like from way up high?" he pointed to the tower. "I think you would like that, no?"

They walked through the Spanish Speaking People's pavilion and Manuel taught about coming back for a bottle of that Belisian rum but checked himself.

"Dios mio, it is a far way up, Papa" Rudolpho said with wide eyes as he looked straight up the tower."
"You can climb up there and feel like I used to, up on the steel. Don't you be afraid, your mama will go with you. I have something I have to do right now."

He walked back into the building, pulled the pamphlets from his pocket and decided they could maybe stay overnight, since tomorrow was Monday.
CONCLUSIONS ON THE SUCCESS OF THE PRODUCT

A center like this might not appeal to the very people that inspired it, unless such a place as this were an accepted and recognised institution in the wider society. Places such as this with such a panacea of services surrounding a single theme do not exist in combinations such as this (social services, entertainment, housing and commercial enterprises and education and businesses) in Midwestern society presently. Perhaps this is for a good reason. It would seem that the international center is emotionally accessible to all the user groups defined in the original program, except the one which would find its services most indispensable.

The building complex, an exercise in social legislation, could fail this group in several ways: Taken as an aggregate of functions in one place, the complex could overawe the visitor with its sheer scope, scale, and sprawl. Physically and stylistically the building may not have the tone of quietness one expects when seeking social or academic services. It may jolt people who come to this building for the first time for these reasons.

Those same physical and stylistic aspects which may cause this surprise in one user are the very aspects of glamour, fantasy and otherworld pretentiousness which will attract other more commercially oriented user groups.

(Of course the emotional response of any individual to the same stimuli are bound to be tempered by his own personality and background.)

The minds of the variously educated might entertained by the physical form of this ominous attempt at social engineering through architectural programming as an academic exercise. It may may entertain those who could walk through this place and perhaps appreciate its metaphors or at least delight in the sensual experience of this environment. A person of lesser experience or education is likely not to hold or have interest in these lofty aspirations or mental gymnastics; he is likely to respond to his environment only sensually and functionally and form his opinions accordingly. Such a person, if he has less formal education is likely not to be as well off economically and less mobile socially than his better educated counterpart, for this reason he is likely to be more confined to the mundane and dreary aspects of this life and more temporal in his goals and values. The question of image becomes a conflict of need not so much between cultures as a conflict of values between economic classes.

The center is, I think very successful in attracting a middle-class broad based crowd to it's facilities and in this respect it has done as much as any single place can in changing stereotypical attitudes towards members of subcultures through the favorable contacts with group members and in its teaching functions (which are both overt and subliminal.) It certainly offers the possibility of an enriching opportunity to anyone who should to choose to avail himself of or participate in any of the center's programs. It is also worth noting again that many of the center's programs are conducted in remote locations so as to be more accessible to users and to have broader contact with different parts and aspects of the city. This important when one considers that a person who might be intimidated by the scale etc. of the center might not be required to visit the center again after he has been placed in the appropriate programs for his needs. He must however be willing to go there in the first place. In the meantime one must consider that
an "information headquarters" is necessary so that people seeking the types of services the center offers will have a single place to go to make the contacts they seek. The center gives its programs an image. Surely, the environment is healthy, accessible and pleasant to be in and fairly easy to get around in. There is a fair variety among the types of spaces one can experience in terms of size, privacy, and elaborateness.

Taken as a whole the center both in terms of image and programs is something the city can justifiably be proud of. It is an asset to both the park and the city as a cultural center and leisure time operation. What concerns me, in evaluating the final product is: will or won't the economically, socially or educationally disadvantaged feel comfortable in approaching this center to meet their needs since many have grown accustomed to much humbler surrounds.

Which is more appropriate, to promote the familiar (status quo) which gives a sense of security, or to take a chance on something unfamiliar that might or might not be an improvement, according to (middle class) values?

Then again, considering both type of people spoken of here, and assuming that beauty relieves a sort of pain, which has the greater need for beauty?

PERSONAL OBSERVATIONS AND EMERGING PHILOSOPHY

PARTING TOUGHTS ON ARCHITECTURE

I have come to part in this text in which I feel it is appropriate to discuss my own feelings on architecture, although, the more I learn, the more those feelings change.

The following is an excerpt from an entry in my journal earlier this year where I had been contemplating the big picture of this profession. (Buildings do not exist to immortalize the author.) "I know in my heart that it is immoral to use architecture as a vehicle for attaining love, immortality. It is immoral to leave one's client out when designing a building. The building belongs to the client. It should be part of Him; it should not be created in the image and likeness of the architect, but the client. It should not reflect an illusionary image of the client; it should reflect what and who he is and what he really does. (This requires the architect to know this information.) The building belongs to the client and to its occupants. The building is not the architect's property.

An architect would be more greatly appreciated if he saw himself not as creator of modifier, but as facilitator. One who allows a building to be all it ought to be. One should allow his building to respond to the intricate complexities of its inhabitants, context and nature.

Architecture is not and should not be art. People do not live in art, they live with it or look at it, they do not participate in or become part of it. It is pretentious to assume that architecture is art. The only architecture that is art is that which can't be lived in. One should not encourage the preception of architecture as art because this sets man at a distance from his built environment making him a spectator in his own world, not an intimate,, integral, and very meaningful part of it.

I am not saying that architecture is not or cannot be beautiful. Art and beauty are not the same thing, just as art is not always beautiful, indeed, some architecture is beautiful.
Architecture should be on the same plane as man, it is a worldly thing. It should neither tower above him, crushing him with meaning, as art, nor sink below him, avoiding him and denying its own existence by becoming a machine. Architecture is not a machine which man merely uses to perform the functions of living. Indeed, man and architecture are parts of the same world.

Architecture is not ART. Architecture is not a MACHINE. ARCHITECTURE IS ARCHITECTURE, and should not be considered any thing else. Architecture wants to be itself. Please let's allow buildings to be what they would want to be. Man is a wholesome thing. (Understanding the problem statement is not enough, one must understand the people.)

I think this can be my only philosophy of aesthetics. The profession of architecture often promotes ideas and images which are counter productive to the quality of architecture (because there is a constant search to do some thing new, (for the sake of being new and not always an equal concern for doing something genuine, simple, or best)."

In dealing with a diverse and unknown client, the public, I have one reflection: there is no such thing as a generic human being or a generic member of a group, especially where there are wide differences in the user groups. It becomes impossible to know the "client". further, given that people respond as individuals to any environmental stimuli, it is not possible to please every user or user group so one MUST prioritize the user groups that he patronizes. Usually, whoever has the most money or power has the say so, even if he isn't the user. This makes me sad, however, I think it is for better however to acknowledge such realities and try to work within them than to deny them and create something so altruistic that it can never be built and tested. I have tried to do that. The result is perhaps something of a compromise, but it is my best solution.

I cannot say with a clear conscience that the product in this project actually meets the criteria that I have aspired to, but I feel that this exercise has been a worthy and challenging test of a newly formed philosophy.

Empathy is a greater gift than creativity.

Perseverance is a minimum.

Now that I've decided what architecture isn't, I'd like to spend my career discovering what it IS.
APPENDIX 1
PROGRAM
In the first example, "I" mean that the group's experiences and challenges are shared by the entire population. This creates a sense of cohesion and solidarity among the group members. In contrast, individual experiences are more personal and may not be shared by others. However, the group's experiences can still influence individual experiences, as demonstrated in the example of the "wounded warrior" program.

The opposite of individual experience is "collective" experience, drawn from homogeneous communities. In this case, the experience is shared by everyone in the group, and the group's experiences influence the individual experiences within the group.

Society, on the other hand, experiences non-individualistic phenomena. The group's experiences are more complex and interconnected, requiring a different approach to understanding and addressing societal issues. The groups mentioned in the example, such as the wounded warrior program, provide a foundation for understanding the experiences of individuals within a larger context.

In summary, the example demonstrates the importance of understanding individual experiences within the context of society. However, the focus on individual experiences can sometimes be limiting and may not fully capture the complexities of group experiences.
(Indianapolis is a large city with less racial and ethnic tension than most, but also evidences instances of all three cases described above.)

It is this lack of consequential interaction between cultural groups (in which the needs of both cultures to respect the right of an individual to perpetuate and exchange his culture) which is the most powerful obstacle which restrains remedies which could mean the positive actualization of all cultures in this country. In analogy if all parts of the body are healthy, the body is balanced and whole. If part of the body doesn’t receive what it needs to maintain health, it falters and weakens the whole inviting new maladies.

Some parts of the body of the American population are not receiving what they need for healthy fruition.

I will now attempt to identify some of the common needs and concerns of minorities and suggest some forms of remedy.

The most significant rift between the average American and an average member of almost any minority in this country is that the living standard, a product of wealth, education and inheritance, is much higher in the former group than in the latter group. There is, therefore, a need not to lower the popular living standard, but to raise the living standards among the minority groups to meet the national average.

Fundamental areas key to this economic advancement among individuals in each minority include: insufficient language proficiency outside one’s own culture to communicate ideas effectively and function well in the Anglo-dominated “American” culture, lower level of general and skilled education, limited knowledge of social codings which result in ineffective job search and acquisition techniques, limited knowledge of resources available and legal rights and responsibilities, all attributable to culture-bound ignorance and self-perpetuating poverty.

This poverty reduces the availability of initial and expansion funding to minority-owned businesses which could develop economic clout for a community which seeks to better its own condition.

Lack of cohesion and organization (due to population dispersion or internal conflicts) often results in the inability of a community to develop as a political force and effect the changes and human service programs needed.

There is little one can do (without restructuring our entire county’s economic and social systems) to balance the inequity of inheritance and wealth (with all its adjunct blessings) across cultural groups by virtue of the fact that these items are “givens”.

It simply follows then that improved accessibility to and quality in education is the remaining alternative which is likely to produce the economic and political clout (through higher rates of and better types of employment that these groups need to assert themselves economically beyond the fulfillment of their creature comfort needs and develop the parts of their cultures which define them as unique and an asset for the rest of the population to draw from in a symbiotic (supply and demand) relationship-----
a center might be put together with the physical aspects of how such centers would be needed to support the center's educational and human service functions. The center could be housed in an academic institution, a community center, or another location where the center's services could be accessed.

The growth of such a center is necessary for the development of human potential and community development. The center could be housed in an academic institution, a community center, or another location where the center's services could be accessed.

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Among Hispanic Americans there tend to a number of problems in their communities which adversely affect the relationships of this group to the larger society of this country. This is particularly evident in urban situations where some of these problems, most of which are language and cultural centered, include:

- Limited working facility of the English language which results in inequity in a number of opportunity breaks including:
  - jobs
  - education
  - housing
  -Ascendancy (ownership)
  - job training/research techniques

Occasionally, immigration, naturalization, and cultural assimilation in this country.

The assurance of recognition by the greater urban entity as a community with political clout, a unique culture, a basis of common needs and cohesion to varying degree.

The assurance of respect for and recognition of unique national origins, customs and culture.

Lack of promotion of the same as an entity whose values are to be respected.
ASSUMPTIONS [TO BE ADDED TO]

- THE PROJECT IS FEASIBLE AND DESIREABLE
- ADEQUATE FUNDING IS AVAILABLE
- AN EXISTING CONSTITUENCY OF
  1,000 - 10,000 HISPANICS
  15,000 NON-HISPANICS
  1.3 MILLION METRO AREA POPULATION.
- A LARGE NUMBER OF PART-TIME POSITIONS CAN BE FILLED BY VOLUNTEERS FROM WITHIN THE HISPANIC COMMUNITY.
IT IS ACTUAL PHYSICAL CONTEXT.

USUAL ENVIRONMENT WITHOUT DISRUPTION,
IDEALS AND VALUES OF A CULTURE. DISTINCT IT'S
TO GIVE ARCHITECTURAL EXPRESSION TO THE
A HARMONIOUS AND COMPLEMENTARY WAY.
WHICH IS NOT THEIR INDIGENOUS ENVIRONMENT IN
OTHER THAN ONE AN PART OF WITHIN A CULTURE
TO RESOLVE THE NEEDS OF A CULTURAL GROUP

PERSONAL GOALS

ECONOMIC AND EDUCATIONAL STATUS OF ITS COMPONENTS.

POLITICAL AND COMMUNITIES. IT SHALL ADVANCE THE
COMMUNITY AS WELL AS THE NATIONALITIES WHICH
WILL ALSO SERVE TO UNITE THE CULTURAL HISPANIC
AND MISCELLANEOUS CULTURAL EVENTS. THE CENTER
RESISTANCES, ECONOMIC DEVELOPMENT
PERFORMANCE, LEADERSHIP, MEDIA PRESENTATIONS;

PROMOTION OF VARIOUS HISPANIC CULTURES THROUGH ITS
MENT OF THE CITY OF INDIANAPOLIS THROUGH ITS
REGION AS WELL AS FOR THE CULTURAL ENRICH-
STANDARDS OF THE HISPANIC COMMUNITY IN THE

OF THE ECONOMIC, EDUCATIONAL, AND LIVING
COME A REGIONAL CENTER FOR THE ENHANCEMENT
SERVICE CENTER HAS THE UNIQUE POTENTIAL TO BE-
ITS KIND IN CENTRAL INDIANA. THE HISPANIC MULTI-
LOCATED JUST OUTSIDE THE CENTRAL "MILE SQUARE"
STRATEGY

INITIAL

To build new facilities for existing programs and additional programs listed in Section X.X.2 expanded to serve a constituency of (25,000 persons, including 9,000 Hispanics) allowing for potential expansion at a later date.

LONG RANGE

To provide those public and communal facilities which will extend the range of the centers activities to include the greater urban area (1.1 million plus) in phased development by both private and public development entities. These facilities are described in Section 2 in their suggested order of development.

GENERAL

These facilities should be designed so as to reduce the center's operating and maintenance costs through sensitive & efficient detailing & design of energy & labor saving components.
The center is currently staffed with valuable staff, educational services, MIA, and programs for its future use. The current building is located at the intersection of a city block of a street. The building, which is built to the extremes of a company, and St. Joseph's Hosp is near a residence, a sign that the existing facility is north street, just outside the mile square.

Location and condition

Service Center

Current status of the Hispanic Mult.

(see map)
PROGRAMS

THE CENTER'S PROGRAMS AND SERVICES INCLUDE:

LEGAL ADVISORY
JOB TRAINING / SEARCH PROGRAM
ENGLISH AS A SECOND LANGUAGE
SENIOR CITIZEN'S PROGRAM
MIGRANT RELOCATION PROGRAM
ANNUAL FESTIVALS
INFORMATION / REFERRAL SERVICES
VOCATIONAL TRAINING
"LA VOZ LATINA" RADIO PROGRAM
IMMIGRATION INFO / REFERRAL

RECOMMENDATION

SINCE IT IS THE INTENTION OF THE CENTER TO GREATLY EXPAND ITS SERVICES & PROGRAMS TO BECOME A MORE COMPREHENSIVE CENTER (SEE AND THERE IS SOME DESIREABILITY TO PRESENT AN ACCURATE IMAGE TO THE CITY, MY RECOMMENDATION FOR THIS STRUCTURE IS TO GUT & REFURBISH THE INTERIOR AND SUBSEQUENTLY SELL OR LEASE THE PROPERTY AS OFFICE & HOUSING ACCOMMODATIONS SUITABLE TO THE HISTORIC CHARACTER OF THE DEVELOPING LOCKERBIE / GLOVE FACTORY NEIGHBORHOOD. THIS WILL HELP TO GENERATE OPERATING CAPITAL TO CONTINUE DEVELOPMENT OF AN EXPANDED NEW FACILITY.
Expanded ESL Program.

Expanded Vocational / Remedial Program.

Dance / Socials

Credit Association
Soccer
JAI - LAI

Recreational / Sports Program

Restaurant's (National) PAULATE OMELETS

Identification
Outreach
Service Citizen's Program

Newsletter
Radio
Television Programming

Media Development

Literature
Cultural Awareness Seminars
Film Series / Lecture Series
Performance Arts / AL Class Arts
Music
Fine Arts
Arts Program

Exhibitions - Permanent and Temporary
A Major Cultural Event Every 45 Days

Business / Professional Educational Seminars

Center.

Expanded Programs of the Future
A SPECIAL ATTRACTION TO THE METROPOLITAN AREA POPULATION - YET TO BE DEFINED - WHICH WILL PROMOTE COMMUNITY INTERACTION.

A MEETING PLACE FOR MINORITY COUNCILS AND ASSEMBLIES TO ORGANIZE FOR SOCIAL OR POLITICAL ACTION.

AN INFORMATION-RESOURCE 'LIBRARY' WHICH WOULD CATER TO THOSE WITH INTERESTS IN LANGUAGES, CULTURES, MARKETING POLITICS, OR SERVICE AGENCIES ETC.

COMMERCIAL DEVELOPMENT BY PRIVATE INTERESTS GEARED TOWARDS A STABLE [NON-TOURIST] MARKET.

DEVELOPMENT OF ETHNIC CLUBS (AT DISPERSED LOCATIONS?) TO ENCOURAGE CULTURAL IDENTIFICATION AND UNITY AMONG THESE POPULATIONS.

PROMOTION OF INTERNATIONAL TRADE AND THE ATTRACTION OF FOREIGN BUSINESSES TO THE METRO AREA TO STIMULATE THE CITIES ECONOMIC GROWTH.

SUPPORT FOR THE GROWTH OF MINORITY-OWNED BUSINESSES IN THE CITY FOR ECONOMIC ADVANCEMENT OF THESE GROUPS.
The data presented in these diagrams and tables facilitate a clear understanding of the relationships between the activities and programs of the City of Jacksonville. A special center, which we refer to as the "center of organizational structure," represents the future of the City of Jacksonville. This center is designed to integrate the needs of the community with the goals and aspirations of the residents. The diagram illustrates how this center will be of benefit to the residents, providing a framework for the development of the City's future.
CUSTODIAL SERVICES

PLANNER
- TRUSTEES
- SECRETARY
- DIRECTOR

HUMAN DEV. DIRECTOR

CULTURAL DEVELOP. DIRECTOR

MUSEUM CURATOR

JOB TRAINING CO-ORDINATOR

EDUCATIONAL DEVELOPMENT DIRECTOR

EDUCATIONAL PROGRAMS CO-ORDINATOR

* RECREATIONAL PROGRAMS CO-ORDINATOR

COUNSEL STAFF

COUNSEL STAFF

PUBLICATIONS STAFF

HUMAN DEV. DIRECTOR

CULTURAL DEVELOP. DIRECTOR

MUSEUM CURATOR

PROEM STAFF

PROEM STAFF

SOCIAL CO-ORDINATOR

RESTAURANT STAFF (6)

BOOK STORE/GIFT SHOP STAFF

MEDIA & PERFORMANCE DIRECTOR AND CO-ORDINATOR

CO-ORD. OF BUS. ENRICHMENT PROGRAM

COMPUTED ED STAFF

ALTERNATE

ESL INSTR.

ESL INSTR.

ESL INSTR.

ESL INSTR.

LIBRARIAN

PROPOSED EXPANDED ORGANIZATIONAL STRUCTURE

POTENTIAL TO BE
* VOLUNTEER OR PART TIME POSITIONS
LOCATE CENTER WITHIN THE HISPANIC COMMUNITY SO THAT TRAVEL TIMES TO IT ARE MORE OR LESS EQUAL. IF CENTER IS LOCATED IN INDIANAPOLIS, IT SHOULD BE NEAR THE CITY'S CENTER SINCE THE HISPANIC POPULATION IS MORE OR LESS EQUALLY DISPERSED THROUGHOUT THE COUNTY, IN CHICAGO THERE WILL NEED TO BE ONE SMALL CTR. IN EA. BOROUGH WITH ONE BEING DOMINANT.

ACCESS OR PROXIIMITY TO COMPLEMENTARY CULTURAL CENTERS OR PUBLIC AMMENITIES IS DESIRABLE.

CLOSE PROXIMITY TO SUPPORT SOCIAL SERVICES AND GOVERNMENTAL BODIES IS IMPORTANT.

ADJACENCY TO MASS TRANSIT LINES IS CRITICAL TO INSURING THE CENTER WILL BE USED TO ITS FULLEST POTENTIAL.

PREFERABLY THE SITE WOULD BE LARGE ENOUGH TO ACCOMODATE THE REQUIRED FUNCTIONS AS ANY AGGREGATION FORMING A COMPLEX WITH DEVELOPED EXTERIOR SPACES.

SITE NEEDS TO ALLOW FUNCTIONS TO BE PUT (AT LEAST PARTIALLY) INTO NEW STRUCTURES. THIS WILL PERMIT UNITY AS WELL AS IDENTITY TO THE CENTER'S FUNCTIONS AND PROMOTE ARCH. EXPRESSION OF VARIOUS HISPANIC CULTURES IN ITS FORMS, ETC.
Land must be purchaseable & approvable from at least one major traffic artery. Site should be accessible and viewable for the development. Expansion and adequate parking & access incorporation of public activities, future deferral development to allow for the site should be in an area of medium existing concentration of unserved population within. This is crucial in preventing a community being isolated from the center where they can be integrated into the city as a. Effectively carried out at locations especially economic will be more some of the organization's programs be presently inadequate facilities in the city or area chosen must.

To financially support such an institution, supplemental Hispanic & non-Hispanic construction location must be in an urban area of operational costs. To replace operational costs, auxiliary to allow maintenance & self-supplied. The site should be of sufficient size and plan to enhance it's growth & built facility. There is the need for the center to site selection criteria, cont.
A complex of buildings (or zones within the building) will accommodate the following functions. Each area of related functions will be described separately, to allow the possibility of phased development of the site once it is selected. [Should construction of all phases be possible at the same time, some restriction restructuring of these requirements might be prudent to permit the double functioning of some spaces.]

Sociologically, a complex of related buildings would be preferable to a single zoned building because it allows a variety of levels of publicness and control of specific activities within individual buildings while defining each different group of functions, allowing flexibility in use and development, yet acting as a whole entity. This arrangement will increase the potential for positive, active outdoor spaces to develop.
The functional groups of activities are broken down into these groups:

1. Recreation Programs
2. Human Services
3. Educational Programs
4. Administrative Functions
5. Commercial Development
6. Economic Development
7. Cultural Services

Given the nature of these activities, it is likely to be less economically viable to build one or two larger buildings vs. a complex of smaller buildings.
A MATRIX OF RELATIONSHIPS BETWEEN PROGRAM AREAS - GENERAL

<table>
<thead>
<tr>
<th></th>
<th>Human Services</th>
<th>Cultural Dev.</th>
<th>Economic Dev.</th>
<th>Educational Programs</th>
<th>Commercial Dev.</th>
<th>Administrative Functions</th>
<th>Recreational Areas</th>
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<tr>
<td>HUMAN SERVICES</td>
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<td>CULTURAL DEV.</td>
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<td>ECONOMIC DEV.</td>
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<td>EDUCATION PRGM.</td>
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<td>COMMERCIAL DEV.</td>
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<tr>
<td>ADMIN. FUNCTIONS</td>
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<tr>
<td>RECREATIONAL AREAS</td>
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</tbody>
</table>

KEY:
- REQUIRED
- DESIREABLE
- ACCEPTABLE
- UNDESIREABLE

ALL AREAS ABOVE WILL REQUIRE PROXIMITY TO ADEQUATE CIRCULATION, PARKING/BOUNDARY FACILITIES AND SERVICE MECHANICAL & MAINTENANCE FUNCTIONS. HOWEVER, SINCE THESE TYPES OF FUNCTIONS CAN ALSO BE AESTHETICALLY UNDESIREABLE THEIR PRESENCE MAY WANT TO BE 'REPRESSED' VS. OVERTLY STATED [PERSONAL PREJUDICE?]
ALL SPACE REQUIREMENTS EXPRESSED.

ENTRY SPACE
COPY MACHINE
COMPUTER TERMINAL(S)
STORAGE - AS NEEDED
See mechanical/service notes.

RESTROOM FACILITIES - + BATHROOMS,
Carthy "Lounge"
Conference Room
Waiting Area
Receptionist
See.
Finance Director
Planner
Director
"Offices" For:

ADMINISTRATION AREA - SPACES REQUIRED.
A MATRIX OF RELATIONSHIPS BETWEEN PROGRAM AREAS FOR THE ADMINISTRATION AREA.

TOTAL AREA EXCLUDING SERVICE AND CIRCULATION:
APPX. 1400 sq ft

DIRECTOR
PLANNER (STAFF)
FINANCE DIR (STAFF)
ECON. DEV. COORD (STAFF)
RECRTL. PGM. CO (STAFF)
SECRETARY
RECEPTIONIST
WAITING AREA
CONFERENCE
STAFF LOUNGE
RESTROOMS
STORAGE (2%) COM.
COMPUTER TEL.
COPY MACHINE
ENTRY SPACE
CIRCULATION
PARK/BOARD
MECHANICALS

KEY
REQUIRED
DESIRABLE
ACCEPTABLE
UNACCEPTABLE
AREA MULTI-FUNCTIONS OR SERVES MORE THAN ONE ZONE.
Receptionist's Station

- Secretary/Assistant
- Desk
- Chair
- Phone
- Typewriter, etc.
- Filing, etc.
- Mailroom, etc.
- Sleeping Quarters
- Kitchen (if applicable)
- Toilets

- Areas Required - Activities

- As well as above
- Expenses
- Cryptocurrency, etc.
- Other Interested Persons
- Funding Sources
- Consultants

- Uses: Trustees, the City, other agencies
- Secretary, Planner, Finance Director
- Staff: Director, Trustees, Receptionist
- Administrator

Program Needs by Area
Environment - Should have a very private, comfortable area. (see division for addl.)

Primary, conference room & the door. The conference room & the escape routes. Needs to be away from escape areas as well as planned & planned & planned & planned.

Advantages - Storage for the with files, phone, fax, book shelves to be exposed. Table, chair, personal filing, work space. People, seating for up to 6 people.

Pluses, etc.

Representatives, trustees & other of.
Depart. co-op, co-op, co-op, etc. Meets with all the centers, activities, meets with.
Activity: Administration & Management

Directors' Space 10 square.

Environmental - Same as above.

And copy machine.

Stronger advocacy to directors office.
With copy. Visual privacy and
Advantages and book shelves.

Stop area, area, and office supply. Terminal (or access) and office supply.
A work table, filing stand, computer.
For receptionist with the addition of.
Equipment needs: Same as those used.
to the corresponding functions in those zones. To
more than one division it should be proximate
adjacencies: keep to matrix. If space
preparatory materials for a meeting.
likely to want to smoke or read or
and unreasonable. People in this area are
accommodations for handing out coats, beverages
somewhat. People in this area may need
which would increase capital requirements
from adjacent divisions of the center
town area. This waiting area may also accommodate
an area waiting for appointments in the administrator
Activity: a place to sit for 6-8 guests who
Waiting area

10 sq. ft.

Controlled or preparatory.
flexibility in arrangement. Locality systems
partition, task lighting, architectural planning
environmental: should have good view, strong
Function:
adjacencies: see matrix for each specific
Office machines: telephone, terminal, copier
Task surfaces, phone, possible need for
up to 3 guests, filling area
Equipment: desk, chair, shelves, seating for
mailing, etc.
Mailing, etc.
Activity: meetings of up to 4 people,
individual work - writing, some business
Staff office (general)
To write by phone, should be movable.

Artificial light for evening meetings.

Periods of time, it should have

Furnishings, which are used all day, since

Ventilation, it should be

Environmental: The place will want to be

Adjectives: See Matrix. This may also serve

Equipment: Conference Area

For legible distance between conferences.

The size cannot function well without

Seminary Format, but should be flexible in

To accommodate as many as twelve in A

More formal and intensive nature. May need

Activity: Meeting of Management Level Personnel.
CONFERENCE ROOM A. ≈ 160 m²

CONFERENCE ROOM B. ≈ 100 m²

ENTRY SPACE ≈ 5 min

RECEPTION

WAITING AREA
EQUIPMENT: CHAIRS FOR 8 PATRONS, CCAT ETC. STORAGE, ASH TRAYS, A PLACE FOR MAGAZINES, READING LAMPS.

ENVIRONMENTAL: VIEW DESIREABLE, NATURAL LIGHT PREFERABLE, CONTROL OF SMOKE, ADEQUATE READING LIGHT, SEATING ARRANGED INTO SMALL AREAS OF ≤ 4 CHAIRS TO LIMIT THE ANONYMITY, A LARGER GROUPING COULD CONVEY.

- STAFF LOUNGE 156 SQ.FT.

ACTIVITY: A PLACE WHERE PERSONNEL CAN TAKE THEIR BREAKS OR EAT LUNCH TOGETHER WITHOUT HAVING THEIR JOB'S FOLLOW THEM. COULD BE ADJACENT TO SEVERAL DIVISIONS.

EQUIPMENT: SINK, MICROWAVE, REFRIGERATOR, STORAGE FOR SNACKS AND SOME EATING SERVICE, DINING TABLES & CHAIRS, SOFA, COFFEE/TEA DISPENSER, MUSIC SYSTEM

ADJACENCIES: SHOULD BE ADJACENT TO ADMIN. OFFICES AND AS MANY OTHER "OFFICE AREAS" IN OTHER DIVISIONS AS POSSIBLE. SHOULD BE OUT OF THE PATH OF CIRCULATION WHICH IS USED BY NON-EMPLOYEES FOR PRIVACY. IT IS DESIREABLE TO BE ADJACENT TO RESTROOM AREAS AND A PRIVATE OUTDOOR SPACE, IF POSSIBLE.

ENVIRONMENTAL: SHOULD HAVE GOOD AIR, LIGHT & VIEW, CONTACT ON GROUND OR AT AN EXIT. SHOULD HAVE SOUND ISOLATION. SHOULD HAVE VIEW @ SINK & FROM DINING AREA.
STAFF LOUNGE

156

12.5'

12.5'
OFFICES FOR: SECRETARY
- JOB TRAINING CO-ORDINATOR
- CO-ORDINATOR OF BUSINESS PROGS
- COMPUTER EDUCATION STAFF
- CREDIT ASSOCIATION * CETA PROG.

CLASS ROOMS FOR *
- ENRICHMENT SEMINARS *
- JOB SEARCH TRAINING PROGRAM *
- VOCATIONAL TRAINING PROGRAMS *
- BUSINESS
- COMPUTER EDUCATION *
- BEGINNING TYPING *

* THESE SPACES MAY DOUBLE FUNCTION WITH SPACES RQ'D IN THE EDUCATIONAL DEVELOPMENT AREA OR ADMINISTRATION AREA
Use

Unacceptable

Acceptable

Desirable

Required

Key:

Director
Restrooms
Conference
Mechanical/Service
Classrooms

Secretary
Crowd Access Cluster
Computer ED Staff
Business Fandom
Job Training C.

Secretary

Classrooms
Conference
Mechanical/Service
Restrooms
Director

jobs Training C.
Business Prom C.
Staff Credit Assoc. Office

Appendix: 400 A
Circulation Service and Exclusive
Total Area:

A Matrix of Relationships Between Program
ECONOMIC DEVELOPMENT

- STAFF: Economic Development Director, Job Training Co-ordinator, Credit Association Business, Finance Development Co-ordinator, Business Enrichment Programs Co-ordinator, Computer Education Staff, Secretary.

- USERS: The above staff will serve "students" who participate in any of the seminars offered by the staff, interested business people from the community who may be assisting in jobs programs, investments etc. Students may range from poverty-level low skilled workers seeking 1st time employment to already successful professionals and businessmen.

(There will also be people drawn to an as yet undefined business activity from the city at large - (See "Conclusions pg.")

AREAS REQUIRED - ACTIVITIES

- Secretary's Station 120 sq. ft.

  See job and space description in "Administration Area" pg. (Possible combined area)

- Class Rooms 6 @ 570 ea. x 3420

  See space and function description in "Educational Development Area" pg. The class rooms may serve both program areas.
See Directors & Office Under "Administration"

Environmental - Should Have Both Nat.

For this Department.

Individual Office or As a Zone Control

Control Also Desirable, Either for the
Upper and Task Lighting. Local Systems.

Conference Area Should Also Be Near.
Administration Area Highly Desirable.

Educational Development Area and
Office & Secretary. Proximity To
Administratives: Strong Ties With Staff

Administration (Pg. 9)

R.R. For this Division.

Pres.tests & Governmental Appliance. Handles
4 Staff, Members, and Local Business

All Economic Dev. Staff, Meets With

Activity: Administration and Management

Directors Office
- Job Training Co-ordinator 110 sq ft
- Business Program Co-ordinator 110 sq ft
- Credit Association Officer 110 sq ft

See spatial diagram and functional description under "Staff Office" in the administration section (pgs. 1). See matrix for proximities.

- Computer Education Staff (2 @ 115 sq ft) 230

Functional description similar to "Staff Office, with the addition of computer CRT, printing and throw table to be used for additional duties related to this equipment. Thermal balance in this area must be carefully maintained and a back-up system is suggested in case the main systems should fail temporarily.
SENIOR CITIZENS CLUB

To be Developed Privately
Social Clubs for Nationalities

- Projection Room
- Ticket Area
- Concessionary Area
- Clean Up Area
- Mech. Rooms
- Chicken Coop
- Screen
- Stage Area
- Seating Area
- Operating Room
- Dressing Room

Performing Arts/Theater/Auditorium

Reference Area
Janitorial Space
(3) Staff Offices

Exhibit Preparation & Storage Area

(1) Film Rooms

Computer Terminal
Loading Dock

Botanical Collection
Permanant Art Collection
Natural History Collection
Visiting Collections
Rotating Collections

Museum/Exhibiton Spaces For:

Cultural Development Spaces Read
LARGE ASSEMBLY / DINING / DANCING SPACE

- DINING FOR 230 OR DANCING FOR 100 PEOPLE
- KITCHEN FACILITY / LOADING DOCK
- SEATING AREA
- LOBBY
- RESTROOM

RESTAURANT / CAFETERIA → DINING AREA(S)
- FOOD PICK UP, *FOOD PREP (HOT, COLO)
- FOOD STORAGE (DRIY, FROZEN, REFRIG.)
- CLEAN UP FACILITIES, *REST ROOMS
- EMPLOYEE/MGT OFFICE, *CASHIER
- LOADING AREA

COMMERCIAL SPACES - TO BE DEVELOPED PRIVATELY

EXCEPT:

BOOKSTORE → FLOOR SPACE
STORAGE
CONTROL/CASHIER

GIFT SHOP → FLOOR SPACE
STORAGE
CONTROL/CASHIER
A MATRIX OF RELATIONSHIPS BETWEEN PROGRAM AREAS FOR THE CULTURAL DEVELOPMENT AREA - MUSEUM/EXHIBITION ZONE

TOTAL AREA EXCLUDING CIRCULATION AND SERVICES
APX. 10,000 ±

EXHIBITION SPACE:
- PERMANENT COL.
- ROTATING COL.
- VISITING COL.
- TEMP. ART
- BOTANIC?
- LOADING DOCK
- COMPUTER TELM
- FILM ROOMS (2)
- CLASSROOMS
- EXHIBIT PREP.
- EXHIBIT STORAGE
- STAFF OFFICES
- JANITORIAL (SEE REFERENCE AREA)
- RESTROOMS
- ENTRY (FORMAL CONTROL)

SERVICE FUNCTIONS PG

KEY:
- REQUIRED
- DESIRABLE
- ACCEPTABLE
- UNDESIRABLE

SHADING INDICATES POTENTIAL MULTI-FUNCTIONING
Organizational Scheme
To future expansion. Maintaining a simple design should be one that lends itself to a pivotal space.

As is the development of exhibitions off the main area interior space contact with outdoors is a simple device. Wherever it won’t damage exhibits (visual possibility, Natural Light should be used distances should be kept as short as easily manageable from any space. Travel should have variety. Circulation paths should be area level or encourage or exhibit should.

Environmentally fine protection and security.

Adjectives: see matrix. (May need very clear. Need.

Setting Areas with exhibit spaces. These should be some provision for rest. The public with the exhibits. Counter Heights. Display systems should suspended, or mounted at different floor levels. Exhibits which allow items to be wall-hung.

Collections of flexible size and arrangement.

For permanent, temporary, and visiting the exhibits. Spaces should allow participation in our cultures should encourage participation in art and anthropological collections from various activity: Spaces open for public review of.