



HARLEY ELLIS DEVEREAUX  
CORPORATION



**1908 – 2008**

*A centennial of superior quality, unequaled service, and constant innovation*

## **Table of Contents**

<i>Introduction. ....</i>	<i>1</i>
<i>The Early Years: 1908 - 1932 . ....</i>	<i>3</i>
<i>Surviving The Great Depression: 1933 - 1942 . ....</i>	<i>9</i>
<i>Post War Success: 1943 - 1960. ....</i>	<i>18</i>
<i>Struggle and Unrest: 1961 - 1972. ....</i>	<i>28</i>
<i>The Rebuilding Years: 1973 - 1994. ....</i>	<i>36</i>
<i>An Era of Expansion: 1995 - 2007. ....</i>	<i>47</i>



HARLEY ELLIS DEVEREAUX  
CORPORATION

*Harley Ellis Devereaux  
Centennial History Document  
Recognition of Contributors*

Harley Ellis Devereaux recognizes and extends gratitude and appreciation to the individuals who contributed to the creation of the firm's centennial history document:

Ari B. Adler  
Hope R. Brown  
J. Peter Devereaux  
Emily K. Drake  
Robert Goldsmith  
Philip H. Granitz  
C. Richard Hall  
Michael C. Hartman  
Eric J. Hill  
Angela M. Kimble  
Dennis M. King  
Haven E. King  
Gary E. Mach  
Barry N. Merenoff  
Ronald C. Morketter  
John H. Nelson  
Leslie K. Pielack  
Ralph Pierce  
Maralyn D. Pypa  
R. Craig Rutherford  
Anne M. Sexton  
John V. Sheoris  
Gary L. Skog  
Harold F. VanDine



HARLEY ELLIS DEVEREAUX  
CORPORATION

# 1908 – 2008

*A centennial of superior quality, unequaled service, and constant innovation*

*"Make no little plans; they have  
no magic to stir men's blood.  
Make big plans, aim high in hope  
and work."*

- Daniel Hudson Burnham (1846-1912),  
Chicago architect

*"The greatness of so many struc-  
tures throughout history seems  
to rest upon the subtle balance  
between inspired architectural  
design and engineering genius."*

- Ralph Pierce, President and CEO,  
Harley Ellington Pierce Yee Associates,  
1973-1990

## Introduction

---

Big plans and inspired collaboration – mark 100 years of continuous practice for **Harley Ellis Devereaux**. Only a few firms dedicated to the design of the built environment have endured a century of growth and change. This is the story of one such significant firm.

Throughout the past ten decades, Harley Ellis Devereaux has grown in form and function, most often in parallel to the historic and economic tides sweeping America, and the continual shifting of society's wants and needs. As such, we have crafted innovative design solutions under the broad headings of planning, architecture, engineering, landscape architecture, interiors and construction consulting. We provide every service necessary to do a project and to do it well. We offer every resource required to meet or exceed our clients' goals.

For example, we have provided space planning and interior design for projects



HARLEY ELLIS DEVEREAUX  
CORPORATION

as grand as the world's largest automotive technology center, yet spaces as intimate as single-family residences and individual tenants in executive offices. While we have developed master plans for community growth, we have also engineered underground parking structures and vast industrial process plants. We has created sensitive site plans for cemeteries, shaped environments for meditation and worship, designed landmark corporate headquarters, and produced award-winning health-care and university facilities. And, we have won accolades for state-of-the-art scientific research facilities, as well as acoustically acclaimed performance centers, among many others.

With such a rich and diverse history, embracing the delivery of "superior quality, unequaled service and constant innovation," it is difficult to detail every milestone, every project, each colleague, and every turn of events that has molded the firm into the Harley Ellis Devereaux known today. Over the century, an untold number of talented staff members, including 160 Partners or Principals, have contributed their expertise, inspiration, genius and leadership to our organization's success. This written history is dedicated to them all.

But to everything there is a beginning, and for Harley Ellis Devereaux that beginning was January 10, 1908, when Alvin Ernest Harley joined with Norman Swain Atcheson to make big plans and establish the architecture practice of Harley and Atcheson.



HARLEY ELLIS DEVEREAUX  
CORPORATION

# The Early Years

*Harley and Atcheson (1908 – 1912)*  
*And*  
*Alvin E. Harley, Architect (1912 – 1932)*

The two young architects were striking out at a time of incredible change in American history and no place seemed to be changing faster than Detroit, Michigan.

Alvin E. Harley was born in March 1884 to Frank and Jane (McLeod) Harley in Portage LaPrairie, Manitoba, Canada. While his knowledge of farming kept Frank Harley tied to the land, he was intent on a more rewarding existence for his son. Frank's decision, to relocate his family in this search for a better life, led him to move in 1890, to London, Ontario - the halfway point between the burgeoning cities of Detroit, Michigan and Buffalo, New York.

After completing his elementary and early high school education in London, Alvin landed his first drafting job in the office of Herbert Matthews, a local architect of moderate status. It was his three years with Matthews that firmly established Alvin's decision to become an architect.

Matthews, supportive of Alvin's decision to leave London in pursuit of his architecture career, recommended he choose a city

where he would have the best opportunity for advancement. The choice of Detroit as a place to begin his apprenticeship was a logical one - for at that time - the city was developing a crop of noteworthy architects and engineers, who one day, would be remembered as being responsible for creating Detroit's most beautiful structures and developing some of the nation's leading manufacturing and technological advancements.

It is also likely that young Alvin Harley was influenced by Daniel Burnham's architecture of the 1893 Chicago World's Fair (World's Columbian Exposition). Burnham had assembled a stunning array of artistic and architectural talent to design the fair's palatial exhibition buildings. The "White City's" neoclassicism provoked a long-lived debate among architects. Some decried the "destructive" effects of the fair on contemporary architecture, while others praised the "civilizing" and uplifting effect that Burnham's Beaux-Arts plan would have on the public architecture of many squalid American cities.



Driven by technological development, America's economy had entered a long period of expansion following the Civil War. Manufacturers developed new techniques, as well as sophisticated business organizations, allowing them to greatly expand production. After the 1890's depression, Detroit's economy expanded as existing industries grew and the first automobile manufacturers began production. The Gilded Age led to iron stove and railroad car manufacturing in the city - bringing with it the first large-scale office buildings. So it was these early "Motor City" developments that undoubtedly had the young Harley packing his bags and heading to Detroit. There, he quickly found work as a draftsman and apprentice with two of the city's leading architects, first Albert Kahn, and then George D. Mason.

In 1903, at just 19 years of age, Harley joined Kahn's firm. Coincidentally, Kahn was associated at that time with Mason's firm to design the new Engineering Building at the University of Michigan in Ann Arbor.

Albert Kahn, who had ended his own formal schooling at age 11 in the hope of becoming an artist, learned how to draft and sketch while also working with Mason. The 15-year-old's time spent with Mason helped Kahn gain the experience

to win a scholarship for study in Europe, and to later open his own architecture firm in Detroit in 1897 at the age of 28. Kahn's lack of formal education is often cited as the reason he took on industrial projects other architects rejected. These assignments consequently introduced Alvin Harley to the more practical aspects of architectural practice.

Although it would be five years before Harley would lead his own architecture firm, the lessons he learned from Albert Kahn would stay with him, including Kahn's belief that architecture was, "90 percent business and 10 percent art." In later years, Alvin Harley would remark:

*"The two years I spent with Mr. Kahn were probably my most inspirational. Though some considered him a genius, I think he was more or less a common sense man. He knew how to put up a quality building, and had the smarts to capitalize on the construction hysteria of the 20s. Detroit is truly lucky to have an architect of his caliber as its own."*

Much as society was searching for order in this new Progressive Era, architects were also struggling to bring order to architecture as a profession. With the founding



of the American Institute of Architects in New York in 1857, debates raged over architectural style, and new iron-framed skyscrapers captured people's attention. Reinforced concrete gave architects and engineers the ability to design factory buildings with unimpeded spans free of supports – designs that would later play a role in the development of assembly line production in Detroit.

Leaving Kahn after a brief stay, Harley moved to George Mason's firm in 1905. That year, Mason designed a reinforced concrete building for the Cadillac Motor Car Company, while Kahn's firm designed the Packard Motor Company factory using reinforced concrete for the entire frame. When Harley joined Mason's firm, the elder architect feared Harley was too ensconced in the factory designs of Kahn. This concern led Mason to send the young architect to special art and architecture classes in order to introduce him to different architectural and design styles.

Mason had founded his firm in the late 1870's with Zachariah Rice and by the 20th Century had played a significant role in the development of architecture across Michigan. His residential designs for wealthy clientele dotted Detroit's streets, no doubt having a significant influence

on Harley. Mason also designed many of Detroit's churches, as its population grew northward along Woodward Avenue. Two of Mason's best-known buildings are the 1887 Grand Hotel on Mackinac Island, and the 1926 Masonic Temple in Detroit.

Mason's largest commission during Harley's tenure, however, was the original 1907 Pontchartrain Hotel, a 10-story hotel in Detroit comprised of an Italianate three-story base and a simple shaft design above. The hotel's brief history was indicative of two trends affecting architecture at the time - the demand for ever larger buildings and the struggle over style. The hotel's popularity as the social center of Detroit's business community led the owners to add five stories in 1916. Even at the time of the addition, however, the hotel was becoming outdated. By 1920, the land had been sold and the hotel razed. Today, the site – adjacent to Detroit's Campus Martius – is occupied by the First National Bank Building.

Alvin Harley's experiences with Kahn and Mason prepared him for the world of architecture and design embodied in the Pontchartrain's odyssey. Within a span of 13 years, the hotel was built with great fanfare, became the center of Detroit's business community, required





an extensive addition and modernization, and was then torn down because it was not modern enough.

It was with this rich background, that Harley launched his own professional practice with another Mason co-worker, Norman Swain Atcheson, in 1908. Atcheson was born in St. Louis, Missouri in 1876, Harley's elder by eight years. Prior to settling in Detroit, however, and also taking a position with Mason's firm, Atcheson had apprenticed with several architects in New York City.

As young architects, either they were blind to the economic downturn that Detroit and the United States were experiencing at the time, or farsighted enough to see the growth on the horizon. Despite a 25 percent decline in the number of building permits in Detroit from 1907 to 1908, a Masonic Lodge newsletter from the time reported that Harley and Atcheson were "doing business in spite of the dullness of the building line." Perhaps the two men noted that in the midst of the economic downturn, the production of passenger cars increased nearly 50 percent. Undoubtedly, they noticed Henry Ford introducing his Model T and William Durant purchasing the Buick, Oldsmobile, Cadillac, and Oakland car companies to create General Motors in 1908.

The wealth created by the boom in automobile manufacturing also created a strong demand for architectural services. In the five years that Harley and Atcheson were partners, the number of buildings constructed in Detroit more than doubled. Harley and Atcheson completed a number of projects highlighting the economic and cultural development of Detroit. They helped build the city where, "life was worth living," as a local paper noted, with their 1912 designs of the Globe Theater, a 650-seat vaudeville theater on Grand River Avenue at Trumbull, and the Henry Clay Hotel on Centre Street near Grand Circus Park. The Globe Theater, later expanded by C. Howard Crane, was ultimately closed and demolished in the 1970s. The Henry Clay Hotel is still in operation today as a part of the Milner Hotel chain, located near Detroit's Comerica Park and Ford Field.

By late 1912, despite their achievements, Alvin Harley and Norman Atcheson dissolved their partnership. Harley struck out on his own as Alvin E. Harley, Architect, continuing his early success in parallel to the continued wealth created by Detroit's automobile industry.

While little is known about Atcheson's later career, he did maintain an individual practice for a number of years in Detroit. He



died in 1938 in Woodside, California, south of San Francisco, at the age of 61.

In December 1913, as a newly naturalized U.S. citizen, Harley pursued his solo practice vigorously. Although his firm was not large enough to win the industrial commissions created by the exploding auto industry, Alvin caught a big break in 1914 when he beat out former mentor Albert Kahn to design a suburban residence in Bloomfield Hills, Michigan for Hugh Chalmers. The founder and president of Chalmers Motor Company, Hugh Chalmers sought an English cottage style structure popular among Detroit's elite. Harley designed a noteworthy 40-room residence for Chalmers and from there his practice in residential design took off.

In the late 1910s and early 1920s, Harley designed eight residences in northern Detroit's prestigious Palmer Woods, a new neighborhood recently converted from farmland. Marketed as an oasis from the grime of the city, Palmer Woods, along with the adjacent Sherwood Forest, became one of Detroit's elite neighborhoods.

Harley's residential designs in the affluent suburban neighborhood were something of an exercise in contrast at the time, with much of the world's attention

focused on World War I and the subsequent Spanish Flu pandemic. The most destructive events in recorded history, the flu pandemic started as "The Great War" was ending, and caused 20 million deaths - twice as many as the war itself.

Following the death and destruction from war and plague, the Roaring 20's were a welcome relief, emphasizing the period's social, artistic and cultural dynamism. The era was distinguished by inventions and discoveries of far-reaching import, unprecedented industrial growth, accelerated consumer demand, and significant changes in lifestyle. Normality returned to politics, jazz music blossomed, the flapper redefined modern womanhood and Art Deco design peaked.

These years brought a renewed focus on historical styles in residential, business and governmental architecture, as well as a determined search for a clearly modern architecture. After the discovery of the tomb of Egyptian pharaoh, Tutankhamen, in 1922, another building style became especially popular, exploiting historical references to ancient Egypt. For governmental buildings, architects and government officials felt that classical architecture was particularly appropriate, another influence on Harley's early years of practice.



HARLEY ELLIS DEVEREAUX  
CORPORATION

As the automobile industry in the Motor City continued to expand in the 1920s, Harley designed more residences in Grosse Pointe Park and Bloomfield Hills, both newly fashionable residential destinations for Detroit's wealthy. His design for the home of Owen R. Skelton, one of the founding engineers of the Chrysler Corporation, won him additional accolades. Beyond his residential work, Harley designed a number of commercial and industrial buildings, including projects for Hanan and Sons Shoes as well as the prestigious Demery Department Store.

In addition to his private practice, from 1915 to 1922 Alvin Harley formed a partnership with fellow architect Richard Marr. The record does not reveal the motivations of the two men; whether they were seeking a long-term partnership leading to the establishment of a large firm or whether they were coming together for specific projects. The latter seems more likely because they continued to design solo projects while partnering on some projects. They did form a corporation to undertake the design of the largest project they completed: the Jefferson Hall Apartment Hotel, a 57-unit building on East Jefferson in Detroit. Overall, the partners completed six projects, including residential, commercial, and mixed-use projects.

This era in the firm's history was further highlighted by a new tradition when, in 1918, the 34-year-old Harley relocated his offices for a third time – this time – finally to a building of his own design. He moved into the new six-story mixed-use McKerchey Building on Woodward Avenue at Sibley in Detroit. Although now demolished, Harley maintained his offices there until he and Harold Ellington joined forces in 1933.

During this period, Harley's professional reputation was growing as quickly as his business, and in 1921 he served as president of the Michigan Society of Architects (now AIA Michigan).

Sadly, toward the end of this decade of vigorous growth, the Wall Street Crash of 1929 took a major toll, punctuating the end of this era - as the Great Depression set in.



HARLEY ELLIS DEVEREAUX  
CORPORATION

# Surviving the Great Depression

*Harley and Ellington (1933-1942)*

While Alvin Harley was apprenticing with Kahn and Mason and later practicing with Norman Atcheson, another young man, Harold Slaight Ellington, was studying engineering and beginning his career in Chicago. Ellington, who would eventually become Harley's lifelong business partner, was born in Chicago in 1886, his parents having immigrated to the United States from London, England. He was every bit as immersed in the changing technology of building and civil engineering as Harley was in the wonders of architecture.

Ellington gained his initial industry experience working for the Chicago Engineering Department during the summer months while he was in school. In 1908, he graduated from the Armour Institute (now the Illinois Institute of Technology) with a Bachelor's Degree in Civil Engineering. In a short time Ellington was working for the Standard Concrete Construction Company as a chief engineer, designing reinforced concrete structures for buildings, bridges and breweries. In 1912, his experience with brewery stock houses brought him to Detroit. Once there, he accepted an offer

from Julius Stroh to become the plant and construction engineer for the Stroh Brewery Company.

As Detroit's population boomed, Ellington oversaw the major expansion of the Stroh Brewery – an expansion driven by demand for their new European-style fire-brewed Stroh's Beer. Ellington was involved with the construction of the new brew house, stock cellars, bottling plant, powerhouse, garages and installation of all the associated production equipment. Ellington was known for his innovative design solutions, which came in handy when the brewery needed to increase production from the 30,000 barrels per year it produced in 1880, to 500,000 barrels annually, all on the same site. The solution was a multi-story brewery relying on gravity flow to move the beer from one stage of the brewing process to the next.

Ellington's brewery construction experience came to an unfortunate halt when a voter-approved prohibition on the sale of beer, liquor and wine took effect in Michigan on May 1, 1917. His innovations



lived on, however, and decades later Ellington and his partners were commissioned to design breweries all over the world as the preeminent brewery architecture and engineering design firm.

With prohibition ending Stroh's production, Ellington quickly took a job as the construction engineer for J.B. Book and his brothers. The Book brothers had recently launched a plan to remake Detroit by developing Washington Boulevard into the most fashionable shopping, business and entertainment destination in the city. The Books purchased the existing Cadillac Hotel with plans to raze it and make room for a new larger structure. Since materials were in short supply due to the United States' entry into World War I, they opted for modest renovations to the hotel instead. Those renovations were designed by architect, Alvin Harley, with Harold Ellington overseeing the construction work. This was likely the initial working relationship for the two eventual partners. Despite the renovations, the Cadillac Hotel lasted only a few more years before it was razed in 1923.

During his brief two-year stint with the Book brothers, Ellington developed an appreciation for, and expertise in, the design of modern office buildings. He had

completed the engineering designs for the both the 14-story Book Building and the 22-story Washington Boulevard Building. This exposure to sophisticated building design and engineering would serve him well when, in 1919, Ellington established his first architecture and engineering practice with a fellow engineer, Joachim Giaver, and his architect partner, Frederick Dinkelberg.

Giaver and Dinkelberg had previously worked in Chicago for Daniel Burnham before forming their own firm. Giaver's long and illustrious career would include the adaptive design of the structural steel skeleton for the Statue of Liberty. Similarly, Dinkelberg, best known for his design of the Flatiron Building in New York City, was one of Burnham's chief designers. With Giaver and Dinkelberg's reputation in Chicago, and Ellington's reputation established through his successful experiences in Detroit, the new firm quickly won commissions around town.

The firm, known as Giaver, Dinkelberg and Ellington of Chicago and Detroit, may have been most lauded locally for their design of the new 18-story headquarters facility for the Stroh Brewery Company. Known as the Stroh Building, it was sited on the northern edge of Detroit's Grand



Circus Park. The building, now known as Grand Park Centre, was noted at the time for its “fascinating beauty combined with its great utility,” by a local newspaper. Other notable work for the three partners included the Bank of Detroit Building on Fort Street, and a residence for Gari M. Stroh, who later became president of Stroh in 1939.

Despite their apparent successes, the Detroit partnership dissolved after only four years and Giaver and Dinkelberg returned to their Chicago practice. Ellington quickly joined with Detroit-based architect, William C. Weston, and formed the firm of Weston and Ellington.

Weston was born in New Zealand in 1866, and moved to the United States in 1885. After apprenticing in Chicago at Daniel Burnham’s firm, Weston practiced briefly in Birmingham, Alabama, before relocating to Detroit. He joined with Harold Ellington in 1923, and over the ensuing decade, the two partners designed a number of Detroit’s significant buildings. The firm’s first health care projects were relatively small commissions - two nursing homes - one for Harper Hospital in Detroit, and one for Highland Park Hospital. This led to additional commissions by two different orders of Catholic nuns resulting in the Burtha

M. Fisher Nurses’ Home for Providence Hospital in 1926, and later the Burtha M. Fisher Home for the Aged in Detroit. Burtha Fisher was the wife of one of the seven Fisher brothers who founded Fisher Body, and she donated significant amounts to Catholic charities over the years.

The success of the Fisher Nurses’ Home established Weston and Ellington as Providence Hospital’s natural choice for the design of a new Sarah Fisher Home for Children. The Catholic order’s original orphanage operated in the Providence facility, however in 1926, the administration moved the orphanage to an old farmhouse on property donated by the Daughters of Charity. Unfortunately, a fire destroyed that building in 1928 and Charles Fisher, a Fisher Body heir, pledged the money necessary to build a new center.

The Sarah Fisher Children’s Home, in a northern suburb of Detroit, is comprised of ten individual cottages for the children, plus related administration buildings. The success of this unique design solution, one of the firm’s first residential care projects, also led to the opportunity to design the Arnold Home for the Aged in Detroit.

Weston and Ellington continued the firm’s work with industrial clients when, in 1922,



they were selected to design a new factory for the Ainger Printing Company. While a relatively small project, the solid reputation generated by their creative design once again led to the commission of bigger and better things. This included the complete industrial plant for the Howard Flint Ink Company, a client that would return to the firm decades later for continuing design services.

Weston and Ellington designed a series of pumping stations and service garages for the Detroit City and Gas Company. The growth in size and scope of these projects was a testament to the dynamic engineering reputation that Ellington was helping to build in his partnership.

Other industrial projects included factories for the Ditzler Color Company and the Electrograph Company. Each of these required complex engineering design solutions due to the nature of the company's production. The Ditzler project, for example, required the design of systems to safely move hazardous chemicals throughout the manufacturing process.

Weston and Ellington enhanced the firm's experience in the design of large-scale commercial projects during this era. In 1924, they designed the 15-story gothic-

styled Metropolitan Building on John R. Street in downtown Detroit. (At this writing, the building sits vacant awaiting redevelopment.) They also completed the Wardell Apartment-Hotel and the Fort Wayne Hotel, both in Detroit. The Wardell Hotel, located adjacent to the Detroit Institute of Arts, was a symbol of the newfound wealth in Detroit and its residents' desire to develop the cultural center. The nine-story Wardell, developed by Fred Wardell of the Eureka Vacuum Cleaning Company, was a unique apartment-hotel in which residents could live in their own apartments, while still enjoying the conveniences and services of a hotel. The lower floors included a ballroom, a main dining room and three private dining rooms. It contained a fountain room, men's and women's lounges, two writing rooms, a card room, a beauty parlor and a "ladies retiring room." The lobby features a mural, "The Native American Race," created by artist, Diego Rivera.

Weston and Ellington's abilities to combine architecture and engineering helped them build one of Detroit's most successful design firms. The firm prospered by meeting the design needs of emerging industries. Unfortunately, the prosperity of the 1920s came to an end as the American economy fell into the Great Depression.



Between 1928 and 1929 alone, the construction value of Weston and Ellington projects dropped by 50 percent. A local building industry magazine noted, “Architects will soon have to wear spurs to keep their feet from slipping off the desk.”

William Weston’s death in 1932 left Ellington without a partner in an economy that was reeling in the Great Depression. At the same time, Alvin Harley found himself in a similar situation, as the demand for the large-scale residences on which he had built his practice was waning. Harley briefly staved off financial difficulties by designing a mausoleum at the Jefferson Memorial Park in Pittsburgh, Pennsylvania, and by being named the architect for a new mausoleum at the White Chapel Cemetery in Troy, Michigan. Harley’s mausoleum designs for these two cemeteries would go on to win rave reviews and set him on a path to becoming nationally known for such work.

In 1933, with the unemployment rate in the United States standing at 23 percent and an economy still shrinking, Harley and Ellington, both now in their late 40’s, agreed to merge their partnerships. They named the new practice Harley and Ellington, Architects and Engineers, locating their offices in the Stroh Building

previously designed by Ellington’s prior firm. Simultaneously, Harold Ellington took on the position as the firm’s second president.

With the end of prohibition in 1932, Harley and Ellington were now able to capitalize on Ellington’s prior brewery experience. While most of Detroit’s smaller breweries closed their doors during prohibition, the larger companies like Stroh branched out into other areas of production. The Stroh Products Company produced soft drinks, malt products, ice cream, and alcohol reduced “temperance beer” or “near beer.” When prohibition ended in April 1933, Stroh had a cellar full of beer awaiting “de-alcoholization,” and the brewery sold its first legal beer on May 10, 1933.

Competitor, Goebel Brewing, was not as lucky and had to move quickly to expand its brewing capacity. The Goebel brew master, Otto Rosenbusch, had worked at Stroh when a younger Harold Ellington came on as the construction engineer. Rosenbusch immediately turned to his old friend to design a new brew house for Goebel. In 1933, the Goebel job comprised nearly 80 percent of Harley and Ellington’s earnings.

Thus began a key area of practice for the firm. Stroh’s booming business led





to a need for a new stock house and the company again turned to Harley and Ellington. The work on the new stock house presented a number of challenges. Stroh rejected the first set of design plans as too expensive, sending Harley and Ellington back to the drawing board. They returned with eight creative variations to their original plans. When all was said and done, however, Stroh opted for the most expansive of the proposals and in 1935 a seven-story stock house was built that included all of the original brewing functions.

The site of the new stock house also provided challenges. Any new construction on the site would have involved razing old buildings. This meant, however, that designs had to include plans for maintaining production while construction was underway. Harley and Ellington addressed this challenge through an innovative construction process that built the required stock capacity in two sections.

The second challenge is the one that truly put Harley and Ellington's skills to the test, as well as putting them at the top of the list for brewery design firms. The challenge was to provide maximum fermenting and storage capacity in a tremendously confined space. Ellington designed a system for suspending the single-piece,

glass-lined storage tanks so that they could be stacked on top of each other, doubling the storage capacity of each floor of the stock house. This reduced construction costs and improved the efficiency of Stroh's operation. In addition, Ellington developed a unique method for insulating the walls and ceilings that involved a multi-layer process for applying primer, plaster, asphalt, corkboard and finishing plaster. The firm's design of the Stroh stock house was heralded as the latest in modern brewery design in the *Brewer's Journal*, which covered the construction in a number of issues during 1936.

The brewery work was important to the success of Harley and Ellington. From 1934 through 1938, projects for Stroh alone comprised a quarter of the firm's work. Starting with a small project for Stroh in 1933, until America's entrance into World War II in 1941, brewery projects comprised over 50 percent of the firm's overall work.

Despite their success with brewery projects, the firm also relied on Harley's newly developed experience in mausoleum and cemetery design to remain strong. In 1934, for example, the White Chapel Mausoleum project alone was responsible for a majority of the firm's revenue. Alvin's nephew, Frederick M. Harley, who had started



working with his uncle in 1921, took a cross-country trip in the 1930s with the purpose of finding more cemetery work for the firm. Traveling on his own money, Fred took no salary for his efforts. There is no specific record of where Fred traveled, but the firm's cemetery and mausoleum business did take off strongly during the post-war years.

With the growth of the partnership of Harley and Ellington came the hiring of men whose names would later play important roles in the history of the firm. Julian Raymond Cowin, who had first worked for Harley from 1926 to 1932, returned to Harley and Ellington in 1938. Malcolm Roderick Stirton joined the firm as chief architectural designer in 1934. From the initial establishment of Alvin Harley's practice in 1908, until 1972, each of these four men served a period as president of the company, thus giving the firm the stability that enabled it to grow through boom times and survive through difficult ones.

Alvin Harley's personal and professional reputation grew during the development of Harley and Ellington, with Harley being elected president of the Detroit Chapter of the American Institute of Architects (now AIA Detroit) in 1935. In his acceptance speech, Alvin Harley praised the

"increasing architect-mindedness of the building public" for recognizing that an architect's services saved money in the long run. "Gone were the days," he proclaimed, "when home builders suffered from 'architectophobia' and believed that the only thing an architect added to the project was cost." Part of this change in mindset was due to the newly created Federal Housing Administration requiring that its architectural staff approve all blueprints and specifications before underwriting a home mortgage. Still, it was Harley's drive to cement architecture's reputation as a necessary and valuable profession that marked his presidency of the AIA's Detroit Chapter.

Ellington was similarly recognized by his peers when he was elected president of the Detroit Engineering Society in 1934. The Detroit Engineering Society was itself struggling, as a majority of its members were out of work. Even Ellington wished to relieve himself of more responsibility within the Society, but reluctantly accepted the position of first vice president. "I owe more or less of an obligation to the Society to stick by it and add my little bit for whatever it may be worth to help us out of the hole," he stated.

The reality is that Ellington's "little bit" would help save the Society from collapse.



By 1936, Ellington and the rest of the board of directors had reorganized into the Engineering Society of Detroit, restructuring the organization to meet the guidelines of other national engineering societies. The same year, the Rackham Fund, a philanthropic foundation created by Horace H. Rackham, one of the first investors in the Ford Motor Company, came through with its first grant to the Society. In his appeal to the Rackham Fund, Ellington wrote, in part:

*"Certain it is that the contributions of scientific research and engineering to the health, to the wealth, and to the happiness and welfare of humanity during the next century will far outstrip all that they have contributed during the past century of progress. For, above all, engineering science is a living thing, constantly growing, constantly developing, constantly offering new solutions to constantly changing social problems."*

As a result, the Rackham Fund grants would ultimately make possible the construction of the Horace H. Rackham Educational Memorial Building as the permanent home of the Engineering Society. The Rackham Building, designed by Harley, Ellington and Day, stands immediately south of the

Detroit Institute of Arts and is an important part of the city's cultural center. Harold Ellington, because of his leadership, was called upon to serve two independent terms as president of the Engineering Society of Detroit, first in 1935, and again in 1946. As his reputation grew, in 1938 he was also invited to become a member of the Board of Trustees of his alma mater, the Armour Institute in Chicago.

Through the firm's brewery, cemetery and commercial design work, a list of national clients was developing. In 1936, the Harley and Ellington partnership completed its first project outside of Michigan when it designed a stock house for the Eichler Brewing Company in New York City. The following year, the firm won the commission to design a mausoleum at Washington, D.C.'s Cedar Hill Cemetery, and completed projects for brewers in Cincinnati, Ohio and Newark, New Jersey. By 1938, more brewery projects in Boston, Brooklyn, Norristown, Pennsylvania and Windsor, Ontario, along with cemetery and mausoleum projects in Maryland and Ohio helped the firm establish a national reputation. An important milestone was reached in 1938 when over 40 percent of the firm's revenue was earned on projects outside of Michigan.



Harley and Ellington also expanded into other areas of architectural and engineering design, building on previous relationships with local companies such as the Ditzler Color Company, Evans Products, and the Howard Flint Ink Company. In 1938, the firm completed a large addition to the Arnold Home for the Aged, which Ellington had designed in the 1920s. The first projects in the firm's civic and cultural practice emerged during the late 1930s as well, with the commission to design the exposition buildings for the Michigan State Fairgrounds in Detroit.

The Depression era provided unfortunate challenges for most of society. Nonetheless, Alvin Harley and Harold Ellington had forged what would become a life-long partnership that not only sustained their professional practice, but cemented the link to the firm's future. Similarly, the late 1930s marked another important milestone in the firm's history, as collaboration would begin with another well-known design architect, Clarence E. Day.



HARLEY ELLIS DEVEREAUX  
CORPORATION

# Post War Success

*Harley, Ellington and Day (1943-1960)*

Born in Detroit in 1886, the same year as Harold Ellington, architect Clarence E. Day, Sr., graduated from the city's Central High School. From there, he would say, his formal education "came from the school of hard knocks." After serving apprenticeships with several Detroit architects between the years of 1905 and 1914, Day launched his firm in 1915 and built a strong individual practice. In his early practice, Day specialized in eclectic revival residential design work and is credited with creating some of the most impressive homes in the Detroit area. Working in many of the same upscale neighborhoods as Alvin Harley, Day designed residences for Detroit's social elite. Among his clients were officers of Ford and General Motors, including Benson Ford, K.T. Keller and Meyer Prentis.

Day worked in a variety of styles, traveling extensively to study in Europe. He was licensed as an architect in Michigan by exemption in 1927, the same year he completed his most famous residential design. This crowning achievement was an important example of an American

country estate: Moulton Manor – the Tudor home of William E. and Nina Scripps – built in Lake Orion, Michigan. Day received the Scripps commission after beating out both Albert Kahn and George Mason, although it probably didn't hurt that Day was married to Nina Scripps' sister. Following the family's use of the home, the Scripps Mansion served as a private religious retreat center. The Scripps Estate was added to the National Register of Historic Places in 2007.

On the heels of his noteworthy design work for the Scripps Estate, and prior to the Depression, Clarence Day also designed four homes in the small upscale Oakland County, Michigan waterfront community of Lake Angelus. One of these was a country home for his own family, which he named, Tarrycroft by the Lake. The following quote from the book, *Arts and Decoration*, nicely characterized his design:

*"In the house where [the architect] himself intends to live, he gives full expression to his imaginative and creative impulses. It is a composite*



*picture of things which during years of work have seemed to him as especially good, things concerned with general plans, with minute details and with less tangible matters."*

During the Great Depression, however, the residential commissions upon which Day had built his practice began to evaporate. He closed his business office in 1935, working out of his home until 1937, when work began to pick up again. Day completed numerous commercial and industrial projects, becoming an expert in the design of large-scale, multi-family residential projects. He served as an advisor on public housing to the Herbert J. Hoover and Franklin D. Roosevelt administrations, and it was in this field of public housing where Clarence Day first collaborated with Harley and Ellington.

By 1937, Day was associating on projects with Harley and Ellington, and by 1943 had merged his practice with theirs. A 1942 newspaper article attributes the design of one of Detroit's first federally funded public housing projects – the Frederick Douglas Homes – to Clarence E. Day and Harley and Ellington, Architects and Engineers.

Before the United States' entrance into WWII, Harley and Ellington had continued

to build their practice with many of the same clients that had supported them previously. Projects included additional work for the Ditzler Color Company and for Evans Products. The firm's relationship with the Howard Flint Ink Company helped them expand outside of Michigan when they designed a new plant in Houston, Texas. During the war, the government restricted brewing supplies, so Stroh and Goebel came to the firm for small changes and renovations, but no significant building took place in the brewery industry.

A 1941 commission to design a new Monsanto Chemical Company plant in Trenton, Michigan spurred a relationship that would expand after the war. In that same year, Harley and Ellington won the commission to design the new Vernor's Ginger Ale plant. That project began the firm's long-term relationship with Vernor's – a relationship that led the firm to design the broadly hailed Woodward Avenue Vernor's Bottling Plant, one of the most visible icons in Detroit when it finally opened in 1954.

Also in 1941, Harley and Ellington, with Clarence Day's involvement, took another step into the public spotlight with their design for the Horace H. Rackham Educational Memorial Building, the third



building in Detroit's cultural center. The first two buildings in the complex were the Detroit Public Library, completed in 1921, and the Detroit Institute of Arts, completed in 1927. (The firm would later be responsible for the south and north additions to the Detroit Institute of Arts.) The cultural center was the result of Detroit's "City Beautiful Movement," a movement that emerged during the early 20th Century as a result of downtown congestion, and the fear among Detroit's civic boosters that commerce was winning out over culture.

Occupying such an important place in Detroit's landscape gave the Rackham Building's classical design an importance to Harley and Ellington far beyond the earnings generated for the project. Local papers prominently featured the firm's work, and the Rackham Building marked the first time Harley, Ellington and Day worked with the renowned sculptor, Marshall Fredericks – a relationship that would endure until Frederick's death in 1998.

World War II brought momentous change to many areas of American life, including architecture. The war effort required a tremendous increase in the size of the federal government, and spearheaded a significant source of construction funds. Understanding that if they did

not aggressively pursue war work, the firm would suffer, Harley, Ellington and Day assembled their first comprehensive marketing brochure. In it, they described themselves as capable of planning and designing any kind of work the government had available. This first marketing portfolio included a listing of every completed project, along with the construction cost for each, resumes for every employee, client letters of recommendation, and photographs of recent work.

The effort paid off, with the firm winning commissions to design several projects in the Midwest, including the Terre Haute, Indiana War Aid Depot. Ellington stayed in Terre Haute for a significant period of time to personally oversee the project's construction. He was there long enough to miss Stroh's Beer, and write to Gary Stroh asking for, "six cases to be sent."

During this tumultuous time, the firm embraced Clarence Day's significant contributions and established him as a new partner. In 1943, the firm name was formally changed to Harley, Ellington and Day.

A remarkable boom in Michigan's population was occurring as people moved into the state to take war jobs, and this boom created a significant housing shortage.



Harley, Ellington and Day designed “war trailers” across Michigan for cities suffering from the housing shortage, including more substantial war housing projects in Saginaw and Muskegon Heights. The firm’s largest wartime-related project was the Naval Aviation Facility in Traverse City, Michigan, now used by the Coast Guard.

Later in the war, the federal government began to ease restrictions on the availability of building materials and new projects began to emerge. In 1944, Harley, Ellington and Day landed several new assignments that helped re-invigorate their practice. Healthcare design work kicked off with a new hospital in Macomb County, Michigan. Cemetery and mausoleum opportunities resumed, with seven projects in 1944 and 1945 alone. And plans were prepared for the 16 buildings that formed the Coldwater State Home and Training School in Michigan.

The mid-1940s saw Harley, Ellington and Day work on their first project for the University of Michigan in Ann Arbor, a relationship that continues to this day. The firm designed the General Services Building, which now serves as the University’s Literature, Science and the Arts Administration Building.

All three principals in the firm undertook fact-finding trips in their individual areas of expertise for marketing and education purposes. In 1945, Harold Ellington took a seven-week tour of Latin America, visiting brewery facilities and consulting with prospective clients. Clarence Day traveled throughout the United States visiting higher education institutions, and Alvin Harley undertook a tour to inspect mausoleums and cemeteries in the eastern and southern states.

As the firm grew in size, it became obvious to its leaders that they needed to formalize the firm’s structure. On February 21, 1946, they met to incorporate. In addition to the men whose names were “on the door,” Julian Cowin, Malcolm Stirton and Fred Harley were among the initial shareholders.

The newly incorporated firm quickly became a leader in the design of civic and cultural buildings, drawing upon its experiences with the Rackham Building in Detroit and the General Services Building at the University of Michigan. This expertise led to the firm’s commission to design Detroit’s Veterans Memorial Building.

The need for cultural and civic centers in Detroit emerged again after WWII, driven





by the greater acceptance of governmental planning in American life. Alvin Harley was an early and vocal advocate of city planning, addressing the need for post-war comprehensive city planning at an AIA national convention. While he recognized that Detroit was known as, “the second-fastest decaying city in the United States,” he rejected the argument that the city had outlived its usefulness. “What was needed,” Harley argued, “was a central planning authority that could bring people together from all sectors of civic, government, education and industry to help develop a comprehensive plan.” He suggested the City needed something that was, “not just a master plan of street widening but a master plan which will form the skeleton on which is based the future development of the city.” Harley also urged architects to become leaders in the movement to revitalize America’s central cities, arguing, “They were uniquely qualified to teach the citizens the need for civic planning.” He practiced what he preached, serving as chairman of the Site Committee for the Detroit World’s Fair Fact-Finding Committee.

Following the war, a number of other social, cultural and economic trends impacted the nature of the firm’s work. Americans became much more mobile

during the war as millions of troops and war workers moved about the country. This new mobility continued after the war, and the firm played a role in redesigning Detroit’s transportation system.

In 1946, Harley, Ellington and Day designed the renovations to Detroit’s Fort Street Union Rail Depot, improving efficiency by creating new passenger spaces within the same interior area. The firm designed six new garages for the Detroit Department of Street Railways – which had been converting from streetcars to buses during the prior two decades. As Michigan’s highway system expanded, demand for inter-city bus travel increased. By 1948, Detroit’s Greyhound bus terminal was the busiest in the country, selling more than one million tickets annually. Harley, Ellington and Day helped Greyhound by designing a new service garage that was hailed as the largest bus maintenance building in the world.

During this same period, the Detroit City Planning Commission created a Master Plan which was released publicly in 1946. The Commission believed the size of Detroit had become daunting and that many residents had withdrawn from civic life. A key component of the Master Plan was a Civic Center, to be developed along



the Detroit River, where all Detroiters could join in a variety of activities ranging from leisure to municipal business. The city touted the Civic Center plan, exclaiming, "It is a noble plan, a plan to stir the imagination."

So, Harley, Ellington and Day's design for the Veterans Memorial Hall helped catalyze the development of Detroit's Civic Center. The Veterans Memorial Hall was part of a long-term process to honor Detroit's veterans. While the Hall had first been approved by voters in the 1920s, construction finally began in 1947.

That same year, due to the firm's growth, Harley, Ellington and Day relocated to new office space in the nearby Red Cross Building on Elizabeth Street at John R Street. The building, which was later razed to make way for construction of the Detroit Tigers' Comerica Park, provided a grand new home for the firm. A quote from an edition of the Michigan Society of Architects *Bulletin* of the time read, "The trouble is the firm has more work than it can do. Can you imagine jobs that run \$20,000,000...?" The article went on to say in its review of the firm's new office space, "This building, with 16-foot ceilings and windows almost continuous, disproves the idea that a cobbler's children

go barefooted. At least, this architectural firm spares no pains to make its own quarters the best possible."

The firm's reputation, for creative design, helped it win the next big commission in Detroit's Civic Center – the City-County Building. This building would finally centralize the Detroit and Wayne County departments and courts scattered around the city. With the firm's design for the City-County Building, Harley, Ellington and Day learned what it was like to have their work on the front pages of the local papers. Every detail of the design and construction was covered, and local papers tended to focus on controversy. Coverage improved by the time the cornerstone was laid, and a glowing report appeared in the *Detroit Free Press* of the mayor's comments that the building housed, "the newest developments known to architectural science." Cited were: automatic elevators, self-setting clocks, movable interior partitions, and an advanced and unique air conditioning system utilizing Detroit River water. Unfortunately, that article and a subsequent story discussing the engineering marvels of the construction were the extent of positive coverage. More typical coverage was headlines similar to the one in the *Detroit Times* that read, "Blunders Plague City-County Bldg." Despite the controversy,



another paper ended an article proclaiming the new building would undoubtedly become a, “magnificent addition to Detroit’s Civic Center,” and that, “a work of art is long remembered and cherished after the price is forgotten.” The City-County Building ultimately became one of Detroit’s most recognizable buildings. Now known as the Coleman A. Young Municipal Center, the building and its Marshall Fredericks-designed “Spirit of Detroit” sculpture are recognized as an excellent example of the International School of Design.

Harley, Ellington and Day designed other civic projects that did not come with the controversy they found in Detroit. The firm designed two of the largest government buildings in the country in the 1950s: the Army Finance Center at Ft. Benjamin Harrison near Indianapolis, Indiana, and the State Department Building in Washington, D.C. The Army Finance Center consolidated all of the Army’s payroll functions within its two million square foot layout. The even larger State Department Building was indicative of the increased focus on foreign affairs in America during the Cold War.

Operating out of a facility built before WWI, the State Department was forced to locate many of its departments across the capital

city. The 2.6 million square foot building that Harley, Ellington and Day designed was actually an addition to the existing State Department Building. Before the firm could complete the original design, growth at the State Department necessitated changes. A new Undersecretary’s office was created and new quarters were required for personnel dealing strictly with Soviet affairs. The contemporary structure also was noteworthy for the inclusion of the Marshall Fredericks, “Expanding Universe Fountain,” marking another successful collaboration between Fredericks and the firm. Fredericks’ work was recommended by Harley, Ellington and Day for, “the closest cooperation between the architects and the sculptor, rather than treating the artwork to be done as an afterthought.” The fountain was constructed in the interior courtyard of the new building.

In the Detroit area, Harley, Ellington and Day continued their work in the design of suburban municipal buildings. Beginning with the Hazel Park Recreation Building in 1950, the firm went on to establish a reputation among local governments that made this type of work a significant part of the firm’s practice.

In 1957, the City of Dearborn hired Harley, Ellington and Day to create a master plan



for the new Dearborn Civic Center. The Center was to include an auditorium, youth center, library, police and fire buildings and a courthouse. While the auditorium was not built at the time, the firm did finish the other structures including the significant Henry Ford Centennial Library.

The decade of the 1950s eventually saw an end of the firm's booming brewery design business. Initially in the late 1940s and early 1950s, brewers began to consolidate, in order to improve production efficiency. The gravity and straight-line systems of old were not the most efficient means of moving materials. High labor costs, along with the brewers relocating to areas where larger parcels of property were available, changed the face of brewery design. Harley, Ellington and Day's reputation for brewery design was so strong that calls began to come in from all regions of the world. A 1950 *Detroit Free Press* article titled, "World Brewers Beat Path to His Door," was referring to Harold Ellington.

As people moved west, brewers were rushing to meet the demands of a booming California market – a market that saw the Los Angeles metropolitan area's population grow by 50 percent from 1940 to 1950. Both Schlitz and Anheuser-Busch, with Harley, Ellington and Day's help, built

breweries in the San Fernando Valley. The Schlitz Brewery in Van Nuys, California took advantage of available land to create an entirely self-contained facility using conveyors, elevators and pumps to move materials. The firm's innovative approach was praised for setting a new standard in brewery design, and helped Schlitz take the lead over Anheuser-Busch as the largest brewer in America. Schlitz's success was bittersweet for Harley, Ellington and Day, however, as it was the last complete brewery the firm designed. From that point forward, brewery work consisted only of changes and renovations, and almost exclusively for Stroh, which was relying on the acquisition of other existing breweries to increase their market presence.

The 1950s was also the decade when Harley, Ellington and Day pursued its higher education practice in earnest, and enjoyed continued good times from its mausoleum and cemetery work. Driven by the GI Bill, the decades following the war saw a tremendous increase in the number of Americans attending colleges and universities, and this increase created a demand for new facilities.

Led by Clarence Day, the firm capitalized on this expanding market, and began designing innovative buildings for



Michigan's colleges and universities. One of these assignments blossomed into the firm becoming the chief architect for the University of Detroit. The relationship with U of D began in 1948 when Harley, Ellington and Day designed the university's new library and then developed the new campus master plan. From this plan emerged designs for the armory building, the physical education building, the student activities building, the library and the men's dormitory – all by 1953. In a twist to the traditional design process, the firm enlisted the university's carpenters to build a full-scale model of a dormitory room and teams of students lived in the room, making suggestions on the layout of furniture and testing the equipment. Other higher education projects during this time included the Richard Cohn Building at Wayne State University in Detroit, and the Mary Markely Dormitory at the University of Michigan – Ann Arbor.

Harley's earlier success with mausoleums and cemeteries led to numerous new projects in the 1950s that enhanced the firm's reputation nationally. Mausoleum and cemetery projects were commissioned in Washington, D.C., Ohio, New York, Florida, Kansas, Missouri, Georgia, Pennsylvania and Michigan. Harley, Ellington and Day became so successful that the firm

sometimes struggled to efficiently meet workload demands, with a six-month waiting period for new clients becoming the norm.

As a reflection of their continuing achievements, both Harley and Ellington received additional professional recognitions during their careers. At the 1947 AIA National Convention held in Grand Rapids, Michigan, Alvin Harley was inducted into the AIA's prestigious College of Fellows, the first member of the firm to achieve the honor. The recognition noted, "For his pronounced sensibility in architectural design as the work produced by his office so eloquently testifies." In 1958, the AIA Detroit Chapter presented Harley with its highest honor, the Gold Medal, and at the same event, engineer Harold Ellington was made an Honorary Affiliate Member of the Chapter.

Regrettably, the end of the 1950s marked the end of an era in the firm's history. The three principals who had led the firm through its first 50 years were preparing for retirement, with Clarence E. Day being the first to retire in July 1959. In mid-1960, Harley and Ellington turned the leadership reins over to others, becoming "consultants" to the firm, and three years later they were honored with a gala joint retirement



HARLEY ELLIS DEVEREAUX  
CORPORATION

party on June 30, 1963. With these retirements, the firm's next transformation began and the Board of Directors changed the firm's name to Harley, Ellington, Cowin and Stirton. Regarding his own retirement, Harold Ellington wrote to the alumni director at his alma mater, the Illinois Institute of Technology, saying, "I think the most pleasing result comes from the character of service performed and the innumerable friendships which have been built through my career of some 55 years."

Harold Slaight Ellington died in March 1964, at the age of 78. He was cremated, and his remains are interred at the White Chapel Memorial Cemetery. Clarence E. Day died in March 1968, at the age of 81, in Grosse Pointe, Michigan. The firm's founder, Alvin Ernest Harley, died in September 1976, at the age of 92, and was interred in an elaborate private family crypt room, of his own design, in the Temple of Memories Mausoleum, of his own design, at the White Chapel Memorial Cemetery in Troy, Michigan. Interestingly, the cremated remains of his mentor, Albert Kahn, are interred in a nearby corridor niche of the same building.

Between the three namesakes, Harley, Ellington and Day, the firm prospered through more than five decades of good

times and trying times. Despite the peaks and valleys common to the design profession, they regularly left their hallmark on the diverse assignments they completed around the world. Most importantly, their standard for seamlessly-integrated architecture and engineering solutions established a significant legacy for their successors.



HARLEY ELLIS DEVEREAUX  
CORPORATION

# Struggle and Unrest

*Harley, Ellington, Cowin and Stirton (1961-1968)*

*And*

*Harley Ellington Associates (1969-1972)*

Harold Ellington retained the title of president until March 1962, before stepping aside for Julian Raymond Cowin to assume the position as the firm's third president.

Julian Cowin was born in 1903 in Greenville, Michigan, northeast of Grand Rapids. Following high school, he attended the University of Michigan and received his degree in architecture in 1924. Cowin apprenticed at several Detroit-area firms, including both Alvin Harley's and Eliel and Eero Saarinen's, eventually returning to Harley and Ellington's office in 1938. In taking on his new position as president in 1962, Cowin noted:

*"We never design for appearance alone, or any other single factor. Every building we plan must pass many strict tests including sound construction, efficient use of space, problem-free materials, as well as attractive appearance."*

It was clear that architecture in the sixties was undergoing a move to a more

streamlined contemporary look. In addition to changing design trends, Julian Cowin, Malcolm Stirton and Fred Harley, the remaining senior partners, faced the daunting task of continuing the firm's success after Harley, Ellington and Day retired.

Locally, the industrial economy upon which Detroit was built entered a downward spiral, as manufacturers began to move operations outside the city, and even outside the state. While the national economy was in a downturn, Detroit was reeling even more. Unemployment rates in the Motor City in the late 1950s were running at 15 percent.

Harley, Ellington, Cowin and Stirton responded to these difficult economic times by expanding into new practice areas. Although the firm struggled with significant change during the 1960s, as did most of the country, their reputation and new business relationships solidified the base from which the firm would prosper. Fortunately, local and federal government needs continued to expand,



as municipalities at all levels worked to accommodate population growth and to offer new services to their citizens. Harley, Ellington, Cowin and Stirton designed a number of recreation centers, libraries, city halls and police stations for cities in throughout Southeast Michigan.

In 1962, the firm once again was called upon to take part in the Detroit Cultural Center's growth by designing, in association with Gunnar Birkerts, the south wing addition to the Detroit Institute of Arts. It opened to rave reviews in 1966. Two years later the firm won the commission, without Birkerts, to design the north wing addition to the DIA. It opened in 1971. The DIA South Wing was ultimately honored with the AIA Detroit 25 Year Award in 1993. At the time, these two additions helped place Harley, Ellington, Cowin and Stirton squarely in the spotlight as the architects and engineers for many of Detroit's most significant public buildings.

Increased military spending continued during the first few years of the 1960s, and Harley, Ellington, Cowin and Stirton designed dormitories, hospitals, armories and other non-base buildings for many Air Force facilities in Michigan. Among those commissions was a new hospital at the Selfridge Air National Guard Base

in Macomb County, near Mt. Clemens, Michigan.

The mausoleum and cemetery market played a key role in the firm's stability during the 1960s with projects emerging all over the eastern and Midwestern United States. Federally funded senior citizen housing remained a constant source of significant work during the early 1960s, and the firm became the leading designer for federally financed senior housing in the state, with 18 facilities constructed from Detroit to the far reaches of Michigan's Upper Peninsula.

The higher education practice remained strong, as enrollments continued to grow, and the scope of curriculums expanded to create new demands for more complex facilities. Because of its past relationship with higher education institutions, and its ability to seamlessly combine creative architectural designs with sophisticated engineering solutions, the firm was well positioned to take advantage of this demand.

Harley, Ellington, Cowin and Stirton's first research-oriented university building was the 1961 Institute of Biology and Medicine at Michigan State University, in East Lansing. The relationship created with MSU, another that continues to this day,





led to the firm's design of the Veterinary Clinic, the Student Services Building, the Communications Arts and Sciences Building, and the Hearing and Speech Rehabilitation Building. Most of these structures required solutions that coordinated research functions and technology infrastructure with traditional classrooms and public spaces.

In 1965, the firm designed the Chemistry and Biological Sciences Building for Michigan Technological University in Houghton, and the Highway Safety Research Institute at the University of Michigan – Ann Arbor. In addition to this work, they were enlisted to develop the master plan for suburban Detroit's, Macomb Community College, eventually designing most of the individual structures for the college's new south campus.

Despite the depressed nature of the local economy, Harley, Ellington, Cowin and Stirton was called upon to develop the first two large-scale offices to be constructed in Detroit since the 1930s. The first was the complete renovation of, and major expansion to, the Michigan Mutual Liability Corporation's headquarters, which ironically, was the renamed Stroh Building that Giaver, Dinkelberg and Ellington designed back in 1921.

The largest commission awarded to the firm in the 1960s was the 27-story Detroit Bank and Trust Building (Comerica Building) on West Fort Street in downtown Detroit. Today, it is now known as the 211 West Fort Street Building. At the time, Detroit architectural critic, W. Hawkins Ferry, described the high rise building as striking, "a note of restrained dignity befitting a bank. In the 1960s, the Michigan statewide and local AIA Chapters began the current industry tradition of issuing annual competitive design honor awards for noteworthy projects created by its members. Records indicate that, in 1965, the Detroit Bank and Trust Building was the first of many of the firm's projects to receive a Design Honor Award from the Michigan Society of Architects (now AIA Michigan).

During the decade, companies began moving their offices away from urban downtowns, like Detroit, and out into the new suburbs. Harley, Ellington, Cowin and Stirton undertook a number of projects fueled by this trend, starting with the major headquarters building for Cincinnati's Union Central Life Insurance Company. Located on the northern edge of Cincinnati, the international style building still serves as the headquarters for this historic company.



For the Maccabees Mutual Insurance Company, the firm completed a new headquarters office building in Southfield, Michigan. It won the *Institute of Administrative Management* "Office of the Year Award" for its innovative design allowing all the functions of the company to flow easily and more efficiently. Promotional materials and articles describing the Union Central and Maccabees buildings touted the continuous workspaces that facilitated, "easy movement between departments and the dispatch of mail and files by automatic conveyors to all parts of the building." These wide-open workspaces could not have been accommodated in the smaller and older downtown buildings.

Other areas of Harley, Ellington, Cowin and Stirton's success came from initial growth and expansion in the industrial, automotive, healthcare, and science and research fields. The 1960s were a time in which rapidly advancing technology began permeating more areas of society, including manufacturing and healthcare. These technological developments created new demands in architectural and engineering design – needs that the firm was qualified to fulfill. Although not a major part of the firm's portfolio during the 1960s, these assignments demonstrated an ability to

embrace new manufacturing technologies and signaled even bigger things to come.

With the Soviet Union's launch of Sputnik in 1957, and President John F. Kennedy's challenge to, "land a man on the moon...by the end of the century," the space race was on. Harley, Ellington, Cowin and Stirton played a key role in designing facilities for companies undertaking research as part of America's space program. The Bendix Aviation Corporation selected Harley, Ellington, Cowin and Stirton for a number of facilities such as the High Altitude Research Lab at its plant in Ann Arbor, Michigan. Another Michigan company, the Dow Chemical Company in Midland, called on the firm for its new Chemical and Physical Research Laboratories.

Another area undergoing remarkable transformation during the 1960s was the healthcare industry, so Harley, Ellington, Cowin and Stirton undertook its first healthcare marketing campaign. The campaign highlighted the difficulties faced by health care providers at a time in which rapid advances in medical research led to constantly changing procedures and equipment needs. Increasing technology needs came at a time when governments were having difficulty raising funds, and construction costs were escalating rapidly.



Guidelines at the time noted that modern hospitals needed unified facilities providing for the diversity of functions and flexibility for future change while maintaining an economical cost. This marketing effort paid off when the firm landed the design for South Macomb Hospital's new facilities in 1963.

Continuing the firm's tradition of innovation, Harley, Ellington, Cowin and Stirton's work on South Macomb Hospital was ultimately recognized as significant, when in 1966, Baylor University's Hospital Administration program requested copies of the models, materials and concepts to use in its educational course on contemporary Medical Facilities Planning. Four decades later, the firm was selected to design a new science facility on the Baylor University campus.

Despite enjoying relative success in various practice areas, the 60s decade turned out to be the firm's most challenging. The failure of many projects to move to construction was the result of significant economic and social turmoil, with many of these challenges arising from the struggle to revitalize Detroit's downtown.

One of the biggest drains on the firm's resources came as a result of its involvement

with an attempted revitalization of the "Kern Block," home of Kern's Department Store until it closed its doors in 1959. In 1962, the City of Detroit purchased the property and razed the building. In 1967, the city held a competition to select redevelopment proposals for the Kern Block, considered to be one of the most valuable pieces of property in the United States. Harley, Ellington, Cowin and Stirton's plans for a high-rise office building won the competition. Unfortunately, the project never proceeded, and the development partner never compensated the firm for its significant work effort.

The Kern Block project was just one of several in the 1960s that never reached fruition. In 1960, Harley, Ellington, Cowin and Stirton designed a 38-acre pedestrian mall for the Detroit City Planning Commission. The mall would connect the riverfront Civic Center with the shopping district on Washington Boulevard. Although the design won an urban design award from *Progressive Architecture* magazine, this project was also never realized.

In 1967, the firm developed preliminary plans to add a 50-story office tower addition to the City-County Building. Prospects for the project were short-lived, however, as it was announced just two weeks before



the infamous Detroit civil riots broke out, and all development came to a halt in the city.

In response to the economic and societal challenges taking place during the 1960s, management at Harley, Ellington, Cowin and Stirton instituted a number of changes. The firm established a sales staff, charged specifically with new obtaining new work. The Board of Directors established an operations committee charged with, “maintaining an efficient and economic operation of the firm,” and the firm closed its Washington, D.C. office. In 1962, the firm also investigated the possibility of investing in the development of a department store in Livonia, Michigan, and the following year, in a Hilton Hotel. Neither venture panned out.

At mid-decade, the firm’s fortunes briefly improved. In 1967, Julian Cowin moved up to become Chairman of the Board, and Malcolm Roderick Stirton was appointed the firm’s fourth president. Stirton was born in Port Huron, Michigan in 1909, and his family relocated to Detroit in 1914. He attended the Detroit’s Cass Technical High School Public Schools, and received his degree in architecture from the University of Michigan in 1932. Stirton was at the top of his class at the U of M, serving as class

president, and receiving both the National AIA’s “School Scholastic Medal,” and the “George G. Booth Traveling Fellowship,” which he used to study in Europe. Stirton later noted about his Fellowship, “It was a God-send at that time, because in 1932 there was practically no work in any office in Detroit. Actually, one large office had a ping pong table set up in the drafting room to kill time.”

The upturn was short-lived. By the end of 1967, following Detroit’s civil unrest, business conditions were at a low point. While there was a modest improvement in 1968, the firm still struggled with the business climate and inefficient operations. Stirton’s efforts to improve the firm during the trying times of the 1960s did lead, however, to a number of transformational changes that eventually became permanent improvements.

A 1966 public relations study led to the development of today’s marketing strategies. The study noted that, despite being held in high regard by current clients, Harley, Ellington, Cowin and Stirton did not enjoy a strong reputation with the general public, perspective clients, and some architectural editors. Perhaps most troubling was the finding that the firm’s current employees did not name it as one



of the top firms in Detroit. According to the study, this “inferiority complex” arose from the firm’s rapid growth in the 1950s, and a communications breakdown. Neither staff nor outsiders were fully aware of all the firm’s activities and successes. The study also noted that Harley, Ellington, Cowin and Stirton’s leadership had a reputation of “ultra-conservatism” resulting in some difficulty attracting “bright young men.”

A new marketing focus was developed in response to the study, targeting specific areas of the firm’s practice. New brochures relied heavily on images instead of written descriptions of work. And, while the office in the Red Cross Building was heralded when it was first occupied in 1948, the study found, “the reception room as neutral in appearance, emphasized by poor lighting...easily regarded as the waiting room of physicians, lawyers or accountants.” The firm quickly remodeled its lobby and reception area incorporating photography and models of its work.

Despite these improvements, the struggles continued through the end of the decade. Most challenging to the firm, however, was the lack of adequate succession planning, and more members of the historic management team were retiring. In 1969, both Julian Cowin and Fred Harley retired.

Julian Cowin died in 1978 in Sarasota, Florida. Left were Malcolm Stirton, and Fred Hildebrandt, another of the firm’s long-time leaders, as the remaining senior executives and both were fast approaching retirement age.

By the next year, the firm’s designers were struggling in their efforts to move the firm in new creative directions. With tensions continuing to build between the design and management groups, in a low historical note, the entire 8-person design team, known as the “Miller 8,” resigned from the firm in the fall of 1969.

In an almost amusing anecdote to the firm’s history, the firm once again changed its name in 1969 to Harley Ellington Associates. President Malcolm Stirton reported the change was to, “avoid the necessity of a name change in the future.” The time had also arrived for the firm to relocate out of the city’s embattled downtown area. A new suburban location was found in Southfield, Michigan, just north of the city that had been the firm’s home for sixty years.

The 1960s were a time of immense change in all areas of public and private life, and similarly for Harley, Ellington, Cowin and Stirton. The decade is often referred



HARLEY ELLIS DEVEREAUX  
CORPORATION

to as a social revolution, global in scale. In the United States, social change was wrought by the civil rights movement, the anti-war movement, the rise of feminism and gay rights, and even the invention of the microchip. The “Sixties” ultimately became synonymous with all the new, exciting, and radical events and trends of the period. For the firm, the 1960s was a decade of economic turmoil and financial upheaval. The men responsible for founding and leading the firm from its inception were gone, and an adequate transition plan was lacking. Things were looking bleak. A new decade was beginning, however, and in traditional innovative style, the firm faced these challenges with a renewed commitment, another name change, and new visionary leadership.

# The Rebuilding Years

*Harley Ellington Pierce Yee Associates (1973 -1994)*

In 1970, as the firm settled into new offices at the corner of Evergreen Road and Civic Center Drive, in Southfield, Michigan, the future was still uncertain. Firm principal Fred Hildebrandt raised grave concerns about the retirement of the firm's experienced principals without an appropriate transition plan in place. Accordingly, he turned to Ralph Pierce, whom he had known professionally for years, and suggested that the firm of Pierce, Wolf, Yee and Associates consider a merger with Harley Ellington Associates. Management from both firms evaluated the idea, determining it would be a good match.

Ralph Pierce and Anthony J. Wolf were professional engineers who had first met while working for the Detroit firm of George Wagschal Associates. When the two set out to begin their own consulting business in 1958, Pierce said, "they just didn't know any better," and Detroit's struggling economy made it a difficult time for the new professionals to launch their practice.

Ralph Pierce was born in Chicago in April 1926. He received his degree in

Electrical Engineering from Northwestern University in 1946, after which he relocated to Detroit. Pierce worked as an engineer for the Detroit Edison Company until 1952, when he became a registered professional engineer in Michigan, and moved to Wagschal's Office.

Over time, Pierce recognized the opportunities that offering architectural services might present for their firm, and he took a job working evenings for a local architecture firm to learn the trade. In 1966, Pierce and Wolf added civil engineer, Warren W. Yee, PhD, and created the firm of Pierce, Wolf, Yee and Associates. Yee, a native of China and a 1943 Ph.D. graduate of the University of Illinois, worked with Smith, Hinchman & Grylls Associates (now known as the SmithGroup) in Detroit, prior to joining Pierce & Wolf.

Despite being primarily an engineering firm, by the end of the 1960s, Pierce, Wolf, Yee had expanded their services and built a reputation as a full-service engineering and architecture firm. That developing reputation, coupled with a strong management



team, was an essential element in the merger with Harley Ellington Associates. "The projects of tomorrow for the clients of tomorrow cannot be accomplished by the architectural firms of yesterday and today," Malcolm Stirton said when announcing the merger. "We are structuring our firm in response to the need for more complete services from one source." Warren Yee agreed, saying, "The architectural and engineering field is changing so rapidly, size has become a requirement for providing expertise in many areas of client need."

The initial merger occurred in early 1970, when the shareholders approved the purchase of some Harley Ellington Associates shares by Pierce, Wolf, Yee, and named all three individuals as officers. The two firms did not immediately create a single entity however; announcing that they would, "operate under separate names and retain considerable autonomy in their activities," while completing existing commissions.

During this period, the firm also launched an effort to help re-build the social fabric of the Detroit community. Late in 1971, a unique *Youth Career Program* intended to provide pre-college educational exposure for promising minority students was

initiated. The program's student participants were selected by Detroit City Council Commissioners; they became apprentice employees of the firm, and were given the title of "junior engineer." In an effort to re-invest in the city, the firm also opened a branch office in Detroit's Commerce Building. Unfortunately, both initiatives were short-lived, as economic issues provided other challenges for the firm.

In early 1973, Malcolm Stirton retired from practice; Tony Wolf left the organization to start his own practice, and the businesses formally changed into Harley Ellington Pierce Yee Associates. Ralph Pierce was named the firm's fifth president and chief executive officer, Warren Yee was named Chairman, and staff co-located into the office already established in Southfield. Malcolm Stirton, following his own retirement, moved to Sarasota, Florida, where he died in October 1982. Warren Yee retired from active practice in 1980, and died a few years later.

With the organization formally merged, the combined strength helped launch Harley Ellington Pierce Yee Associates into new areas of practice without sacrificing existing ones. The reputation and relationships with local municipalities led to a number of additional projects designing





city halls, recreation centers, libraries and fire stations. The mausoleum and cemetery practice remained strong, and became a favorite area of practice for Ralph Pierce, picking up that focus where Alvin Haley had left off.

The higher education practice reflected the changing nature of education in Michigan, as the state expanded the community colleges system. Macomb Community College returned to the firm to design additional buildings in response to their increased enrollment. Seven buildings were developed for Delta College in Saginaw, Michigan. Other work came from Oakland Community College and the University of Michigan's Flint and Dearborn campuses.

Simultaneously, industrial and automotive opportunities began playing a more dominant role in the firm, emerging from positive changes in the economy coupled with the previous experiences of Pierce, Wolf, Yee and Associates. Projects were completed for Chevrolet in New York and Michigan, and for Chrysler, including a new truck assembly plant in Michigan.

Another practice innovation occurred in the early 1970s, when Harley Ellington Pierce Yee Associates developed an

energy management-consulting practice in reaction to the emerging energy crisis. The firm's *Energy Evaluation and Management Program* offered analysis of facilities as a service to clients to help them save on escalating energy costs. An official for Delta Airlines lauded the firm's development of an *Energy Evaluation and Management Manual for Airports*, noting the firm, "geared up for energy conservation design prior to the time this became a popular theme for architectural and engineering firms across the country."

Healthcare continued emerging as a key element in the firm's practice. Harley Ellington Pierce Yee Associates was commissioned for additions at two of the hospitals from the Peoples Community Hospital Authority in suburban Detroit. In the early 1970s, the firm designed a 256-bed addition to the existing Ingham Medical Center in Lansing, Michigan. The most significant healthcare work of the 1970s, however, was for the University of Michigan Hospital in Ann Arbor, involving a complex series of major renovations at the existing complex, and spanning many years.

Late in the 1970s, Harley Ellington Pierce Yee Associates completed a number of assignments epitomizing the changes



reshaping the urban landscape. In 1978, the firm was hired to renovate parts of one of American's greatest urban department stores – the J.L. Hudson Company store in downtown Detroit – while simultaneously helping to redesign parts of their new suburban department store at the Northland Shopping Mall – the first of its kind in the United States.

As the population of Detroit shifted, observers argued that a new lifestyle was emerging - one centered on life in the suburbs where residents could comfortably and safely satisfy their needs. Gone were the days when people traveled to the downtown business district for work and shopping. The significant Prudential Town Center complex in Southfield established a new type of suburban living, working, shopping and entertainment center for those wishing to avoid commuting and home ownership. The firm participated on the Prudential design team. The world of architecture and engineering was changing in regard to where projects were occurring, and Harley Ellington Pierce Yee's roots in Detroit had served it well over the years. More recent decades demonstrated, however, that relationships centered solely on a city in decline could endanger the firm. Emerging from the decade of the 1970s, the firm had yet to

regain the strong position it had achieved in the 1950s. However, with new leadership, and the expansion into new areas of practice, the firm was continuing its way forward, and started an initiative aimed at recruiting the brightest talent to ensure a sustainable future. Many of those recruited still play an important role today for Harley Ellis Devereaux.

The 1980s was a decade of growth, and Harley Ellington Pierce Yee made strong moves into the future - expanding its practice geographically, adding new talent, and developing new areas of expertise. It was a decade during which president, Ralph Pierce, would lead the firm to see its annual gross revenue triple. Harley Ellington Pierce Yee's success in the 1980s was built upon nearly 70 years of solving complex technological challenges with a creative focus. In many ways, the firm was waiting for the world to catch up to it. Pierce noted:

*"Design is important in the solution of an engineering problem, just as engineering is important in the solution of a basic design problem," Pierce said. "Structures that respect both of these disciplines have a history of better fulfilling their objective and of withstanding the test of time."*



Expanding its healthcare design team put the firm in a prime position as that market increased. Working for more than 30 healthcare clients, the firm completed more than 250 medical projects during the 1980s. These included individual buildings and renovations for Hutzel Hospital and Holy Cross Hospital in Detroit, Montgomery County Medical Center in Maryland, and the University of Michigan Hospital in Ann Arbor, among many others. The firm's success in the healthcare field arose from the understanding that designing hospitals presented many unique challenges. A marketing brochure from the era reflected the firm's philosophy stating, "It is well to say that hospitals must be designed around the needs of the patient, but concepts of these needs as well as their extent, and even the definition of what makes a patient, are constantly changing, abruptly or subtly."

Also in the 1980s, continuing advances in the sciences were changing the nature of higher education and the design needs of universities. The firm's two most significant projects – the new chemical and biological science buildings for Indiana University in Bloomington, and the University of Michigan in Ann Arbor – both provided the challenge of designing major additions to older, outdated buildings, and

providing state-of-the-art teaching and research areas while maintaining a visual connection to each university's history.

For Indiana University, Harley Ellington Pierce Yee designed an expansion using carefully detailed Indiana limestone on the exterior façade, complimenting the look of the original building. At the University of Michigan, the 1908 Chemistry Building required a major addition. The U of M faculty was conducting cutting-edge research, at sites scattered throughout campus. The University wanted to bring all of these programs under one roof that incorporated the latest technologies. In addition, one of the key design challenges for this building was how the firm would deal with a unique site location. At the center of U of M's campus is a large square with two major diagonal walkways functioning as important pathways for students. One of those walkways passed directly through the center of the building site. The innovative solution allows the diagonal walk to penetrate the building at ground level, where it opens into a five-story sky-lit atrium before exiting the other side, thus continuing a U of M tradition of "crossing the Diag."

Besides the scientific fields, Harley Ellington Pierce Yee received commissions for



fine arts, communications arts, and performing arts facilities. Early in the decade, the firm teamed with Texas-based architect, CRS, to design the Clifton and Dolores Wharton Performing Arts Center at Michigan State University, which officially opened in September 1982 to a performance by the Chicago Symphony Orchestra. A quarter century after that inaugural performance, Wharton Center received the prestigious AIA Michigan Twenty-five Year Award in 2007. Also in the 1980s, the firm was engaged in work on two other award-winning buildings, the Fine Arts Center at Western Michigan University, and Central Michigan University's new Music Building in Mt. Pleasant.

Harley Ellington Pierce Yee emerged as a leader in designing facilities for the new biotechnology industry, as well. In 1984, the State of Michigan tapped the firm's expertise for a research and development center for the newly formed Michigan Biotechnology Institute. Located adjacent to Michigan State University's campus in East Lansing, the center was based on a modular lab concept giving researchers the ability to reconfigure labs as their needs changed.

Corporate and commercial work transitioned into a new era during the 1980s,

with the firm enhancing its reputation for designing contemporary buildings that blended into their environments. The first large office project of the decade was for Comerica Bank. First commissioned to conduct a massive site search for Comerica in southeastern Michigan, the assignment led to development of the Oakland (County) Technology Park in Auburn Hills. This was followed by the design of the first building in the park, the new Operations Center for Comerica. It is a dynamic design providing a four-story block of uninterrupted office space, bisected by a 30-foot wide four-story atrium. *The Detroit Free Press* architectural critic at the time lauded the firm for its, "humanizing modern design centered on the atrium that allows natural light to bathe the employees and serve as an orientation point for the building."

Building upon its success with Comerica, the firm completed a number of innovative corporate and commercial projects during the 1980s. The work was so successful that the *Detroit Free Press* featured three projects in a 1989 article titled, "Best modern architecture results in more than just a pretty space." Critics praised the design of the GMF Robotics Headquarters, because of its arched walkway that curves around the building, allowing employees to gather just yards from the Clinton



River. The walkway is likened more to a garden than a hallway in an office building. Praise also was lauded upon the ITT Automotive Headquarters for the sensitive site placement which retained trees to shelter the building from the road. One critic noted, "There are obvious lessons to be learned from these examples, which, if mastered, would improve our aesthetic environment."

In addition to its creative design solutions and its focus on quality and service excellence, Harley Ellington Pierce Yee was recognized for its unique design process, which directly involves the building owners and employees. The GMF Robotics Corporation president, Eric Mittelstadt, told the *Detroit Free Press* that he and his staff had worked so closely with the firm's designers that, "when we moved into the building, it was almost like we'd been here before." Client involvement was one of Harley Ellington Pierce Yee's trademarks, and the firm likened it to a journey. "We make the extra effort to hold their hand and walk with them to evolve a design," said one of the firm's principals.

In 1983, the firm began design work on the First Center Office Plaza, in Southfield, Michigan. City zoning ordinances presented a design challenge due to a four-

story height restriction. Designers feared that saturating the site with large four-story buildings would create a "visual disaster." The solution sought a variance allowing the building height to be an average of four stories. Thus, designers were able to create three pairs of buildings of varying heights, each with a distinctive entry and a sky-lit atrium spanned by bridges. The First Center Office Plaza remains the firm's present headquarters location.

During this time, the firm was charged with a new technical center in Ann Arbor for another long-term client, the Flint Ink Corporation. The Technical Center moved the research functions of the company from the original buildings, designed by Ellington in the 1920s, into a new building on a wooded site. The firm was later commissioned to design an addition for Flint Ink that would once again house the company's world headquarters.

The last corporate project of the 1980s was also the largest. Harley Ellington Pierce Yee, beating out several other nationally recognized firms, won the commission for the complete interior architecture and engineering work for the new Chrysler Technology Center at the Oakland Technology Park in Auburn Hills, Michigan. At the time, this Center was the single



largest construction project underway in the country. To assist Chrysler achieve its goals of improved quality and reduced vehicle development time, the firm collaborated with Chrysler on the development of interior spaces with minimal separations, and in a company first, designers had to allow for the driving of vehicles inside the 2.6 million square foot complex.

The newspaper coverage of the firm's office projects, and positive articles about the firm, once again placed Harley Ellington PierceYee in the public spotlight as a leading regional architecture and engineering design firm. From the late 1970s to the late 1980s, the firm's annual revenues surged by more than 600%. Even with the firm's growth, the midwestern marketplace showed signs of weakening. To meet yet another challenge, the firm undertook its first attempt to expand nationally with the creation of the HEPY Group.

The HEPY Group consisted of a series of formal strategic alliances with smaller firms in other areas of the country. The firms included, Fields & Silverman Architects in Los Angeles, Mountain Kasch Associates in Denver, and Burke Bales Mills and Associates in Orlando. Harley Ellington PierceYee also maintained the right to practice in Ontario, Canada, through licensure

that had grown out of the Pierce, Wolf, Yee and Associates organization.

The HEPY Group strategic alliance in Los Angeles initially produced a series of smaller project associations, but more importantly, it would kindle a relationship that set the stage for a more formal arrangement two decades later. The Colorado alliance resulted in two noteworthy commissions - an aircraft maintenance facility at Denver's Stapleton Airport, and a dining hall expansion at the United States Air Force Academy in Colorado Springs. For a brief period, between 1984 and 1986, the Colorado office became a wholly owned branch office of the firm. Over time, the alliances with Mountain Kasch (later known as Kasch Dukes) and Burke Bales Mills (now known as Burke Houge Mills) dissolved proving to be non-productive and cumbersome.

During his 18 years as president of the firm, Ralph Pierce, successfully led the organization to reestablish itself as a stable and respected architecture and engineering practice serving a wide cross-section of clients. At the end of 1990, Pierce retired from the firm he had helped to re-build. He now lives in southern California and, at the time of this writing, serves the organization as a staff member



HARLEY ELLIS DEVEREAUX  
CORPORATION

and advisor in the firm's current Los Angeles office.

In 1979, during his tenure as president, Pierce also recruited architect, Dennis Michael King, as a project manager for the firm. King was born in Detroit in 1946, had received his education in the Detroit public schools, and his architecture degree from the University of Michigan in 1969. After working at three smaller architecture firms in the Detroit area, King joined Harley Ellington Pierce Yee in search of the full-service resources and capabilities of a larger architecture and engineering firm. He was elected a principal in 1981, taking on leadership of the firm's project management discipline. Later in the decade, as a member of the company's management team, King took over responsibility for the firm's business development and marketing activities. King focused the organization around a series of niche market segments emphasizing design work for technically and technologically sophisticated projects – the historical strength of the firm. The goal was to provide unique expertise that best suited clients' needs. When Ralph Pierce retired, Dennis King was positioned as the sixth president and chief executive officer of the firm.

King espoused a leadership belief that, like society as a whole, organizational growth and change was continuous, and should be embraced as a challenging opportunity. While the firm had achieved great things over its rich history, markets were shifting and society was on the move. The firm, King believed, needed to think about the design business strategically, and it would succeed by leveraging the individual and collective strengths of its staff.

The leadership transition in the early 1990s proved successful as the firm's work in specialty areas helped expand its reputation for design solutions combining creative architecture with unique engineering. The largest growth area in the 1990s continued to be in the health-care practice. Working for more than 50 separate clients, Harley Ellington Pierce Yee Associates designed a wide array of notable healthcare projects during this decade. By the end of the 1990s, it was difficult for an individual to receive health-care services in southeast Michigan without stepping through the door of a building the firm had designed or renovated. Completed additions and renovations to the suburban William Beaumont Hospitals, to Detroit's Henry Ford Hospital, and major expansion, additions and renovations to the Veterans Administration Hospital in



HARLEY ELLIS DEVEREAUX  
CORPORATION

Ann Arbor, were just a few examples of the firm's breadth and depth in this arena. The VA Medical Center Campus redevelopment alone spanned more than a decade, starting in 1991 and concluding in 2002, and included a new energy center, medical research laboratory facility, two parking garages, a major clinical addition, and comprehensive renovation of the existing hospital infrastructure and facilities. The creative architectural and engineering design work done on the Medical Center's Energy Center garnered both AIA Michigan and AIA Detroit Honor Awards.

In the industrial and automotive practice, projects for the "BigThree" auto companies highlighted the firm's heritage. The Ford Motor Company's new Scientific Research Laboratory, as well as their Fairlane Training and Development Center, both won design awards from the Engineering Society of Detroit. For General Motors, the firm won a competition to design a new Truck Product Center, one of the largest adaptive renovations and reuse projects in the country, and the keystone for GM's new Centerpoint Business Campus in Pontiac, Michigan. Mercedes Benz, Toyota and other foreign and domestic automotive manufacturers and parts suppliers also turned to the firm to design their research and development facilities throughout the United States.

Michigan's colleges and universities continued to rely on Harley Ellington Pierce Yee's expertise with assignments for new facilities on their campuses. Michigan State University returned to the firm again, when it needed a new infectious disease control facility for its veterinary program, as well as the Food Toxicology Laboratory, and an addition to their Cyclotron Lab. The firm's ability to design for combined education and research attracted additional opportunities, culminating in the Oakland University Science Building in Rochester Hills, Michigan; the Northwestern University Technological Institute in Chicago; the Norfolk State College Materials Research Center; and renovations to Eastern Michigan University's science buildings.

Harley Ellington Pierce Yee's heritage had always included the design of spiritually related spaces. This success continued and was recognized through numerous design awards in the 1990s. The firm received both AIA Michigan and AIA Detroit Honor Awards for the Christ the King Mausoleum at the Queen of Heaven Cemetery in Chicago, and the Mausoleum of the Saints, at the Resurrection Cemetery in Mount Clemens, Michigan. At the Queen of Heaven Cemetery in Chicago, the firm had previously designed both the Queen





of Heaven Mausoleum, and in 1971, the Resurrection Community Mausoleum, which is featured in the Guinness Book of World Records for the largest stained glass installation in the world. The firm's innovative approaches at St. Anne's Church, and at St. Hugo of the Hills Church, both for the Archdiocese of Detroit, also garnered great recognitions.

The *Seasons* retreat center for the John E. Fetzer Institute in Kalamazoo, Michigan also captured accolades and awards. On the same site as the Institute's headquarters designed previously by the firm, the retreat center is sited in the middle of a forest, creating a serene and contemplative setting. In addition to praise from the client and users, the firm won AIA Michigan and AIA Detroit Honor Awards, and an Award of Excellence from the Engineering Society of Detroit.

Much of the firm's recent success is attributed to the quality-based management systems and organizational development work shepherded under the leadership of Dennis King in the 1990s. King recognized that generational change, coupled with the advent of even more advanced technology, called for him to adopt a team-based leadership style. After his initial year as the firm's president, during which time

he studied and evaluated service industry management models – he concluded the firm could most benefit from a long-range service-quality focused improvement process. Starting with molding the organization's culture into one in which people embraced continuous improvement, King and his colleagues, "took the company apart and rebuilt it." The *Competitive Excellence Program* that emerged from this effort still forms the firm's core Quality Operating System today.

Creating the program involved a great deal of hard work by everyone in the firm, work that is on going. The evaluation of the firm revealed that internal structures did not serve the firm's clients as well as they could. A traditional company hierarchy often focused on personal gain, rather than on how to best serve the client. The firm realigned, utilizing an "upside-down" structure, so that serving clients (both external and internal) became the focus of everyone's efforts. At the same time, in 1995, the firm once again changed its identity to, Harley Ellington Design, to better reflect its mission as a design-focused architecture and engineering business. A new strategic vision, re-embracing superior quality, unequaled service and constant innovation, was now driving the growing organization.



HARLEY ELLIS DEVEREAUX  
CORPORATION

# An Era of Expansion

*Harley Ellington Design (1995-1999)*

*And*

*HarleyEllis (2000-2005)*

*And*

*Harley Ellis Devereaux (2006-Present)*

The firm's journey in pursuit of superior quality, unequaled service and constant innovation was initially rewarded when Harley Ellington Design earned the prestigious Ford Motor Company "Q1 Award," in 1996. And a few years later, the firm became one of the few architecture and engineering firms in the country to achieve certification to the international quality standard of *ISO 9001*, and it remains in that position to this date.

Although the *Competitive Excellence Program* at Harley Ellington Design helped reassert the firm's focus on service to clients, it did little to offset the economic realities of being located in an area of the country where the construction market was shrinking. Dennis King, and the firm's leadership team, recognized the need for a strategic change in direction, but the catalyst came from an unlikely source. In 1992, a graduate student from the University of Michigan interviewed King for a thesis he was writing about why essentially all southeastern Michigan-based architecture and engineering firms were losing

their standing in the *Engineering News-Record's* annual national rankings of design firms measured by revenue. Upon further examination, it became clear that even though most of the design firms in the industrial heartland were growing, it was at an alarmingly slower pace than in other regions of the nation. The industrial "rust belt" cliché was factual, and the firm had two choices - to either grow aggressively, or shrink to a niche firm. Standing still was not an option. King's leadership team made the decision to expand the organization into other geographic markets, in order to serve new clients, and to offer a more diverse portfolio of services.

One local competitor stood out as a prime merger candidate to strengthen and broaden the firm's practice. Ellis/Naeayaert/Genheimer Associates (ENGA), headquartered in Troy, Michigan, had been competing with Harley Ellington Design for years, following seemingly similar paths through the Midwestern architecture and engineering world.



ENGA's roots began nearly four decades earlier with Roger S. Naeyaert. Born in Belgium, Naeyaert was a naturalized U.S. citizen and World War II veteran. After the war, he used his Servicemen's Readjustment Act (G.I. Bill) benefits to earn a mechanical and industrial engineering degree from the University of Detroit in 1951. A ten-year apprenticeship in the automobile industry led him to open Pantech Engineering in 1962. Specializing in precision machine tool and industrial conveyor design, Pantech met with success, expanding from a staff of just four engineers initially, to 70 within its first two years in business. The company broadened its capabilities by affiliating with the local architecture firm of Ellis and Associates in 1964.

William Henry Ellis was born in 1915, and graduated from the Detroit Public Schools. Over the ensuing 28 years, Ellis apprenticed at several firms in Windsor, Ontario and Detroit, spent time in the service, and continued his education before opening his own architecture practice. Bill Ellis and Roger Naeyaert shared a similar design philosophy that came from their years of working with industrial clients. They would say, "The building is only there to protect the process from the wind, rain and snow. The manufacturer must be able to get

raw materials to the process, and finished goods away from the process efficiently. And there must be adequate space to maintain the process." This rather simple philosophy served them well, and by 1965, the two firms had formally merged under the name Ellis/Naeyaert Associates.

Ellis/Naeyaert quickly established itself as a leading architecture and engineering firm, capitalizing on Ellis' experience in technologically sophisticated projects that included new plants for Detroit's "Big 3" automobile manufacturers. During the late-1960s and 1970s, Ellis/Naeyaert completed more than 500 projects for Ford, General Motors and Chrysler.

With the mid-1970s downturn in the auto industry becoming a liability, Ellis/Naeyaert looked for opportunities to diversify. In 1974, the firm was hired as a construction operations analyst for the \$350 million Detroit Renaissance Center along the riverfront. Within a few years, the firm completed designs for a 1.2 million square foot K-Mart distribution center in Pennsylvania, and major retail shopping malls in Virginia and Connecticut.

In 1977, J. Edward Genheimer, a structural engineer who had joined the firm in 1969, became president of the firm, and the name



changed to Ellis/Naeyaert/Genheimer Associates. Under Genheimer's leadership, diversification efforts paid off further, when in the 1980s, the firm added corporate office and research buildings to its established list of automotive and industrial projects. These new clients included national companies such as Parke-Davis, Upjohn, Immuno-US, Robert Bosch and TRW. The firm's engineering strength also provided the opportunity to undertake several unique projects, such as the Restoration of Production Services at the U.S. Department of Energy's Y-12 Uranium complex in Tennessee, a 4.7-mile vehicle test track for Volkswagen in Arizona, a wind tunnel for Boeing in Washington state, design for the re-construction of the Detroit-Windsor Tunnel Plaza (a vital socio-economic link between the two countries), and critical program management services for the \$110 million Downtown Detroit People Mover.

ENGA's expansion efforts also took a new direction with the acquisition of Southeastern Architects/Engineers/Planners in late 1981. The 30-person Southeastern organization had offices in Asheville, North Carolina, Charleston, South Carolina and Boca Raton, Florida. Incorporated in 1977, Southeastern primarily served military and commercial clients.

Similarly, ENGA acquired Six Associates in 1988, and merged them with the operations in Asheville to become ENG/6A. Six Associates, which was founded in 1941, was best known for its work with health-care, educational and governmental clients. Eventually, the Boca Raton and Charleston offices were sold to employee groups in 1989, leaving the Michigan and North Carolina locations intact.

Over the years - as Ellis/Naeyaert/Genheimer Associates shifted its focus from engineering-centered projects to the broader full-service architecture and engineering marketplace - it kept running into Harley Ellington Design as a frequent competitor for corporate design work. In reflecting back to the time, Dennis King said, "it seemed like every time we turned around, Ellis/Naeyaert/Genheimer was there as a competitor for the same project." So, in early 1999, King met with James W. Page, the current Ellis/Naeyaert/Genheimer president. Page had assumed leadership of ENGA in 1994. King pitched the idea of a merger to strengthen both firms, reinforcing that the two organizations seemed to be a natural choice for a partnership. King learned from Page that Ellis/Naeyaert/Genheimer's management had already been discussing the same idea. Following a year of thoughtful negotiations, the two



HARLEY ELLIS DEVEREAUX  
CORPORATION

firms consummated an exciting merger in January 2000, and adopted yet another new identity, HarleyEllis.

The merger that formed HarleyEllis created a combined staff of 300 and melded the strengths of the two firms. Harley Ellington Design, with a staff of 175, was seen as an architecture and engineering firm, and Ellis/Naeyaert/Genheimer, with a staff of 125, was better known as an engineering and architecture firm. The Ellis/Naeyaert/Genheimer staff moved to the First Center Office Plaza, thus co-locating with the Harley Ellington Design staff in Southfield. This combination created an architecture and engineering balance that was stronger than ever, and the local design and construction community quickly took note of the strategic move.

The new management team, with Dennis King serving as corporate chairman and James Page serving as corporate executive, were committed to new services capitalizing on expanded staff talents. One of these new avenues was the wholly owned division called Spectrum Strategies - a consulting practice focused on strategic planning, program management, real estate and facilities-related consulting services. Spectrum Strategies represented one part of the new continuum

of services that HarleyEllis would use to move the firm forward. Another service, HarleyEllis Build, allowed the now broader organization to differentiate itself from its competitors and serve its clients with dedicated expertise in planning, design and construction.

With the success of the merger, HarleyEllis was named the AIA Michigan Firm of the Year in 2000. This prestigious award recognized the firm's dedication to superior client service and the constant innovations its projects and business organization reflected.

The merger's success also allowed HarleyEllis to turn its attention to further Midwest expansion, an important aspect of its strategic plan for growth. The cities of Chicago to the west, and Cincinnati to the south, were identified as the next appropriate expansion locations because, when combined with the firm's strong Detroit presence, these three locations could best serve most clients. And so, HarleyEllis began the search for a suitable Cincinnati merger partner. New commissions in the area were already being pursued, and one such prospect - the University of Cincinnati's new Medical Sciences Building- seemed like a natural choice to provide the firm with a large



and significant project for a noteworthy client in the Cincinnati marketplace. As fate would have it, a challenge unfolded at the interview. Because HarleyEllis was Michigan-based, University officials informed the firm that, in order to be considered for the complex commission, its planned Ohio office needed to be operational. Realizing the importance of moving quickly, HarleyEllis committed to a “cold start” of the new Cincinnati office, in lieu of a merger with a local firm, and won the University of Cincinnati project. With this major award under its belt, and the Cincinnati office up and running, it became clear to the firm that the older Asheville office served too small a market area, and the practice there was sold to a local North Carolina firm looking to expand.

HarleyEllis next embarked on the search for a suitable, well-established merger partner in Chicago - the Midwest’s most dynamic metropolitan center. Chicago was simply too large and complex a marketplace in which to start an office from scratch. Following an extensive search for an interested and appropriate merger partner in Chicago, the 50-person firm of Environ was selected as the candidate firm for further discussion.

John H. Nelson and Andrew S. Jaworski

established Environ in 1980, at first working part time and on weekends from Nelson’s back porch. In 1981, Environ landed the Parish Center project for St. Barbara Parish, in Brookfield, Illinois. That assignment made it possible for the fledgling firm to open its first small office.

Soon afterwards, the Employee Transfer Corporation offered Environ another project opportunity. Nelson and Jaworski now had enough work to hire additional staff and claim their place as a full-fledged architecture firm. Environ’s next breaks came in 1983 and 1984, when it won commissions for the new Brookfield Library, and a project for the British Home, a senior living facility. From there, Environ continued to branch out into other areas. By 1985, it had completed several large townhouses and condominiums, as well as renovating the historic Chicago Academy of Sciences Building. The quality of its work earned the firm a designation as one of the, “new up and coming architects,” by the *Chicago Tribune*.

During the next few years, Environ kept expanding, growing to thirty employees and opening an auxiliary office. Projects in and out of Illinois were underway, including retail and office spaces, restaurant interiors and government buildings.



By the mid-1990s, the firm's leadership decided to take a step back from the rapid growth of the first 15 years. They created a more formal organizational structure in an effort to effectively serve their growing client list. With these changes in place, the firm continued to grow through the late-1990s. By 2000, the firm had reached 50 employees, and *Crain's Chicago Business* named Environ one of Chicago's Top 25 Architecture Firms.

As an essential part of their continuing effort to maintain effective control during this time of growth, Environ's leadership team refined its vision and developed a long-range plan, noting it would benefit from a mix of larger projects and better management tools. Developing the plan was the easy part; implementing it seemed to be a daunting task, until HarleyEllis showed up at the door. "The merger was logical," John Nelson said. "It would have taken us years on our own to accomplish our goals." The merger discussions took nine months, with Nelson and his colleagues agreeing this gradual approach was appropriate in order to ensure success in the end.

After the merger, which became official on January 1, 2003, HarleyEllis had more than 350 employees propelling the firm

forward. The Chicago office, at 401 West Superior in the River North area of the city, operated under the name Environ HarleyEllis for two years as a planned transition strategy of the merger, and converted to HarleyEllis at the beginning of 2005.

The future of the firm, founded by Alvin Harley in 1908, was beginning to look remarkably like the best of the past. The firm's three offices in Chicago, Detroit and Cincinnati - blanketed the Midwest marketplace and enabled it to reach out nationally as well. The firm offered a continuum of specialized services through studios (centers of practice) focused on health-care, science and research, industrial and automotive, educational, corporate, commercial, civic, and residential project types. In a historically sad note however, the brewery and cemetery and mausoleum practice areas ceased to be a focus of the firm, as those markets had changed dramatically in step with society.

Conversely, the firm's other markets were strong. A series of projects to design cardiac centers at hospitals in Michigan helped HarleyEllis become the largest provider of health care design services in the state, and one of the top 50 in the United States. Higher education commissions,



HARLEY ELLIS DEVEREAUX  
CORPORATION

such as those for the Baylor University science complex in Texas, and the Western Michigan University Engineering School, met the needs of universities looking to expand their curricula. Automotive assignments were underway for several companies, including General Motors' Light Truck Assembly Plant in Shreveport, Louisiana. The long history of senior living homes and civic projects continued. And, the firm's past circled around to its future again, when HarleyEllis was selected for renovations to the Comerica Bank Operations Center in Auburn Hills, Michigan, a building the firm had originally designed in 1983. Additionally, Spectrum Strategies' practice in Chicago, landed a program management assignment for a portion of that city's new Millennium Park - an opportunity leading to on-going design and management work for the park.

Despite its recent geographic expansion, and the benefits that would be achieved, HarleyEllis was still a Midwestern firm, with no office more than a five-hour drive away. More importantly, the Midwest's economy was struggling more so than other areas of the nation, and Michigan's automotive industry was in a dire condition, clearly impacting other market sectors in the region. The firm's leadership returned to its strategic plans, determining

that the continued growth and health of the firm depended on expansion into the faster-growing regions of the western United States.

For this round of expansion, HarleyEllis looked first to the relationship it had maintained with Fields Devereaux Architects & Engineers, previously known as Fields & Silverman Architects, AIA when it was a member of the HEPY Group in the 1980s.

Edwin Fields founded his firm in 1963, after just three years at his first job with Austin, Field and Fry, one of Los Angeles' most well-established architecture firms. He slowly built the practice, focusing first on industrial projects such as meatpacking and tannery plants, then expanding into retail facilities. In 1968, Fields was joined by Joel Silverman to form Fields & Silverman Architects. By the 1980s, Fields & Silverman was well known for its numerous retail, residential, office and industrial projects.

J. Peter Devereaux joined Fields & Silverman Architects as the leader of design in 1985. Born in April 1956 in Allentown, Pennsylvania to parents of German and Irish decent, Devereaux was the first member of his family to attend college in the United States. He initially





HARLEY ELLIS DEVEREAUX  
CORPORATION

attended Pennsylvania State University, and received his Master of Architecture Degree from the Yale University Graduate School of Architecture, where he edited the School's prestigious journal, *Perspecta*. Upon graduating, Devereaux apprenticed at the New Haven, Connecticut offices of the Yale Dean and architect, Cesar Pelli, until he moved to Los Angeles to join Edwin Fields at mid-decade.

By 1987, Devereaux was made a partner, and the firm was renamed Fields/Silverman & Devereaux. In the midst of their success, Joel Silverman took an early retirement in 1989, and the firm was renamed Fields Devereaux. Peter Devereaux took over the marketing and business development aspects for the organization, expanding the firm's practice into educational and civic projects.

Unexpectedly, an economic downturn hit the southern California economy in the early 1990s, and it was particularly destructive to design industry firms. Devereaux estimated that 50 percent of the architectural workforce in California was unemployed at its peak. At that time, Fields Devereaux, like most California architecture firms, did not create their own engineering designs, preferring to partner with consulting engineering firms for

that portion of their work. In 1995, at the height of the economic downturn, employees working for a consulting engineering firm handling the majority of the Fields Devereaux work, confided in them that, because they had not been paid in weeks, they would be resigning from their firm. Edwin Fields and Peter Devereaux jumped at the opportunity - hiring the newly available engineers. Fields Devereaux instantly became one of only a few California firms to offer both architecture and engineering design services, modeling itself after its strategic partner, HarleyEllis, in Detroit the Los Angeles firm changed its name to Fields Devereaux Architects & Engineers.

The firm's expansion came just as the Los Angeles economy was revving up in the aftermath of the 1994 earthquake. Overnight, billions of dollars of work became available, and Fields Devereaux Architects & Engineers was growing by as much as 25 percent per year. As staff size grew, the firm also expanded geographically. In 2000, an office in Riverside, California - east of Los Angeles - was launched. In 2002, Devereaux recruited Ralph Pierce to do some marketing work for Fields Devereaux. Pierce was living in San Diego after retiring from Harley Ellington Pierce Yee. Later that year, the San Diego office of Fields Devereaux was



opened. And, in 2003, Fields Devereaux acquired a small architect's practice in Bakersfield, California, positioning the firm in another location in Southern California. Fields Devereaux Architects & Engineers was growing dramatically.

A significant number of award-winning design solutions were being crafted by Fields Devereaux Architects & Engineers during this period of dramatic growth. With an emphasis on, and special expertise in, the education market, examples included the 2002 Oaks Christian High School in Westlake Village, California, a winner of four recognition awards; and the 2006 Charles H. Kim Elementary School for the Los Angeles Unified School District – a school that was one of the first to meet the new “California High Performance Schools” criteria. Similarly, the firm's design of innovative library solutions was being recognized with the 2003 award-winning Oak Park, California (Unified School District) High School Library; and the 2004 eco-friendly City of Los Angeles Lakeview Terrace Library – the first library in the United States to achieve a Platinum LEED Certification from the US Green Building Council (USGBC). At the same time, the Los Angeles Regional Forensic Laboratory, a pursuit first secured through the HEPY Group strategic alliance, was

being designed as a joint project with HarleyEllis - helping to establish the organization's reputation as a nationally-recognized resource for crime laboratory and forensic facility design.

In January 2001, Edwin Fields, planning for his retirement, sold his ownership in Fields Devereaux and executed a five-year consulting arrangement, which he completed in 2005. Throughout this transition time, Peter Devereaux was having discussions with Dennis King regarding the potential of a possible merger with HarleyEllis, but both firms decided such a move was premature. Between 2001 and 2005, however, both firms had grown to the point where a merger promised to create a truly national firm of significant stature. In January 2005, the two firms renewed their merger discussions in earnest.

The months leading up to the January 2006 merger and identity change were tumultuous and rewarding, Harley Ellis Devereaux was quickly transformed from a collection of local and regional offices into a national design firm - one of the 150 largest design firms in the country. Dennis King assumed the title of Chairman and CEO, and Peter Devereaux embraced his role as the organization's seventh president.



HARLEY ELLIS DEVEREAUX  
CORPORATION

The firm was now home to nearly 500 staff, located in seven offices, across four states, and this had happened almost overnight. In six short years, starting in 2000, Harley Ellington Design merged with Ellis/Naeyaert/Genheimer Associates to form HarleyEllis. Environ merged in and became Environ HarleyEllis in Chicago for two years, before converting to HarleyEllis. In the fall of 2005, another small health-care design firm, Rodie Scherrer (Robert Rodie and Jerald Scherrer), merged their practice into HarleyEllis' Chicago office. Fields Devereaux Architects & Engineers merged with HarleyEllis and the organization became Harley Ellis Devereaux in January 2006. And, in the fall of 2006, two more small practices - Scallion Gordon (Molly Scanlon and James Gordon), a San Diego-based healthcare design practice, and Palladia (Ralph Mocerino), a Detroit-based retail design practice - joined the organization.

In 2007, following an evaluation of the firm's seven locations, a decision was made to phase out the two smallest offices - Cincinnati and Bakersfield - strategically positioning the firm to refocus on its strengths in the other five major locations.

As Harley Ellis Devereaux prepared for a

centennial celebration in 2008, the firm's vision was clear, and the path for the firm's continued growth into the next century of service was set. As an example, ZweigWhite, a design industry management consulting firm, named Harley Ellis Devereaux to its national *Hot Firm 2007 List of the 200 Fastest-Growing A/E/P Firms*. Thus, the final decade of the firm's first century featured significant expansion, as the nationally recognized organization continued its client commitment to deliver superior quality, unequaled service and constant innovation. A myriad of noteworthy projects were crafted during these growth years - far too many to chronicle here - for clients regularly returning to the organization for its creative solutions. Most importantly, the organization's expanding staff of superbly talented and highly qualified people was due the credit.

As Harley and Ellington might certainly have said on the occasion of this century milestone, *"The architecture is never a veneer; the engineering is never an afterthought."*



HARLEY ELLIS DEVEREAUX  
CORPORATION

# The Next Hundred Years

*Harley Ellis Devereaux (2006-Present)*

In the 1990s, the Society for Marketing Professional Services issued a challenge to the design industry to, "Change or Die." The challenge was a straightforward reference to the frenetic pace of societal and technological change that firms in the design industry were being faced with then – and still are now – and the need to embrace change in order to ensure a successful future. Harley Ellis Devereaux has indeed changed, and is meeting this challenge. From just two founding practitioners in 1908, Alvin Harley and Norman Atcheson, we have grown to 55 talented principals currently leading the organization.

In the last decade alone, we have grown our firm from a respectful 175 employees, to nearly 500 - and from one office location in Michigan, to five offices across the United States including Detroit, Chicago and Los Angeles, San Diego and Riverside, California. We are proud to be seen as a vigorous nationwide design presence boasting a significant national footprint in the fields of healthcare, science and research, industrial and automotive,

corporate, commercial and residential, and educational projects design.

We have an eye on the future with innovative initiatives such as Spectrum Strategies, GreenWorks Studio, Crime Lab Design and HED Build. Each of these "partner companies" - along with Harley Ellis Devereaux's comprehensive design services - offers a unique set of capabilities that, taken together, provide a complete continuum of facilities and real estate planning, design and construction services.

We work at keeping our organization attitudinally fresh, dedicated to being flexible and nimble as the new century, and new opportunities, arrive and evolve. To prosper and survive, we believe our practice must be on the leading edge of our industry, setting the standard for others to follow.

In his "Chairman's Remarks," from the February 2007 Annual Shareholders Meeting, Dennis Michael King laid down the challenge, as he sees it, for the next hundred years:



HARLEY ELLIS DEVEREAUX  
CORPORATION

*"2006 was a watershed year for our company - as we grew into a truly national organization. In 2008, our company will enter into its second century of practice. This will be the achievement of an enormous accomplishment. Very few firms in our industry can stake this 100 year claim, and we should be tremendously proud of its significance. When Alvin Harley started his architectural practice in 1908, it was a time of incredible change in American history. This was the world into which our founder set out 100 years ago.*

*As we continue this heritage, our future is still brighter. We have a solid foundation to build upon, a wealth of experience to call upon, and an economy rich with opportunities to rely upon. But, nothing is guaranteed. Our enhanced success will come from the dedication of our people, from more focused goals, and from cooperative working relationships. Just fifteen months ago, we entered the world of architecture and engineering with a brand new identity. Not as a brand new company, but rather as one with a century-long heritage. We were instantly transformed from what had been a collection of local and regional*

*offices into a national design firm – as a matter of fact - one of the 150 largest design firms in the Country.*

*The expectations we hold for our future success are high. So, what must we do to achieve them? What do we need to do differently in order to enjoy ever greater results? How do we communicate better? How do we become more nimble? How do we deal with the speed of change in business? How do we do great architecture and engineering on an international scale? How do we have more fun? How do we get to know one another better? How do we get ahead of our competition? Where do we find the "best of the best," and how do we attract them to our firm? How do we truly solidify, and learn to live, our "employer of choice" reputation? How do we do it all differently?*

*The challenges are greater than we have ever experienced before. We, collectively, have the answers. I suggest that it is time for us to believe in the possible - to craft our own future. The opportunities are well within our grasp. Remember Chicago-architect Daniel Hudson Burnham's quote, "Make no little plans; they have no*



HARLEY ELLIS DEVEREAUX  
CORPORATION

*magic to stir men's blood. Make big plans, aim high in hope and work."*

*So I issue this challenge to all of us – the leaders and shareholders of our organization – to expect more of ourselves. The design industry is moving at a breakneck pace toward integrated practice. Things will be even more complicated. Change will come at us continuously. We must do whatever is needed – wherever it is required. I ask us all to stand tall upon a century of dedication and expertise invested by our colleagues that preceded us, to make Harley Ellis Devereaux an organization to be admired, a family to be respected, and an industry force to be imitated. Let's be proud of what we have accomplished – and inspired by where we are going."*