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MARCH 1998

GOVERNMENT AFFAIRS UPDATE

—Joseph M. Jackson, AIA
Executive Vice President

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As we enter the midpoint of the 1998 legislative session, I would like to provide an update on AIA Colorado's political activities.

MINI-GRASSROOTS "DAY AT THE STATE CAPITOL"

More than 80 architects participated in our second annual event, held Friday, January 23. Registrants at this important event were updated on the status of the Architect's License Law (currently in the sunset review process), as well as other legislative issues affecting architecture during 1998. Speakers included Senator Tom Norton, Representative Mike Feeley, and House Speaker Chuck Berry. A legislative luncheon followed, attracting ten more legislators, along with keynote speaker Bill Riebsame from the University of Colorado at Boulder.

ARCHITECT'S LICENSE LAW

As we go to press, HB 98-1016 (sponsored by Representative Williams and Senator Schroeder) passed through the House of Representatives, and was introduced to the Senate. The Bill was heavily amended both in committee and on the House floor. Following is a short list of changes to the Architect's Licensing Law (CRS 12.4.101-12.4.117) that AIA Colorado seeks in new legislation.



Senator Mike Feeley (D-Lakewood)

Require annual communication with Architects licensed in Colorado

AIA Colorado wants some form of communication between the Board and the architects it regulates. Eliminating the requirement to annually publish a roster, which contained 12-4-101 and Board rules, no vehicle exists to alert architects to changes in current statute or Board rules.

New definition of the "Practice of Architecture"

AIA Colorado recommends adopting a new definition of the practice of architecture, based on NCARB-developed language: "The practice of architecture within the meaning and intent of this article is defined as offering or performing, and being responsible for, professional services which require the skills of an architect in the planning of sites, and the design, in whole or in part, of buildings or groups of buildings and structures intended for human habitation or occupancy." We feel this is a more comprehensive definition of the practice of architecture.

Adopt "Responsible Control" in lieu of "Responsible Charge"

This amendment would adopt language developed by the National Council of

[See GOVT on page 3]

FIRST DENVER FOUNDATION FOR ARCHITECTURE FUNDRAISING EVENT A SUCCESS

—Dana Bennett

A lively group of architecture aficionados, numbering 100 plus, gathered at the renovation-in-progress of the old Burlington Hotel at 22nd and Larimer streets in Denver on January 28th for the first annual fundraiser event of the Denver Foundation for Architecture. The event's focus was Tom Noel's presentation of his latest publication, *Buildings of Colorado*. The building and its renovation were the perfect setting for the group to hear Professor Noel talk about the murderous former occupants of the hotel, historic and present proliferation of bars in downtown Denver, the loss of so many historic buildings during the 1970's to urban renewal, and the restoration of Larimer Street by Dana Crawford. Recognition was given to Burlington's owners Tom Sundheim and Rick Borman, and Blair Gifford, for the Foundation's volunteer of the year.

The Denver Foundation for Architecture grew out of a committee with AIA Colorado and, still in its infancy at just five years old, has

managed to attract public attention and some funding from Science and Cultural Facilities District. AIA Denver provided assistance in sponsoring this event.

DFA has two major areas of emphasis and activity: walking tours of the city (15 current tours with 4 to 5 more to be added this summer) and the Guidebook of Denver Architecture, a project partially funded by the SCFD. The walking tours in the summer have become quite popular with new and established residents and with tourists seeking a deeper cultural experience during a visit to Denver. The Foundation provides an educational series for training docents for the tours and many of the volunteer docents are noted experts and published authors. The tours include LoDo, the commercial district, a geology tour of downtown, People and Steeples, the Golden Triangle, and many other neighborhoods. If you are interested in leading a tour, or becoming a member (\$25 a year), please call 303.779.9193 and leave a message.



AIA Colorado members at Mini-Grassroots

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NATIONAL GRASSROOTS UPDATE

I just returned from National AIA Grassroots in Washington, DC where I, along with colleagues from all the state and local AIA components across the country, gathered to immerse ourselves with issues of leadership for three full days.

First on the agenda was a breakfast with the Western Mountain Region. The exciting news is that Pat Rehse, FAIA, of Arizona is running for National AIA president-elect and Colorado's own John Anderson, FAIA, is running for National AIA vice-president. This would give the Western Mountain Region two people in addition to our two regional directors on the National AIA Board. The Western Mountain Region's annual conference is in Las Vegas October 8-11. Mark your calendar and save your money. It should be a great time.

Next was a briefing on the national legislative issues before Congress this year, followed by a meeting with Senators and Representatives from Colorado. Of the many issues important to architects nationwide, here are the major ones:

- ◆ Intermodal Surface Transportation Efficiency Act
- ◆ Qualifications Based Selection
- ◆ School Construction Initiative
- ◆ Commercial Revitalization Tax Credit
- ◆ Historic Preservation:

As you can imagine, federal aid to school construction was an issue split along party lines with Democrats supporting and Republicans opposing increased federal spending.

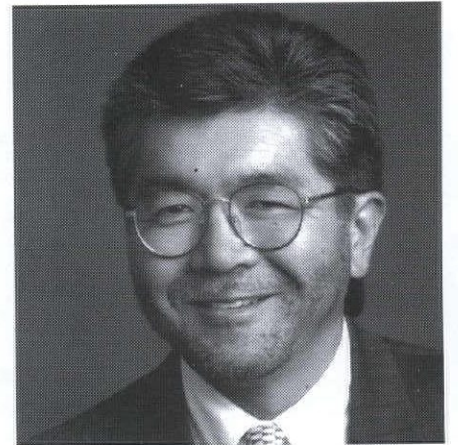
The second day began with breakfast with "sister" chapters, followed by breakout sessions on topics of leadership and component programs. The seminar, "Maximizing Your Component's Non-Dues Revenue," reinforced

that we're doing the right things with our sponsorship program, chaired by Ned White, AIA. Joe Jackson gave a presentation on our statewide newsletter, which received rave reviews.

The last day was devoted to allowing the membership to provide a voice to several important issues facing the profession today: Redefining the Profession; Leadership in the Community; Membership; Public Awareness; Government Affairs; and, Enhancing AIA Components.

I was particularly interested in two of these issues: Public Awareness and Enhancing AIA Components. Public Awareness is our course educating the public to what architects do. The initiative put forth by National AIA is an advertising campaign. As you're aware, each AIA member nationwide is being assessed \$10 with their 1998 dues to fund research and a pilot television commercial. The American public is affected by TV and mass media and the only effective way to get our message across is by advertising in a professional way. This issue will come up again at this year's convention in San Francisco, and I hope you'll all support this effort.

Enhancing AIA Components deals primarily with providing staff support to all AIA component chapters. I think we



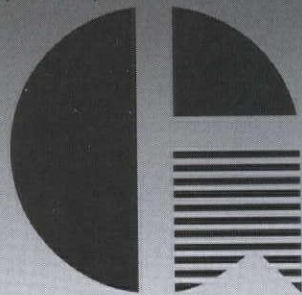
—Ron Abo, AIA

should all thank our past AIA state and local chapter leaders in Colorado for putting us on this path to provide staff support to all the local chapters. It was their vision and hard work that will put Colorado ahead in this national initiative.

Generally, I came away from this conference just as I did last year: feeling that AIA in Colorado is doing great. We are well on our way to success in our efforts to provide quality programs to all of our members, we are concerned and proactive in government affairs, we are developing good leadership in our communities, we are promoting the works and deeds of architects to the public, and we are involved in issues and discussions that will redefine who we are in the next millennium.

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Architectural Registration Boards (NCARB). A long, thoughtful study led to the decision to adopt this language as the control an architect is expected to exercise on preparing documents describing a project. This language reflects the technological advances that let architect control the preparation of documents while physically being in another office or place of business.



Jerry Johnson, AIA Colorado contract lobbyist, explains his technique for lobbying the legislature.

Add definition of CADD documents to be "drawing"

To assure that electronically produced documents are instruments of service, AIA Colorado recommended the amendment: "Documents mean the original documents (including drawings and specifications) produced to describe a project, whether produced electronically or by any other means."

Adopt requirement for dating architect's stamp on record prints

There is a need to have the architect date the stamp applied to documents submitted to building officials. By dating the stamp, building officials will have some notice that plans submitted for review are current.

Clarify efforts allowed before issuance of Colorado License

To clarify the actions permitted by an architect in soliciting work in Colorado, we proposed adding the following language: "A person in another jurisdiction of the United States shall be allowed to solicit work but may not perform the work without first obtain-

ing a license pursuant to this article."

Require License Number on advertising medium

A frequent complaint to the Board of Examiners is of non-licensed persons advertising in yellow page directories as an architect. Currently, there is no legal requirement for the publisher to verify the license status of those wishing to advertise as an architect. AIA Colorado has proposed that architects be required to include their license number in any advertisement.

Good Samaritan Law

The AIA encourages its state and local chapters to provide technical assistance to their communities and surrounding areas in the event of disasters that cause widespread structural damage such as earthquakes, floods, collapse, tornadoes and explosions. Such technical assistance may include emergency damage assessment, disaster mitigation planning and review of building codes.



Senator Tom Norton (R-Greeley)

Our goal is that during emergency response efforts, volunteer architects do not become impaired by the fear of liability. AIA Colorado-initiated SB-124 (Senator Schroeder/Representative Agler) will allow greater assistance from the design community following a major disaster by exempting architects and engineers from liability for Good Samaritan efforts during an emergency. The statute provides that an architect who voluntarily provides structural inspection and/or architectural services at the scene of a declared emergency will not be held liable for personal injury, wrongful death, or property damage caused by the good faith but negligent inspection

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REGIONAL DIRECTOR'S REPORT

—Terrance Brown, AIA, CDT

It has been an exciting first year as a member of the AIA National Board. The new Board members have come on board and Raj Barr-Kumar, FAIA, has turned over the presidency to Ronald Altoon, FAIA, from Los Angeles who will be an excellent leader for our profession. Raj's year ended without bestowing the Gold Medal. The finalist for this prestigious award was Ralph Rapson, FAIA, from Minnesota. He could not gather the necessary 3/4 vote of support required to be awarded the medal. However, Norman Koonce, FAIA, President of the American Architectural Foundation, was selected as the worthy recipient of the Edward C. Kemper Award.

Raj's focus for the Board last year was what AIA stands for: Advancement, Information and Advocacy. We worked the entire year on strengthening these goals.

Mark Hurwitz, Ph.D., our new CEO, is an excellent choice for this important job. He has years of education and experience as CEO of organizations similar to the AIA. We are fortunate to have him on board. The AIA staff and Board are looking forward to working with him. Mark was definitely the best

of all candidates for this job and plans to work well with the Council of Architectural Component Executives (CACE) as well as the National Board of Directors.

The newly revised AIA documents A201 and B141 are now available to members. They are endorsed by the Associated General Contractors and reflect redefinition of the Profession as it has evolved from the Practice and Prosperity theme. The Practice and Prosperity Task Force helped us redefine the profession by providing us with expanded practice opportunities beyond our normal methods of service to our clients.

With these documents, we can now venture into the areas of asset management and manage risk, not merely avoid it, in order to add value and

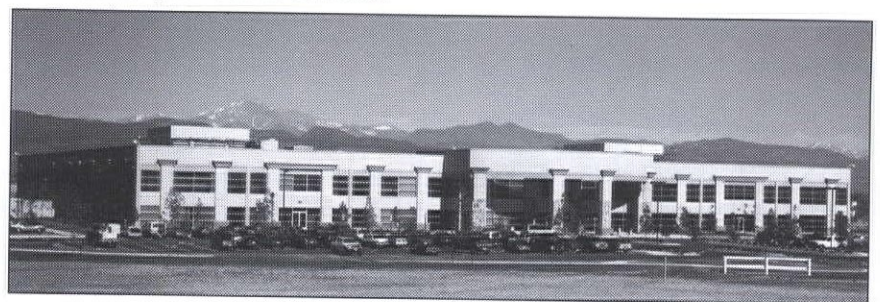
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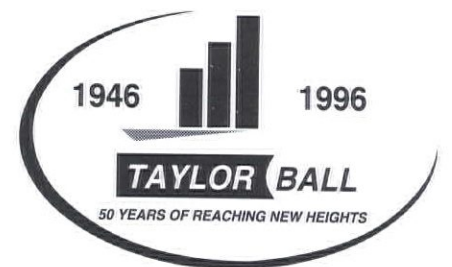
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Hazel Gates Woodruff College, University of Colorado at Boulder



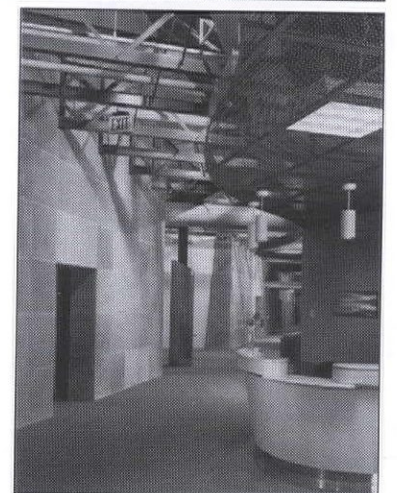
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CONTINUING EDUCATION OPPORTUNITIES

A National Forum on Building Performance: Research and Development

A national forum initiatives will be held in Denver April 24-25, 1998, to explore how architects and other members of the building community can advance the building industry through active participation in research and development.

Participants will study the roles of key building industry members and will learn how to participate with major research and development organizations to advance building performance. Topics to be addressed include: methodology for researching building performance, the relationship of building performance to performance-based codes, how to demonstrate that buildings designed using performance-based codes meet the requirements of the prescriptive codes, and how the building industry uses research to better serve its clients and the community at large.

Participants may earn 20 AIA CES learning units (13 in the area of health, safety, and welfare) by attending this two-day conference. For more information, call the PIA information line, 800.242.3837 or 202.626.7482, with questions.

QBS Facilitator Meeting to be Hosted by the AIA

The next meeting of QBS Facilitators and a half-day session on A/E Selection will be hosted by the AIA at their Annual Convention on May 13th in San Francisco. The morning session will be a Facilitator Roundtable where the issues raised in the Facilitator Brainstorming Session in Minneapolis last fall will be discussed. This will be an opportunity for facilitators to exchange QBS experiences from around the country and organize national efforts.

In the afternoon, participants will be briefed by national and local QBS advocates and public officials who will provide insights into A/E selection and negotiation in the public sector.

Both sessions are open to the public, subject to a \$50 registration fee. Please contact Dan Gross at the AIA, 202.626.7373, with any questions. On a reimbursable basis, facilitator participants in the May 1998 meeting will be eligible for up to \$300 in travel assistance to the San Francisco meeting. States must make their request on an individual basis to the grant program following the May meeting. If you have questions about facilitator grants,

please contact Felix Martinez at 202.682.4307.

A/E Selection Teleconference


As part of the teleconference series, APWA, with ACEC, will be hosting a national video conference on August 19, 1998, on the selection of A/E consultants by public agencies.

The teleconference will allow design professionals to join with public agency officials at the local level to learn selection and negotiating techniques. This video conference is an APWA event aimed at architect and engineering member firms, clients, APWA chapters, and any others who might be interested. It is scheduled from 10:00 AM to 2:00 PM Eastern time. Please contact ACEC of Colorado at 303.832.2200 for more information about local downlink sites and events in conjunction with the teleconference.

AIA98 NATIONAL CONVENTION IN SAN FRANCISCO

In preparation for the 1998 AIA national convention, a web site has been set up at www.aia98.org. This site provides up-to-date information for those members planning to come to AIA98, and for others interested in the San Francisco Bay Area's architectural legacy.

AIA98 will be the first ever AIA "CyberEvent" by providing daily webcasts direct from the Moscone Convention Center for those members unable to attend the convention.



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[DIRECTOR, from page 4]

another incentive to our clients. After all, no one knows the building better than the architect.

One of the great accomplishments this past year has been our new alliance with *Architectural Record* published by McGraw Hill. This relationship has brought the AIA to *Business Week* forums, business and trade development meetings, and many similar events where architects have been absent for too long. The first annual *Business Week/Architectural Record Awards Week* drew this lead from a 14-page *Business Week* (6 million circulation) article: "Want to save \$250 million over 10 years? Boost employee creativity? Reinvent an old company? Conceptualize a new one? Recycle a factory into offices? Recycle how you work? Discover your true corporate soul? Hire an architect." This is great information that we have always wanted the public to know.

The AIA serves its members on many fronts, but the most visible is the National Convention. This year it will be free of charge to all members. This is a huge savings. In 1994 the convention cost \$330. The 1998 San Francisco Convention will have 100,000 square feet of exhibits and members can earn the entire year's requirement of Continuing Education Learning Units at this one-stop shop.

A slate of candidates was announced for the offices of National President Elect, Vice President, and Secretary. Our own Pat Rehse, FAIA, is a candidate for First Vice, FAIA, is a candidate for Vice President. I encourage you to follow the activities of these candidates in the *AIArchitect* and actively participate in the elections May in San Francisco.


John Anderson, FAIA, and I have been assigned to the Library and Archives Task Force to study the myriad of issues surrounding this important part of the AIA. Later this year we hope to be able to recommend how the Library and Archives can best serve the membership. Marvin Sparr, FAIA, of Boulder took John Anderson's place as a Director on the National Board last month. Marvin will serve us well, and I look forward to working with him. We will each visit three states in our region this year. See you then.

Call for Submittals

The AIA Colorado Educational fund is pleased to announce March 20 as the deadline for 1998 Educational Fund Scholarship submittals. Students, interns, and architects are invited to apply for a number of scholarships. Watch your mailbox for more information, or call AIA Colorado at 303.446.2266, or Kenneth Fuller, FAIA emeritus at 303.623-0856.


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JEAN SEBBEN ASSOCIATES: AN UNIQUE PERSPECTIVE

Jean Sebben Associates of Colorado Springs is an accomplished commercial interior design firm with a unique perspective on people and spaces. The firm emphasizes the professional relationships of staff and clients and quality interior design work. These characteristic elements combine to provide an outstanding reputation for the company.

Jean Sebben Associates started in 1982 with Hewlett Packard's 290,000 square foot Briargate facility in Colorado Springs, designed by company founder Jean Sebben. The firm has successfully partnered with several architectural firms in Colorado on many projects including Castle Rock Middle School, Fountain/Ft. Carson Elementary School, and Mountain National Bank in Woodland Park. "Our goal is to provide the expertise of interior finish and furnishing materials for mid- and small-sized firms that cannot afford this expertise in-house," Sebben said.

Other interior design projects include Falcon and Lowry Air Force bases, two Cripple Creek casinos, churches, associations, medical building complexes, the Pro Rodeo Hall of Fame, Colorado Education Association, southern region office complexes for U S WEST, and Colorado Springs utilities departments. "We have always reached our quality incentives of partnering with clients and our manufacturing vendors toward a very good working relationship. We searched for that quality in our large suppliers and they provide our ability to do great, quality work for our clients," Jean Sebben said.

Jean Sebben Associates' projects reflect that commitment to quality and supportive working relationships. "One of our projects is Centura Health medical company," Sebben said. "We just completed their Wellness Center and Oncology Unit in Pueblo; we're working on the Northside Clinic in Pueblo and the Behavioral Medical Unit in St. Mary Corwin Hospital. We're working on 175,500 square feet of Colorado Interstate Gas Company executive office space. That building was constructed in 1967 and we're updating the interior work by bringing the color schedule up to today's palettes for a more innovative, leading-edge look. We want to keep the concept consistent throughout and controlled to form a polished image for each client."

Jean Sebben Associates is NCIDQ-qualified and works in design concepts, written specification, and ACAD drafting—and focuses on the finish materials and furnishing functions with the most longevity for the client.

GREEN ARCHITECTURE EMBRACES TRUE HEALTH OF PEOPLE, PLACES

—Bill Beard

Back in the pre-green days of the 70's, many of us neosolar nerds based our faith and practice on sun angle calculations, BTU's and silver bullet techno-fixes. Analysis revealed the known truths of the universe. We believed in "the house as a sweet solar machine for living" and the "solar imperative" in general.

Twenty years later, some of us find ourselves on a parallel uphill path known as "green." Lessons learned include the manipulative secret life of numbers and their fickle relationship with truth, as well as the realization that good analysis does not guarantee good architecture. In fact, some of the best architecture does funny things we don't expect and can't predict. So what can be said of this new green way?

At its least, the current understanding of "Green Building" appears to be a sophisticated outgrowth of the bygone solar imperative, but at its deepest, this notion is a more thorough and mature way of envisioning architecture as a whole. Such an architectural vision is life-focused, encompassing the true health of people and places, present and future, in addition to promoting the real stewardship of all resources. This discussion proposes that green architecture can be evaluated, but not necessarily analysed, from three primary perspectives—resources, well-being and context.

RESOURCES

Resource awareness is a good starting point for green design. As Energy Design Coordinator for a 50-person midwest A/E firm in the early 80's, I put utility cost and energy use under a microscope, but rarely picked up the field glasses to check the distant hills for the possible strip mines of energy being embodied in our chosen materials and processes. Indeed a so-called "energy-efficient" building of high-embodied energy may not be as intrinsically green as a lesser efficient one with low-embodied energy materials and systems.

For example, both aluminum and reinforced concrete are high-embodied energy materials, and foamed-in-place urethane and welding are high-energy processes. Even transportation is not

strictly about cost, it's about using resources to deliver resources. A building that employs lots of high energy (often high tech, but not always) and remote or rare materials and processes can have such a high resource debt to repay that operational savings become secondary.

Besides the direct resources used to construct and operate a building, there are indirect resources needed to design and maintain the building—a typically neglected issue. The resources that support the efforts of the pre-construction design and planning teams are significant. After construction, the use of specialty maintenance or service assure performance calls for additional people and resources. Green architecture discerns solutions most appropriate to the given conditions and problems.

Another aspect of resource use is how to lessen expenditures on building overhead and non-essentials so that more of the funds can buy the green stuff. This has design and overall process implications. For design, this encourages simpler, less fussy, and more open layouts in order to reduce the sheer numbers of walls, doors, and hardware, etc. Expectations enter into this as much as programmatic needs.

In houses, almost without exception, we build multiple rooms for cars, clothes and toilets. For some clients, the funds that these consume may not be as important as greener materials or a better insulating package or heating system. Process-wise, the thrust is to streamline team overhead and costs. Each project must be looked at with fresh eyes for process fat and unique opportunities.

As much as making sensible use of physical and material resources, green architecture is concerned with making best use of human resources. Unlike embodied and indirect resources, this factor defies numerical analysis. For example, improvements in day lighting and lighting design can noticeably enhance user productivity, and the immediate economic benefits of occupant productivity gains normally dwarf operational cost savings.

[See GREEN on page 6]

"We shop for the best specification of materials for the function of that facility," Sebben said. "The Autocad drafting program interfaces with many architectural and engineering firms that are incorporated as a team in our design-work. We're planning to expand on more of that capacity in 1998 by integrating e-mail and modems so that it's easier to transmit our work."

All designers there provide exclusive turn-key packages to keep the interior design concept consistent throughout the project. "The end result makes a polished image that ties with all interior work involved in the project," Sebben said. "That's also a large part of the quality partnerships we strive toward, to construct great quality work for our clients."

[GREEN, from page 5]

Thus the resource goal of green architecture is to delicately balance the long-term maximization of human resources with the even longer term minimization of physical resources. While such complexity exceeds our conventional analysis skills, it does not diminish our need to respond with thoughtful design and process innovation.

WELL-BEING

A corollary to occupant productivity is the notion of occupant well-being. Providing healthy interior environments through the use of non-toxic materials, systems and process has become a high priority in green architecture. In practice the task is hard.

Normally a big impediment is budget, since most projects seek to stretch both construction and planning dollars. Two effects are to restrict the effort allocated to optimizing the design and to limit the range of affordable options—something of a two-edged sword. Unfortunately as well, is the fact that toxicity, or at least questionable neutrality, often parallels low first cost. Low VOC products tend not to be the least expensive and thus are hard to fit into the maxed-out budgets of many projects.

Prioritizing which finishes and systems most affect the interior environments helps to better use the available time and budget. Continuing to establish better-informed building teams and shifting expectations will help to free up more time and budget for creative solutions.

HVAC and lighting systems (daylight and electric) greatly affect people and performance. The relationship of the building design to its microclimate and program establishes the baseline upon which the mechanical and lighting depend. A finely-tuned baseline design takes pressure off of the mechanical and lighting systems, while a bad baseline makes the task daunting—if not impossible.

Green architecture begins with a good baseline design and improves it with careful systems selection and integration. Low-end and inappropriately designed systems usually degrade interior conditions regardless of the baseline design.

Lighting alone has become a major well-being issue partially due to the demanding way we live and work in our spaces. Controlled daylight is best, but tricky since the source is wildly variable and our buildings routinely have large “buried” areas. In green architecture, daylight-prioritized building configurations, orientations, and sizes need to supplant “curb-appeal” and “design statements” as exterior form-givers.

Electric lighting systems have improved tremendously but take effort, skill, and money to do well. Most demanding of lighting issues are spatial/task flexibility, computer

demands, spectral balance and cost. Over-lighting and glare are still routine problems. The best green lighting tends to be subtle, sensitive and simple, but not simple-minded. It is also is not the lowest first cost—but compared to people cost it is a big bargain.

The other side of the lighting coin is color/ texture—white is not green. That is, all white, smooth interiors may reflect the most quantity of light, but do not necessarily nurture people. The world is full of color and texture and buildings that aim to nurture people need to be cognizant of that fact.

This is not done by cranking out a room finish schedule six months before construction in an office across town. Nuance of color is too place-specific for mass production methodology—doing it well calls for a less intellectual and a more experiential process.

While plumbing systems are seldom mentioned, thoughtful building plumbing and site water handling are important green elements. Minimizing all water consumption and maximizing exterior recovery and reuse are sensible and natural for a building well-fit to its site. Expectations play as important a role as technology and programming.

People respond to their environments instinctively and, with our cultural norm of spending daily life indoors, our interior architecture deeply affects people's well-being. Green buildings recognize the seriousness of this fact. They must not only support their users' functional well-being (productivity) but also need to bolster their personal well-being (emotional and spiritual). To truly achieve this level of performance, green architecture will be differentiated as much by process change, as by improved products.

CONTEXT

In the consideration of green architecture, this is the most distinguishing. Three issues arise within it—adaptabil-

ity, influence, and place.

Adaptability

One can make the case that all good architecture has some degree of greenness—whether it be in the way it fits the site, or the way it makes people feel, or the way it works, etc. The best architecture also tends to get better with age and is often adapted to new or revised uses—at least it is worthy enough to be adapted.

That most green buildings should be adaptable seems obvious and good. However, a contrary view is worth noting. Consider a building that, when it is through with its long life of service, either quietly “melts” back into its site or can be dismantled for reuse. Our whole approach to design and construction assures that a buildings can be removed only with enormous amounts of brute force and disassembled only by heroic measures. Is it even possible to build otherwise given the state of our codes and regulations?

But maybe, for some building types and sites, we should explore the notion that really green buildings should go beyond adaption to redistribution or “erosion.” This goes completely cross-wise to our current paradigm, but our rate of cultural and technological change makes planning for permanence naive.

Influence

To what degree architecture follows, but also influences, culture has long

been a matter of discussion and debate. Green architecture offers a unique contribution to the influence potential by demanding a highly integrative, creative and cooperative process, the effect of which is more holistic, or at least, less “turf-oriented” thinking. Such an influence has cultural ramifications that go beyond the architecture's physical realm.

Place

Like all architecture, green architecture cannot help but be a compromise among many competing elements and issues. Unlike all architecture, green architecture describes buildings that take less and give more. However, the factor that may most clearly distinguish it from current architecture is the way in which each building is thoroughly integrated into and reflective of a specific place and the life of that place—and even more so over time. To do this well is beyond today's standards, but it's hard to imagine a standard more worthy of aspiration. In a sense, green architecture is really just good architecture in full and deep context.

Bill Beard is Architect and President of Design Resource Collaborative, Inc., an architectural collaborative devoted to making places of beauty and economy using alternative systems and practices. 110 S. Weber Street, Suite 103, Colorado Springs CO 80903. 719.447.1941.

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DENVER CHAPTER COMMITTEE ON THE ENVIRONMENT UPDATE

—Kelly Karmel, AIA
Committee Chair

The Denver Chapter Committee on The Environment has been very active during the last year. Our largest accomplishment was to publish the Third Edition of the *Sustainable Design Resource Guide* (SDRG). Our partners for this latest edition were Architects Designers and Planners for Social Responsibility (ADPSR) and our grantors and sponsors. This latest edition was completely revised and updated, even down to the cover and graphics.

We found that so many new products had become available since the Second Edition that it was worth spending the time to research them and add them to the SDRG. In some cases we also removed products if we found a more environmentally appropriate product to replace it. For the Third Edition we developed a list of product features that contribute to sustainability, and then evaluated each product against the features list. Each product entry has the applicable features displayed as checkboxes so that at a glance architects can see the "environmental attributes" of each product. The new master product features list includes:

Biodegradable: A material that will decompose into naturally occurring harmless components with prolonged exposure to air, sunlight, and moisture.

Durable: Has a longer life-expectancy and better performance compared to products intended for the same function.

Energy Efficient: Requires less fuel to function than similar products performing the same function; or a material that provides more thermal control than similar products.

Locally Produced: Manufactured in the Rocky Mountain Region.

Low Maintenance: Requires less time, supplies and energy during its life-expectancy than other similar products.

Low-toxic: Contains or emit fewer harmful substances than other products performing the same function.

[See ENVIRONMENT on page 10]

SUSTAINABLE FINISHES IN INTERIOR DESIGN

—Abby Hamilton, IIDA

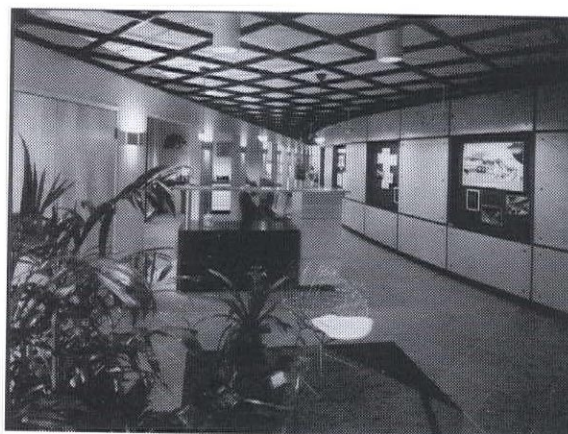
Interior Designer, Slater-Paull & Associates

Architects have great opportunities and responsibilities to affect our environment through design and use of materials. Realizing it was imperative to pursue this new ethic, the AIA adopted a "Declaration of Interdependence for a Sustainable Future" in 1993 that places environmental and social sustainability at the core of practice and professional responsibility.

"Never doubt that a small group of thoughtful committed citizens can change the world. Indeed it's the only thing that ever has."

Margaret Mead

from linseed oil, cork, and wood dust, all renewable materials. It has no toxic emissions and requires simple maintenance. Cork is a natural, sustainable material, peeled off cork trees on plantations every 8-10 years. Cork flooring uses vast quantities of byproducts from the main use of cork (bottle stoppers). It's durable, has good thermal and acoustic properties, and is non-conductive. Tongue-and-groove flooring from Bamboo grass is more stable and harder than oak. The grass reaches maturity for harvest in 3 - 3 1/2 years and replenishes itself. Porcelain tile made from materials recycled during the manufacturing process is available from domestic manufacturers.



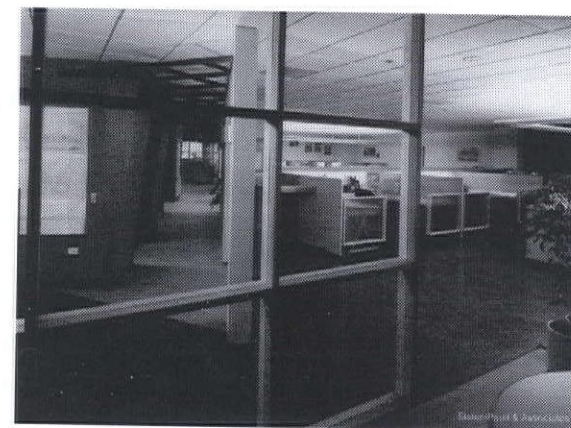
Wall paint is available without VOCs or petroleum-based solvents. Toxic chemicals can also be avoided by examining MSDS sheets for paint and varnishes.

Many products have wood and mineral fiber content, including tack and acoustic panels and wall board. Ceiling tile has a large content of

recycled materials from sustainable sources (slag wool and cellulose fiber from recycled newsprint). A surfacing material for tables and work surfaces is made from a plant protein resin system that bonds soybean flour and recycled newsprint. It's harder than oak, yet can be milled with woodworking tools. With these choices of environmentally

When designing and finishing interior spaces, sustainability of materials and the well being of occupants is a big consideration. When specifying each product and material, many questions need to be asked:

- ◆ Is it renewable, sustainable, biodegradable, or recyclable?
- ◆ What are the content and the embodied energy of the material?
- ◆ Is it non-toxic with little or no toxic emissions?
- ◆ Does it pose a health hazard to the installer?
- ◆ Are the practices of the manufacturer environmentally responsible?
- ◆ Will it require simple, non-toxic maintenance?
- ◆ Is it energy efficient?
- ◆ Is it durable?



Information and technology are increasingly available to help guide the designer through this process, but making environmentally aware choices still involves complex decision making. *The Sustainable Design Resource Guide* is one source available for this process.

Flooring can be chosen from some of the following. Slate tile from a domestic source reduces energy use for transport and provides a durable, easily maintained surface. Linoleum is made

friendly materials available, interior designs can make a statement supporting the AIA's new ethic. In 1995, Slater-Paull & Associates included many such materials into the design for their new offices in downtown Denver. In renovating 10,000 S.F. of space, the firm worked to avoid petroleum-based products and recycle materials from the previous tenant. The office finishes reflect an attitude of concern for our environment and demonstrate the need and responsibility to work toward a healthy planet by practicing "green" design.

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WHY HIRE A MANAGEMENT CONSULTANT?

AIA Denver conducted an interview with Michael Huvane and Sandy Blaha of Huvane and Associates; and Bruce Flynn, Dave Hammel, and Roz Schneider of Barker•Rinker•Seacat Architecture in September 1997.

AIA: Barker Rinker Seacat Architecture hired Huvane and Associates Management Consultants for a one year engagement. Why?

Roz Schneider: We were in transition. Russ Seacat was the last of the founding partners, had been the managing partner and was wanting to focus his energies to other aspects of the practice. We all (nine shareholder partners) wanted to evolve the practice, but weren't sure how. We needed to have an outsider take a tough look at us, evaluate us—our strengths and our weaknesses—and help us to move into the future.

Dave Hammel: It was also a time when we were not as financially successful as we wanted to be. We had plenty of work. We just weren't as profitable as we could be.

Sandy Blaha: The promises we made in our original proposal to BRS were to make a powerful and successful transition to the next generation of leaders, to generate a company-wide commitment to quality service and profitability, to train the managing partners in the distinctions for successful management of an architectural practice, to incorporate best practices and to ensure that the principals and staff are operating as a High Performance Team with a common vision. We developed a forum for communication and accountability throughout the company that took advantage of the creativity, confidence and commitment of employees to solve problems.

AIA: What were the benefits and outcomes of the engagement?

Bruce Flynn: We were able to focus on firm leadership and individual goals through clarification of the vision. Personally, I feel that we accomplished much more than we ever thought we might - particularly as it related to individual goal-setting and accountability.

The whole firm got energized. When a firm has been in existence for as long as we have there needs to be a recommitment and a reassessment of values, vision and mission. We clarified our vision—*Celebrating the Creation of Architecture*. It was a statement—a belief—a value that we could all hang our hats on—one that we could ask ourselves at the end of each day, "Did I do my work with the vision in mind?"

Each of the partners' role was better clarified and thereby each became more accountable. We recognized each partner's strengths and how he/she con-

tributes to the whole. For instance, Dave really committed to being our financial manager. He developed tools that made it so much easier for the rest of us to understand the finances of the firm.

AIA: How long did it take to come up with your vision statement and then where in this process did you do it?

Michael Huvane: First we did the assessment: interviews with employees, consultants and clients. Then came the Hoshin Planning Session, a two-day retreat. The issues from the interviews set up that two-day session.

Bruce Flynn: This session was a remarkable event. In my wildest dreams I never thought we would accomplish what we did. We came out of the planning session with a re-configuration of firm leadership and a clear vision statement. That workshop was the key. Without that group dynamic and energy created, I don't think we would have accomplished as much as we did.

AIA: What was the approach you took together?

Bruce Flynn: First was the inventory, second was the Hoshin Planning Session, and third was the implementation process, which took place over a nine month period. The implementation is where it got the most challenging.

Michael Huvane: For BRS an important section of the Hoshin Planning Session was, "Who is responsible for what?" This definition is missing in many professional companies. Who is responsible for sales? Who is responsible for the finances? Who is responsible for office operations?

It is a commitment-based process. There's a difference between a goal of running three times a week and one of inventing a new future. I think that was the flavor of it. We had a plan and there were goals and responsibilities and an identification of who was doing what. But more than that it was a sense of, "This is what we're committed to."

AIA: How did an intervention by Huvane and Associates help you make changes and improvements?

Roz Schneider: They say that if you want to make a change, like running three times a week, you have to do it for at least six weeks before it becomes a habit. It took us longer. We used to have these retreats where we would set up all these goals, then we'd get busy and they'd never get done. Michael and Sandy coached us on how to accomplish the goals we set. The goals varied with each individual - some were personal (like how can I be a better project manager) and some were firm goals (like doing more work with private sector clients). It was very impor-

tant to be coached on a weekly and monthly basis in order for us to make the kind of change that we did.

Bruce Flynn: Another take on that is that we were able to clarify individual responsibility in the design of solutions. Roles and responsibilities were defined and commitments were made and people became accountable. "The buck stops here." It's got to be one person, one champion for each goal. That person is ultimately responsible for following through and making sure it happens. That to me is one of the most compelling parts of why Huvane and Associates intervention worked. We made true commitments to change and follow through.

AIA: For those of us who don't know what coaching is, what is it?

Roz Schneider: To give an example, you'd set a goal and Sandy would help you, encourage you. You could bounce ideas off her - have the dialogue. She was there to assure you got through and hit your target.

Bruce Flynn: One of the real benefits is that the assistance was tailored to the individual. Sandy had telephone or face-to-face, one-on-one sessions that really helped each focus on his/her own unique issue. There was great benefit in these individual sessions. She also worked with project teams.

Sandy Blaha: I checked out who was struggling, who was doing well, who was stuck, and how the team was functioning, so I knew what kinds of questions and conversations to have with people to help them move forward. It's a process of observation and feedback. When you try to implement goals, you run up against the culture of the organization, which can be resistant to change. Coaching gets you over that resistance. It's our belief that a breakthrough for a company is really based on the breakthroughs of individuals.

Michael Huvane: If you don't create something new, what you're going to get in the future is more of the past. Our job is to support those directives - the commitments and the people who took them on.

AIA: From the firm's perspective what was the return on the investment that you made in Huvane and Associates?

Dave Hammel: When we hired Huvane and Associates all the partners agreed to reduce their salaries to pay for the services. This was our approach to making sure it hit home. We agreed that if at the end of the year we were financially successful, we would pay ourselves back, which we did. So strictly from a financial point of view, we felt that we got our money's worth and we all participated fully and the firm gained some real benefits.

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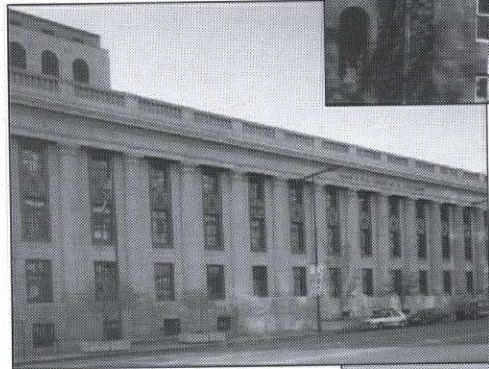
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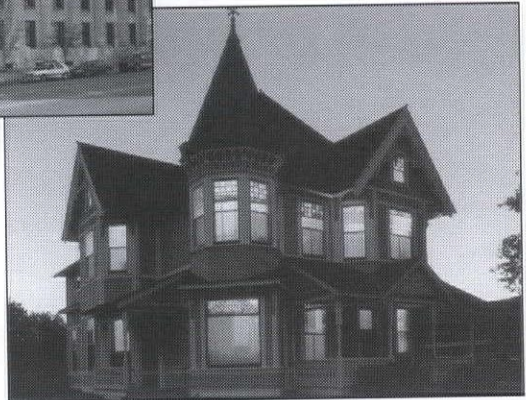
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Bruce Flynn: From the heart side of it, what was really successful was making that transition from where we were to the new roles we have all taken. By the time we were done, we were all very comfortable in the new roles that had been set up.

Roz Schneider: The long-term effect of our work with Huvane and Associates is the framework and structure we have set in place. Before it was fairly loose. We have the foundation in place that allows us to have more fun creating the architecture. That was a really big piece of what we were trying to achieve. We wanted to have more fun doing what we do best.

AIA: What are the new roles that have been created? Bruce has moved into a managing partner position. From what? Can you each talk about that?

Bruce Flynn: In response to Russ' desire to focus more on projects versus firm management, the partners agreed I would assume the role of Managing Partner. Previously as Principal in Charge of projects, I often got very immersed in project detail. The new role requires I focus on the short- and long-term goals of the firm, and relinquish more detailed project management to other partners. We have developed a model for copartnering projects that we believe best utilized individual skills and serves the client.

Dave Hammel: I was managing projects, much like Bruce and I was doing a little bit of the financials—looking over Russ' shoulder, because Russ had been the Managing Partner. But the financial management of the firm needed to be transferred. This really crystallized the transition. I became more confident because of the support I was getting from my partners. My biggest fear was, "Could I step into the role and do it well?" I'm still managing projects, but I'm also wearing this financial hat as well.

Roz Schneider: I have been the marketing partner and the partner-in-charge of human resources/administration. But it was fairly informal. I am accountable for our marketing efforts, I am the coach for the firm and I also take care of the day-to-day operations.

Each of the other architectural partners is heavily involved in projects and client management; but each also has taken on specific goals. For instance, Ken Berendt is responsible for the consistent quality of design in the office. Not that he designs all the projects, but that he develops the standard. Duane Crawmer is responsible for training, assuring that all our partners and staff develop their skills to their fullest extent; and Joe Ward is accountable for developing our standards in project management. Russ Seacat is focusing on initiating work in the private sector since so much of our work in the last ten years has been in the public sector and we feel we need a balance.

AIA: What has been the long-term benefits and influences of Huvane and Associates' work with BRS?

Roz Schneider: We have each—now seven of us—set goals and are accountable to make sure those goals are attained. This is really good. It has allowed us to understand how we can remain the kind of humane creative firm that we've always been known to be, and yet still have that edge which forces us to be accountable.

Bruce Flynn: One of the main concerns that I hear architects express is that they don't know how to share their experience with their peers...their partners. Different people have different strengths. The person who brings in a lot of new work thinks that's what most important. The person who champions document production thinks that is what is most important, and so on. I think that accountability really made us all feel much more like a true partnership.

Dave Hammel: We developed a "Key Indicator" report which I generate each month. It goes through all our financial indicators and also includes everything from marketing successes to quality control. Anyone in the office can look at it and have a snapshot of how we are doing. Architects are notorious for being poor business people and this tool has allowed us to track our business in a very concise way. It is all a learning process and the tool continues to evolve.

AIA: Under what circumstance would you recommend a management consulting intervention to other A/E firms?

Roz Schneider: When a firm feels stuck. Sometimes you just need a good jolt and this is it.

Bruce Flynn: When the passion is gone. Like a marriage that had been going on for a long time and it is time to renew our vows. I think that when you're stuck it would be very good to have intervention. It shakes things up.

AIA: There are new firms and there are old firms. So what does Huvane and Associates bring to a new firm?

Sandy Blaha: Some of the challenges that new firms are currently facing are that we've got such a strong market that they are moving really fast. And fast growth is quite a challenge and it creates transition in and of itself. You have got new people coming into the firm and you're trying to integrate them into a team. You're trying to do quality control and customer service. We think that this period of time is such that almost everyone is going through some kind of change, some kind of transition, and that is where our services fit best.

Bruce Flynn: I know when two architects decide to work together, having worked for other people or being sole proprietors, there is a sorting out - the dance that goes on in terms of, "How are our egos going to mesh? What do

we want to become as a group?" I think in many ways, it's actually a little dicier than what we went through. You need to ask the question, "What do we really need to learn about each other to have a successful go at this thing?"

Michael Huvane: Can you start out with a solid foundation? Can you articulate who's responsible for what? Do you have some vision that you're moving in unison? Is there a sense of accountability? Is there a sense of creativity? Sometimes what happens in businesses is the foundation is not in place, so all the energy gets sucked out. You don't get to do what you got trained to do, which is architecture or engineering, because you don't have the structure, the support that allows for it.

AIA: What advice would you offer for firms that need this type of assistance, but feel as though they are unable or unwilling to commit, first and foremost the dollars and secondly the time?

Bruce Flynn: My advice would be to have Michael and Sandy come talk to them. I think you can negotiate whatever it is that you need, but you have to make an investment, in any case, to have a payback. You have to take the risk and if you are unwilling to do that, then you're stuck. If you want to get unstuck, you have to make some kind of commitment. Why bother if you're saying, "I don't have the money and I don't have the time." Basically you're saying, "I don't want to change."

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[HUVANE, from page 9]

Michael Huvane: If you're interested in a breakthrough, an organizational breakthrough to something new, not just incremental improvement, it only happens if people have breakthroughs. I can look around at the three of you—and you guys are not the same people that we started with—there is a difference in capacity—not that there was anything wrong before. There is just a difference in capacity now. For this to work I would say that has to happen. So if you ask for a condensed version—how do you get a condensed version called, "Give Michael new capacities?" Maybe there is a magic stick, but I don't think so. You can't have a "kind-of breakthrough".

Huvane and Associates is a ten-year-old management consulting firm that specializes in work with architects and engineering firms. Huvane and Associates practices in Colorado, Arizona, New Mexico, and Texas and has served more than 300 companies. For more information on Huvane and Associates' services, call 970.453.6765.

ARCHITECT RECEIVES KING AWARD

Ron Abo, AIA, is a recipient of this year's Martin Luther King Business Social Responsibility Awards. The awards are given to individuals and companies in the business community that reflect what Martin Luther King, Jr. stood for—including social responsibility within the community. Ron served as one of the first directors for the Denver Community Design Center, which provides design and planning services to low-income and minority communities. It is an honor to have someone of Ron's caliber serving as our AIA Colorado President this year. Congratulations, Ron!

DESIGN COMMUNICATION COMMITTEE

The agenda for the committee has been set, so get out your calendars and mark these dates.

March 1—New-3-D Technology models, physical and virtual.

April 16—Photography in Marketing course with Robert Waxman tailored especially for architects and their needs.

May 21—Internet Based Graphics. Setting up a web page, project-based web pages.

June 18—Making Great Presentations. Best interviews, progress and final presentations.

July 16—Archives. Creating a record before it goes out the door, never to be seen again.

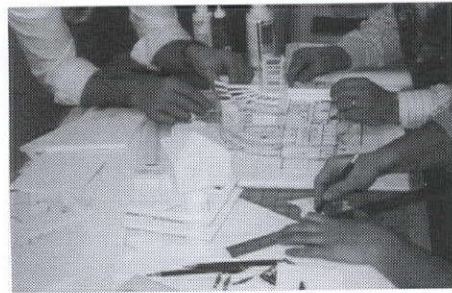
August 20—Presentations for Specific Clients. Getting the best return on your investment. Panel discussion.

September 17—Knowing Power Point. Presentations, projections, slides, etc.

October 15—Computer Compositing. Scanning, merging images, photoshop, Autocad, etc.

November 19—Mixing Media. Taking a computer image and running with it.

December—Digital Party. We're going to knock your socks off.



Keep your eyes peeled for detailed information on topics that are of interest. Each newsletter will focus its report on the preceding month, so we'll be sure to get a lively, informative, and fun lunch hour. We know your time is valuable; that's why our goal is to make this committee time well spent.

To become a member of the Committee, please attend our noontime brown bag workshops on the third Thursday of each month in the AIA conference room. Questions? Call Ken Cilia at 758-8877 or Jim Leggitt at 575-8515.

[ENVIRONMENT, from page 8]

Native: Plants or animals known to have evolved in the ecological area and climate of the project.

Non-toxic: Does not emit gasses that are harmful or poisonous, and is not made of substances that are harmful.

Recycled Content: Composed of materials that are waste products or have been used in other manufactured materials.

Renewable: Made of materials that are not finite resources or materials which can be regenerated as fast as they are used.

Resource Efficient: Uses less material than similar products or systems serving the same function.

Reusable: Can be included in new construction without re-manufacturing or recomposition.

UL Listed: Meets the quality and safety testing requirements of Underwriter's Laboratories.

Warranted: Guaranteed by the supplier to function over a stated period of time.

Water Efficient: Requires less water than other products or plants that perform the same function.

The Committee on the Environment (COTE) also put up a web site for the SDRG. It can be accessed through the AIA Colorado website at www.aiacolorado.org. We have information about the Guide, order forms, information about sustainable issues for the Rocky Mountain region, and helpful checklists for improving the sustainability of your projects. Check out the website!

The COTE representatives made presentations about our activities and the SDRG to a number of allied professional organizations such as ASHRAE, ASID and IIDA. Our goal is to increase knowledge about sustainable design issues among building professionals and to increase the visibility and sales of the SDRG. Next year, we plan to continue our outreach efforts and

welcome suggestions from AIA membership for other opportunities. We plan to offer our Speakers Bureau later this year, which will provide lunchtime seminars in daylighting, energy-efficient design, material selection, and indoor air quality.

The COTE has also been active with a number of university groups including the University of Colorado and the Colorado School of Mines. We are currently assisting Earthworks, a student environmental organization at the School of Mines, to organize and conduct an environmental design charrette for a proposed geological museum. The museum is planned to be constructed on a disturbed site on the campus with students involved from design through the construction phase. Earthworks has included sustainable design as a key concept for the new building. In addition to displaying the museum collection, the building will also function as a meeting place for group tours by school children and the general public.

We will send out notices soon for the date and time for the day-long design charrette. This environmental design charrette will be an educational and fun way to learn about sustainable design and to help Earthworks advance their dream project. We can arrange for Continuing Education Units if there is sufficient interest. Watch for the upcoming notice or call the AIA Denver office for more information.

Our committee meets the first Thursday at noon at the AIA office. We also encourage people from allied professions to attend. Our committee enjoys is comprised of architects, landscape architects, interior designers, engineers, energy professionals, product representatives, and students.

Watch for articles on the new "green" GSA building proposed for Denver and the Mather Point Transit Center in Grand Canyon National Park.

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IBE HEIGHTENS ENVIRONMENTAL AWARENESS

Colorado North Chapter AIA members will participate as faculty in a Sustainable Practices Summer Study Tour at Maho Bay Camps, St. John, U.S. Virgin Islands in May. Brian Dunbar, Associate AIA and Linda Kiisk, AIA share their expertise with the National Park Service and other design professionals to further the use of environmentally friendly materials and technologies.

Brian Dunbar, associate professor, Design, Merchandising and Consumer Sciences at Colorado State University (CSU) is director of the Institute for the Built Environment (IBE). Linda Kiisk is associate professor, Construction Management at CSU and IBE's associate director.

Founded in 1994 at CSU, the IBE is a multidisciplinary research institute whose mission is to foster stewardship and sustainability of the built environment through a research-based, interdisciplinary educational forum. The IBE brings design and construction professionals together to forge alliances that result in a wholistic approach to solving problems related to the built environment. IBE's goals are to:

- ◆ optimize the resources of the environment
- ◆ encourage human equality and cultural sensitivity in the design process and products of the built environment
- ◆ promote understanding and collaboration among the disciplines and allied professions that shape the built environment
- ◆ create a leading-edge, multidisciplinary knowledge base for the built environment.

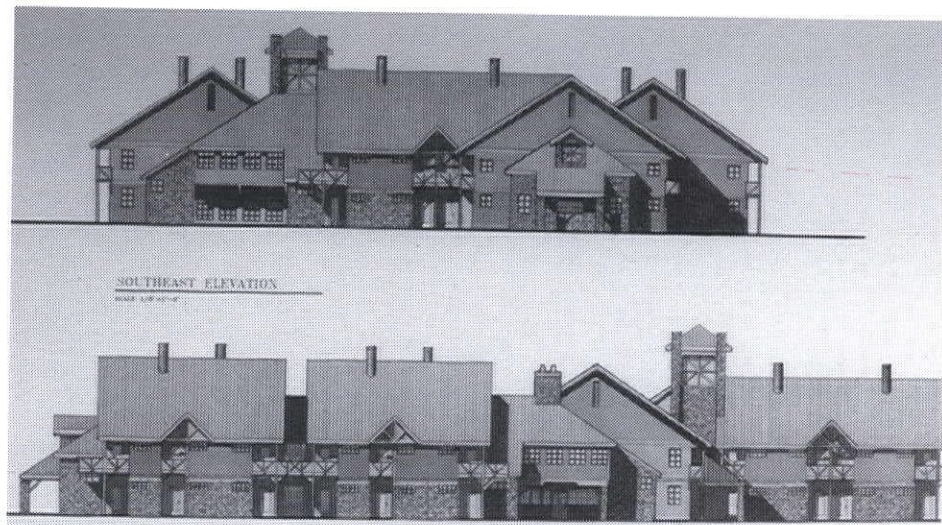
IBE used the ecotourism resort in the Virgin Islands as a case study at its Sustainability Seminar in Estes Park last year. This began the relationship between Stanley Selengut, president of Maho Bay, and the IBE. The National Park Service also partnered with Maho Bay to help develop Concordia Campground on St. John as a "sustainable laboratory." Last year, a design charette resulted in a concept plan for the Concordia Development. The campground began operation last summer when the first five "eco-tents" opened to the public. The units sleep six and are virtually self-sustaining with solar and/or wind power, modern

[See IBE on page 12]

FLETEMEYER & LEE ASSOCIATES FIRM PROFILE

Fletemeyer & Lee Associates is a ten-person, multidisciplinary firm located in Boulder, Colorado. While maintaining a base of general practice in the Front Range region, our firm has developed special areas of expertise and a nation-wide practice. The architecture and planning portions of the firm have specialized in

David Lee, architectural principal who has been past Secretary and Director for AIA, CNC, Randal J. Giseburt who has been with the firm for thirteen years and who became an Associate in 1990 and who is presently the Treasurer and past Secretary for the AIA, CNC; Jeff Kroeger is a licensed Landscape Architect who has been



Whispering Pines Lodge—A conference facility designed to accommodate 160 guests for lodging and meeting, located near Sequoia National Park, California.

the fields of resort and conference center design and planning, as well as religious architecture. The landscape architecture portion of the firm has developed expertise in the areas of recreation and athletic facilities design. Fletemeyer & Lee Associates is currently working on projects in Colorado, Texas, Arizona, California, Washington, Michigan, New York, New Hampshire, as well as Canada and Spain. We have also completed projects in New Mexico, Utah, Wyoming, Oregon, and Minnesota.

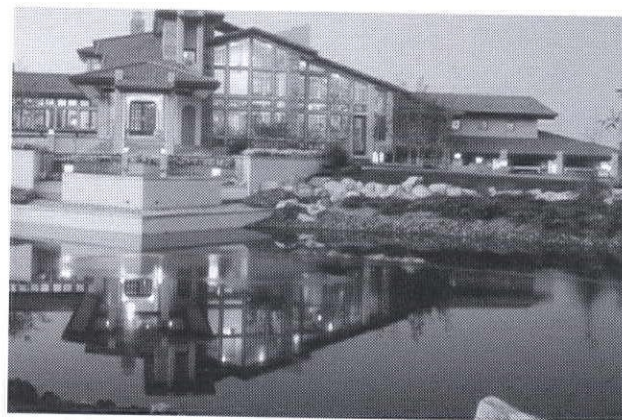
with the firm for eight years; other key personnel include Janel Wilcox, Dawn Moyer, Tessa Travlos, Michael Stornello and Jennifer Clark.



Inspiration Lodge—A 300-bed lodge and conference center for Forest Home Christian Conference Center located in the San Bernadino mountains, in southern California.

Fletemeyer & Lee Associates is entering its 20th year of practice. Formerly Fletemeyer Associates was established in 1978 as a landscape architecture and planning firm. In 1983, T. David Lee, AIA left Barker Rinker Seacat & Partners to join Jim Fletemeyer, ASLA

In the last 20 years, Fletemeyer & Lee Associates have provided services to clients such as the U.S. Olympic Committee, Boys & Girls Club of Metro Denver, The Salvation Army, Boy Scouts of America, The Girl Scouts, Winter Park Ski Resort, University of Colorado, and numerous colleges, school districts and municipalities along the Front Range.



Hepp Residence. Hygiene, Colorado

and added the practice of architecture to the firm's expanding capabilities. Key personnel include, Jim Fletemeyer, landscape architectural principal and T.

Boulder, a complete renovation to Auraria Athletic Fields in downtown

[See FLETEMEYER on page 12]

North Chapter Web Page Update

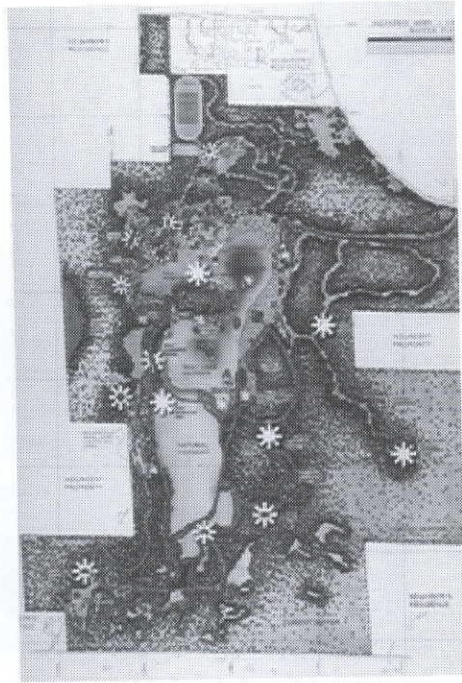
If your firm has a web page you want to have linked to the North Chapter page, please email your address to John Sohl, AIA, at sohl@info2000.net. John is updating our page and welcomes your suggestions.

[FLETEMEYER, from page 11]

Denver, a renovation to the Regal Harvest House site in Boulder, the new Broomfield Sports Complex; a master plan renovation and expansion to Lost Valley Ranch—a private guest ranch and resort near Sedalia; and a new conference center, dining facilities, and indoor recreation building for Highlands Camp and Conference Center near Allenspark.

Current national and international projects of note include:

- ◆ A new retreat lodge and conference



Master Plan for Camp Arnold—The Salvation Army operates this 600-acre camp near the base of Mt. Rainier, providing disadvantaged youth from the Seattle-Tacoma area a summer camp experience as well as new adult conference facilities.

center near Spokane, Washington

- ◆ A master plan renovation and new conference center in Bellingham, Washington
- ◆ An expansion to a camp and conference center in British Columbia, Canada
- ◆ A master plan renovations and expansion of the American Youth Foundation's properties in Michigan and New Hampshire
- ◆ A new chapel and recreation pavilion for a camp and conference center in northern Michigan

- ◆ A new sports camp for inner-city youth located in upstate New York
- ◆ A family-oriented resort and conference center in Arizona
- ◆ A children's camp at the base of the Pyrenees Mountains in Spain
- ◆ Other architecture projects for ongoing camp and conference center clients located in Texas and California.

The fulfillment we derive from our work has not usually come from designing high profile architecture, rather, we have enjoyed working with many benevolent and non-profit organizations, and the role we have as architects in realizing their vision and passion. These organizations share a common calling to a higher purpose—to challenge, stimulate, and nurture the emotional, social, or spiritual growth of the individual, the family and the community.

For example, The Salvation Army takes disadvantaged youth from the inner city for a week-long experience in the mountains. During this week, the tough exteriors these youth have built up, are torn down through physical, emotional and social challenges and they are given positive coping skills to return to their communities. As a Salvation Army youth worker put it, "The youth we bring to our camps are not there to improve their tennis games!"

In another case, a large non-denominational conference center in California hosts a weekend men's retreat where a black church from Los Angeles meets with a white church from the suburbs, and they learn from one another and discover the common ground they share. Our passion and fulfillment comes with working alongside these benevolent organizations and designing settings which will enhance and support the guest experience, whether it is a covered wagon for children, a new waterfront, or a 100-room adult lodge conference center.

[IBE, from page 11]

composting toilets, and full kitchen facilities. Each 16'x16' tent-cottage is built with recycled materials and is accessed by elevated boardwalks. Heat-reflective roofing materials and passive ventilation provide natural cooling; water collected in individual cisterns provides hot water.

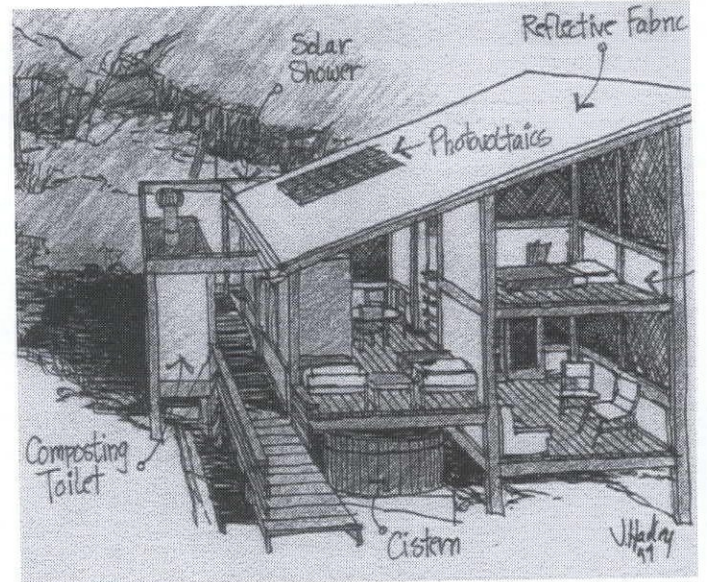
On May 21-30, participants will live in one of Maho Bay's three prototype ecotents and engage in daily lectures, tours and a sustainable design, ecotourism, or resource project. Participants can propose designs for new facilities to be built on the island.

Participants will learn about sustainable practices at an internationally acclaimed sustainability demonstration site. They'll work with students and faculty from a diverse cross-section of built environment disciplines and learn about the Virgin Islands community and ecology.

Topics include:

- ◆ History and theory of sustainable practices

- ◆ Apply sustainable practices to design, construction, and tourism
- ◆ Adapt indigenous materials; building and/or management techniques
- ◆ Water and energy management (solar, wind, bio-gas)



- ◆ Implement cultural influences such as Feng-Shui, place theory, and phenomenology
- ◆ Introduction to healthy building issues through Bau-biologie (Building biology and ecology)
- ◆ Business practices and community partnerships for eco-tourist projects

For more information or to register, contact Brian Dunbar, Institute for the Built Environment, 970.491.5041. You can visit the Maho Bay web site at <http://www.maho.org>.

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WALDORF SCHOOL ON THE ROARING FORK: COMMITMENT AND DEDICATION

—Jeff Dickinson, Architect



In January of 1997, it was only a dream. By September 1997, it was a thriving school. After renting rooms in an old Aspen school building for seven years, the board of the Aspen Waldorf School made the decision to purchase land and build a campus for their growing school.

Early on it was decided that this was to be a special place. The list of attributes to describe the future home included natural, energy-efficient light; warm; alive; and earthy. The land was found in the fall of 1996, with the hopes of relocating the school there for the start of the following school year. It is located in Garfield County between Carbondale and El Jebel in the Roaring

dedication and commitment of the Waldorf School Community. The decision was made to go full speed ahead to build phase one of the new campus and be ready for opening school of September 2nd of that year. Due to the delays with the County planning process, the date for ground breaking was pushed back to mid-April, meaning construction was to take place over four-and-half-month period. The building was to include five classrooms, bathrooms, offices, circulation, and storage for a total of 5,744 square feet.

Special features include straw-bale exterior wall construction, minimize use of old growth woods via parallam posts, glue-lam beams, truss joists, and

agers, organizers, carpenters, building officials, financial wizards, straw-bale aficionados, and many others created a team that filled virtually every niche in the process.

Balancing dollars and time then became important factors in creating a critical path toward completion. The decision was made to subcontract high-skill critical path items, such as excavation, concrete foundation and flatwork, framing, roofing, plumbing and electrical, also hiring a multitasking on-site manager/lead carpenter was critical. This meant the balance of the trades had to be done predominately by volunteer labor. Parents came forward to coordinate key volunteer areas such as bale raising, volunteers, material acquisition, and scavenging. A volunteer building committee including the architect on-site manager met weekly to keep the project on track.

Once ground was finally broken construction seemed to fly along. Excellent subs (for the most part) of course helped, but having 60 plus people show up for a “wall raising” to stack the straw-bales on a weekend didn’t hurt. Major volunteer areas included straw-bale stacking, stucco preparation, plastering (inside and out, all walls), insulating sound walls between classrooms (with user-friendly recycled cotton insulation), painting (Lazure method), finish carpentry, and—of course—construction cleaning and job site recycling. More building angels appeared throughout these phases to guide us over the humps.

Of course there were naysayers as the project went along, but they were far outweighed by the throngs that came by “just to help.” One of the true advantages of straw-bale construction is that people are attracted to its uniqueness and come to help and learn about it from near and far. The key to harnessing this energy and enthusiasm is to be prepared. Plan special work days and have “Straw Bosses” or others available to work directly with small groups of volunteers to keep things



Fork Valley. Conditional use permits from Garfield County, including planning and zoning hearings and board of county Commissioner’s hearings, purchase contracts, site planning, engineering and design, architectural design—including meetings with school parent groups, teacher committees, building committees and construction, and finally building the building all had to be accomplished in eight months.

My advice as architect was to take time to plan and be ready for the following year. However, I had yet to realize the

prefabricated trusses, passive solar heating, radiant in-slab shallow foundations, and natural and non-toxic materials. Other important considerations were that the building costs had to be \$60-\$65 per square foot, and that wherever possible we had to use volunteer labor from the community. The old adage about needing either time or money seemed to have been forgotten.

This is when the “angels of the building” started to appear. People and other people from the community came forward to volunteer their expertise. Construction company owners, man-

[See WALDORF on page 14]

NEW SUSTAINABLE ARCHITECTURE AWARDS ANNOUNCED

This year, the Colorado West Chapter, in partnership with the Community for Resource Efficiency (CORE) is proud to announce a new awards program for sustainable design. These awards will be presented to projects outstanding in design, as well as demonstrating innovation in construction techniques, materials, and design issues. Invitations to participate will be mailed to all designers in the Colorado West Chapter area during the summer.

Tentatively, awards will be presented during our new sustainable design weekend, in connection with CORE. This series of events will bring materials, suppliers, contractors, and designers together to look at new techniques and materials for sustainable design. Members will also earn learning units for some of the events.

If you are interested in participating in the planning of these events, call Suzannah Reid at 970.920.9225.

ACTING LOCALLY, THE GRASS ROOTS WAY

—Dave Ritchie

This story began as an overdue obituary for a now-dormant organization where I was once an active member. To prepare, I dug out some old files and found I was still the keeper of the "club banner" that was once proudly displayed at our events. I was saddened by the surprisingly abrupt realization that we hadn't mustered a meaningful quorum of members in almost two years. It seems being "chronically busy" can obscure certain details in life.

I paused and reminisced about our group, our goals, our accomplishments. We were the Progressive Building Partnership (PBP). Our mission: "To promote progressive building practices by bringing together those involved in the housing market. This will be accomplished through education and by breaking down the perceived barriers to innovative construction. As I daydreamed back in time, I was compelled to rephrase my eulogy into a call to arms for rejuvenation.

We consisted of a broad circle of allied professionals with a common passion in environmental sustainability. Our personal agendas varied from networking and modest self promotion to studying each other's crafts and philosophically trying to change the world. We fed off each other's viewpoints and insights and recognized the powerful synergy of acting together. It was a spontaneously grass roots experience.

At our core were a handful of persistent volunteer, including a few local "green" architects like Brad Elliott, Jeff Dickinson of Biospaces, and me. Shari Novosad, with Mason & Morse, represented the real estate profession. Cedar Rose of CRB*Healthy Homes and Scott Chaplin of the Rocky Mountain Institute brought more alternative design ideas to the sessions. We had a solid group of people with solar technology credentials: Scott Ely of Sunsense, Johnny Weise of Solar Energy International, and Mike Tierney of Aspen Solar Systems. Several contractors also participated. And much thanks was always due to Randy Udall, the director of the Community Office for Resource Efficiency in Aspen.

The main vehicle for executing our mission was educational outreach. We

held open-house tours of alternative and environmentally responsible projects. We networked and collaborated with other environmental groups in the area, such as Valley Resource Management Energy 2000, the Roaring Fork Energy Center, and the West Colorado AIA.

Our most successful program was our two-year run of monthly free public lectures. The series was targeted to the general public from prospective home builders to the merely curious. Up to 50 guests would be presented topics, including recycled materials in construction, alternative structure financing, passive solar design, permaculture, natural daylighting and ventilation, off-the-grid living, indoor pollution control, and xeriscaping. We even qualified for continuing education units. Our ultimate plans included constructing a demonstration passive and active solar straw-bale home project.

But we faded away instead.

It is said that most people who participate in volunteer groups have an active membership life span of about three years. After that, they move on for one reason or another. Some leave the area or change careers. Many of us simply got caught up in the demands of the successes of our own businesses and projects, leaving us precious little time for "extras."

Often those projects embodied the best ideals of the PBP and continue to spread alternative design ideas by virtue of their success. Most of us remain active right here in the Roaring Fork valley. However, I miss the invigoration our collective ideas generated and the monthly reinforcement of our personal commitments to making our region a more environmentally friendly place. While most of us aspire to think globally, there is no substitute for opportunities to act locally.

So instead of bemoaning the passing of our fledgling little group, I urge everyone with an interest in our ideas to contact any of us. Press us about why the PBP has lain fallow or how you can help. Most of our old members probably don't even know I wrote this piece. A call about the PBP might do us good and help keep our grass roots alive.

[WALDORF, from page 13]

productive and from getting out of hand. The project is a success. It came in on budget (\$62/sf) and the students were in on September 2nd as planned. Dedication and commitment from the school and community at large were keys to making the project a success. Parents, teachers, and students who worked on the project all feel a sense of ownership and pride regarding their building and are ready to jump into the next phase of the campus. But maybe we'll start a little sooner.



For more information on Straw-Bale construction, please contact Jeff Dickinson, Architect; Energy & Sustainable Design; 0504 Crystal Circle; Carbondale, CO 81623. 970.963.0114.



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Home Builders Association
of Metro Denver

The Denver AIA's Committee on the Environment (COTE) and Architects, Designers and Planners for Social Responsibility (ADPSR Colorado) announce the release of the third edition of The Sustainable Design Resource Guide in late October 1996. The Guide provides the mainstream design and building community and interested lay people with concepts underlying "Green Architecture." The 250 pages of the guide list principles, practices, and environmentally-friendly products for Colorado and the Rocky Mountain Region and the sources and suppliers necessary to implement green building.

Edited by an experienced group of architects, engineers, builders, landscape architects, and interior designers, the Guide lists over 600 building products including super-efficient doors and windows, carpets made from recycled pop bottles, non-toxic paints, recycled



cellulose insulation, engineered structured lumber, and efficient HVAC systems. Products listed are durable and cost-effective and are not included in the Guide unless they meet sustainable criteria specified by the editors for each section.

Extensive research to identify new products and suppliers of green building products and consultations with experts on the most recent discoveries in green technology have produced a resource packed with information unavailable anywhere else in the country.

The Guide is an excellent tool for design and building professionals intending to build a "green building" or for the lay person who intends to build "green" and wants to know what to require of his design team.

Published originally in a book format of removable pages for a 3 ring binder, the third edition may be obtained in several forms:

- Printed edition spiral bound: \$29.95 plus tax
- Mac or Windows Disk: \$39.95 plus tax
- Third edition updated pages only (for those who already have an earlier edition): \$19.95

Contact AIA Denver/SDRG, 1526 15th Street, Denver, CO 80202. (303) 446-2266

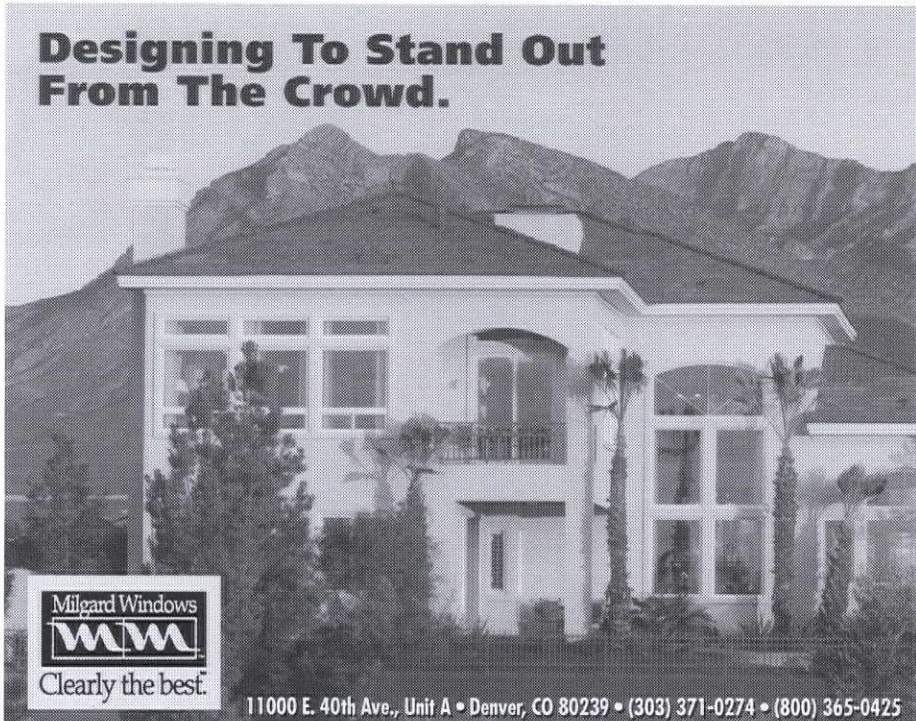
[DIRECTOR, from page 15]

of a structure. This bill applies to services performed within 45 days of the declared emergency, and does not apply to gross negligence or willful misconduct. AIA Colorado is supported in this effort by American Consulting Engineers Council of Colorado (ACEC), the Associated General Contractors of Colorado (AGC) and other allied engineering associations statewide.

The Government Affairs Committee, chaired by John Williams, AIA, meets on the third Thursday of each month at the AIA office in Denver. We invite

you to participate and help shape the future of the profession. For more information on either of the Bills listed above, please call AIA Colorado, 303.446.2266 (800.628.5598).

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CALENDAR EVENTS

MARCH

- 3 Designers' Lighting Forum, Backstage tour of stage lighting at the Ballet. 6 pm at Auditorium Theater on 15th. Call Krystal Mackey for more info at 447.3566.
- 5 Denver Chapter Board meeting, 5:30 PM, AIA offices
- 7 ARE Seminar, Mock Bldg. Design Exam, 8:00 AM-8:00 PM
- 11 ARE Seminar, Review Session, 5:30-8:00 PM
- 12 Justice PIA Conference Reception, call AIA for more info at 303.446.2266
- 12-14 Justice PIA Conference, call AIA for more info at 303.446.2266
- 13 Government Affairs Committee meeting, 2-5 PM, AIA offices
- 13 West Chapter Board meeting, call AIA for more info at 303.446.2266
- 14 Denver Chapter Breakfast Seminar, call AIA for more info at 303.446.2266
- 15 Spring Lecture, Denver Chapter, call AIA for more info at 303.446.2266
- 17 Design Communications
- 17 Committee meeting, 12 noon, AIA offices
- 20 Colorado Editorial Board meeting, 11 AM-12 noon, AIA offices
- 20 Finance Committee meeting, 1-2 PM, AIA offices
- 20 Colorado Board meeting, 2-5 PM, AIA offices
- 26 Historic Preservation Committee meeting, 7:30 AM, AIA offices

APRIL

- 2 Denver Chapter Board Meeting, 5:30 PM, AIA offices
- 4 ARE Seminar, Structures: General & Long Span, 8:00 AM-Noon; Lateral Forces, 1-5:00 PM
- 7 Denver Chapter Breakfast Seminar, call AIA for more info at 303.446.2266
- 10 West Chapter Board meeting, call AIA for more info at 303.446.2266
- 14 Denver Chapter Breakfast Seminar, call AIA for more info at 303.446.2266
- 15 Spring Lecture, Denver Chapter, call AIA for more info at 303.446.2266
- 17 Colorado Board meeting, 2-5 PM, AIA offices

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- 21 Denver Chapter Breakfast Seminar, call AIA for more info at 303.446.2266
- 28 Denver Chapter Breakfast Seminar, call AIA for more info at 303.446.2266

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GREEN ARCHITECTURE ISSUE

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ON AIA COLORADO EVENTS

Have you visited AIA Colorado's web site lately? It's been updated to include the results of the statewide 1997 Design Awards and information about the new Sustainable Design Resource Guide (SDRG), a publication from the Denver Committee on the Environment.

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Fellows of AIA Colorado Whom to Call for What

Services and Resources

Colorado firms on the Web

[inside]

Government Affairs Update

PAGE 1



National Grassroots Update

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IBE Heights Environmental Awareness

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