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MAY 1998

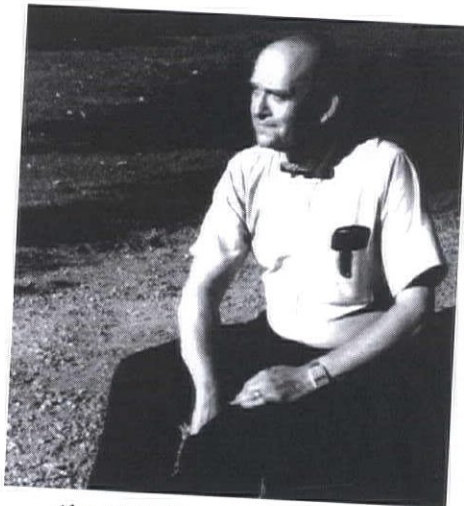
FOUR AIA COLORADO MEMBERS ELEVATED TO FELLOWSHIP

[contents]

Lines & Columns	PAGE 5
Denver Apogee	PAGE 7
North Chapter	PAGE 11
109th Meridian	PAGE 13

Access Board Hearing Coming to Denver	PAGE 3
Continuing Education Opportunities	PAGE 4
Partnering: An Architectural Tradition	PAGE 5
Architects' Benefits of Partnering	PAGE 6
Design Communication Committee Update	PAGE 10
Partnering Inside & Outside the Firm	PAGE 11
Recent Proposal Makes Believers in Partnering	PAGE 11
Suspension Bridge at Dominguez Canyon	PAGE 14

In February, AIA National elevated 94 architects to its prestigious College of Fellows, an honor awarded to members who have made contributions of national significance to the profession. Out of a membership of more than 59,000, there are fewer than 2,300 AIA members distinguished with the honor of fellowship. AIA Colorado is honored to have four of its members elevated to fellowship: **J. Michael Brendle, FAIA; Alan Golin Gass, FAIA; Clifford S. Nakata, FAIA** and **H. Alan Zeigel, FAIA.**



Alan Golin Gass, FAIA

Alan Golin Gass, FAIA, of AGGA architecture and urban design is also a member of the AIA Denver Chapter. He was nominated for ensuring the advancement of the living standards of people through their improved environment. For 35 years, Alan has unified forces within his native Denver to improve the city's urban fabric and its regional transportation.

Through the early 1960's, he initiated and maintained public discussion of

the need for a regional urban transportation plan incorporating mass transit. In 1962 he founded the AIA Colorado's Urban Design Committee, focusing the attention of the architectural profession on possibilities inherent in urban Denver. In 1963, as chair of the AIA Task Force, Alan presented the Downtown Denver Master Plan Committee with five alternatives for rejuvenation of Denver's Central Core. Out of this emerged Denver's Sixteenth Street Pedestrian Mall, a vital heart of the city. In 1969, the Denver Chamber of Commerce Task Force, with Alan serving as representative of AIA Colorado, successfully lobbied the Colorado Legislature to form the Regional Transportation District (RTD).

Today, Alan is a member of the Cherry Creek Steering Committee, challenging precedent-setting parking standards and directing efforts to bring the Museum of Outdoor Arts to the Cherry Creek Area.

[See FAIA, on page 15]



J. Michael Brendle, FAIA

J. Michael Brendle, FAIA, of Michael Brendle Architects, P.C., is a member of the AIA Denver Chapter. He was nominated for promoting the aesthetic, scientific, and practical efficiency of the profession through design. He was named Denver Young Architect of the Year in 1990 by AIA Denver, and received the 1997 AIA Western Mountain Region's Firm of the Year. He has been producing his own award-winning design since he was 24, and is recognized for his work in public architecture.

Michael's success, evident in such phenomena as a doubling in branch library circulation, is credited for design that stimulates an expanded perception of a building's function. His public buildings such as the Cherry Creek and University Hills Libraries have become community meeting centers. His recreation centers including Harvard Gulch and Lincoln High School are now arenas for lively human interaction as much as sports and exercise. He also designed the AIA Colorado offices, and included a storefront style 'piazza' for the public display of art and architecture, giving members a platform for social interchange with the public.

PARTNERING ON PROJECTS

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Given all the fanfare that project partnering has been receiving over the past few years, one might be tempted to dismiss the process as just the latest fad to come along in the construction industry. But a closer look reveals an intriguing trend. Thousands of construction projects have been successfully completed by creating a positive dispute prevention atmosphere through the use of project partnering.

Partnering is hardly a new idea. Rather, it is an old precept restated -- the affirmation of the good faith and fair dealing that somehow has been lost sight of by many in the construction industry. It is the pledge to work together to enhance quality, efficiency, on-time performance, and to improve relationships and communications with a fair profit for all participants. In short, it is a promise to work towards the best of all forms of dispute resolution: dispute avoidance.

The concept is simple: to dispel the adversarial "us-versus-them" approach all too commonly found on today's construction and remediation projects and to promote instead a "let's-all-pull-together" attitude. While the actual steps may vary, they usually involve facilitated team-building activities that help define common goals, improve communication and cultivate a problem-solving attitude among key representatives of the design or remediation and construction teams before work on a project begins. Most often, the participants draft a pledge or charter stating their commitment to deal fairly with one another. They may then meet regularly to weigh their progress. Many partnering arrangements make it a point to renew and reaffirm their commitment once the project has been underway for some time.

The benefits realized by consultants who participate in partnering can be significant. Their role in the decision-making process may be enhanced, for

[See PARTNERING on page 3]

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COLORADO ARCHITECT EDITORIAL CALENDAR JUNE THROUGH MARCH '99

June	Summer Vacation
July	Public Architects
August	Back to School
September	Project Delivery
October	Sports Architecture
November	Business of Architecture
December	Inter-faith Religious Arch.
January '99	Expanded Services
February	Institutional Architecture
March	Preservation Architecture

Letters, articles and comments are always welcome. Submit your information by mail, fax or e-mail: AIA Colorado, 1526 15th Street, Denver, CO 80202, 303.446.0066 (fax), aiadenco@aol.com (e-mail). Web site: www.aiacolorado.org

DIVERSITY...

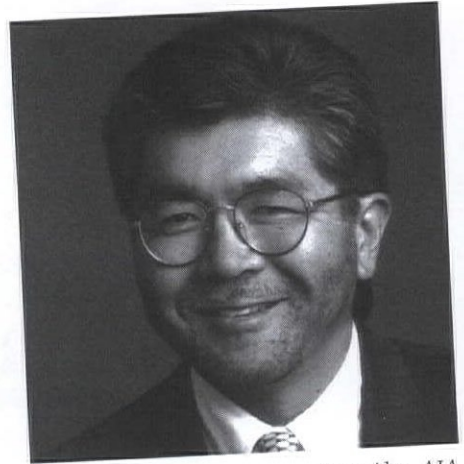
Today, the make-up of ethnic America is 72.7 percent White, 12 percent Black, 1 percent American Indian and Alaska Native, 3.6 percent Asian/Pacific Islander, and 11 percent Hispanic. Within the next half century, the face of America will change dramatically. In 2050, it is predicted that the population of the United States will be approximately 53 percent White, 14 percent Black, 1 percent American Indian and Alaska Native, 8 percent Asian/Pacific Islander and 25 percent Hispanic (Census Data 1997). AIA National membership statistics report 94 percent White, 1 percent Black, .16 American Indian, 2.9 percent Asian, and 2 percent Hispanic (as of Nov. 3, 1997).

How does this relate to us as architects? Before we can have a positive effect on the communities in which we live, we need to reflect the community that we serve. First, we are woefully short of having a representative cross section of minorities engaged in the profession and in AIA membership. At Grassroots '98 in Washington, there was a marked lack of people of color represented in the AIA leadership. At a panel discussion, the issue of diversity was addressed, and though no minorities were represented on the panel, Frances Halsband, FAIA, a woman architect, was a panelist. It was noted during the discussion that the number of women in graduate schools of architecture is increasing and that a wave of women in architecture is coming. Minorities are choosing other professions such as law and medicine. The panelist noted that we need to get out into the communities and recruit minority students. On a positive note for Colorado, Phil Gerou, FAIA, and Cheri Gerou, Assoc. AIA, have organized a year-long series of seminars in conjunction with the Colorado Association of Black Professional Engineers and Scientists. Since

October, they have met every other week with ten high school boys and girls. Many of you have donated time and talent to put on these architecture seminars. Bravo, Phil and Cheri!

What's being done about diversity issues in the AIA? The AIA National Diversity Forum was created to provide all women and minority members with equal access to leadership roles in all levels of AIA and the profession. The agenda of the Diversity Forum is organized into four areas: Education, Design/Visibility, Activism and Practice/Workplace. The Diversity Forum sponsors and organizes the Annual National Diversity conference each year. It is a vehicle for educating those in the majority about diversity issues in the workplace, culturally sensitive design, working with multicultural clients, minority design aesthetics, and how diversity is good for business. This year, the Fifth Annual Diversity Conference will be in Atlanta August 7-9. Call the National diversity office, 202.626.7305.

What can we do as individuals? I believe positive social change only happens when the individual changes. President Clinton established an advisory board to reach all Americans to talk about race, learn about our existing perceptions and misconceptions,



—Ron Abo, AIA

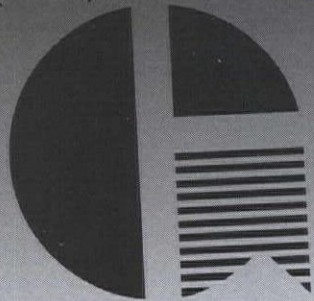
and recommend solutions to create *One America In the 21st Century*. Called The President's Initiative on Race, he offers these suggestions:

- ◆ Participate in service projects that include people from another racial or ethnic background.
- ◆ Get involved with a community organization in your city or state that is working to promote better race relations.
- ◆ Start a constructive dialogue on race at your work, school, neighborhood, or religious community.
- ◆ Create a partnership between your faith community and a faith community of another racial or ethnic background.

[See PRESIDENT on next page]

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ACCESS BOARD HEARING COMING TO DENVER

The U.S. Architectural and Transportation Barriers Compliance Board, (Access Board), has been working on a Notice of Proposed Rulemaking (NPRM) on access to play areas, which is a consensus document that is the culmination of four years of work by the Board. In 1993, the Access Board convened the Recreational Access Advisory Committee, which made extensive recommendations in July 1994 on providing access to a variety of recreation facilities, including play areas. The Board then published an Advanced Notice of Proposed Rulemaking requesting comments on the committee's report.

The public revealed strong support for the Committee's recommendation. The Access Board has developed proposed accessibility guidelines for play areas through regulatory negotiation. These accessibility guidelines address the number of ground level play components required to be accessible, accessible surfacing in the play area, ramp access and transfer system access to elevated structures, and access to soft contained play structures.

The Access Board will have a public hearing on June 3, 1998 at the Westin Hotel in Denver, from 8:30 a.m. to 5:30 p.m. If you wish to sign up to give testimony, or want a copy of the Proposed Rulemaking, contact the Access Board at 800.872.2253 ext. 18. While you may also sign up the day of the hearing, the Access Board strongly encourages interested parties to preregister. Testimony should be limited to five to seven minutes and related directly to the NPRM. This is an opportunity to voice your opinion.

Also, the International Interior Designers Association and the American Society of Interior Designers are sponsoring a seminar/discussion with Access Board representatives on June 5 from 4-6:00 p.m. at the Denver Design Center, 595 South Broadway. For more information or to RSVP, call Donna Mullins at 303.674.1600.

[PARTNERING, from page 1]

example. Their liability and thus exposure to litigation is reduced. Their participation in construction phase services is more likely. What's more, the process may help reduce cost overruns, as well as to help minimize project delays and resulting delay claims. As a bonus, design professionals who suggest partnering to their clients may also find it an effective sales tool because it sets them apart from other firms.

The Problem

Given all the benefits, why aren't owners, consultants and contractors rushing to implement partnering on all their projects? Most likely, many clients—and design professionals—don't yet understand the process and its potential benefits. Some owners may believe that a partnering arrangement may require more energy and upfront costs than they are willing to invest or may regard it as nothing more than a 90s "touchy-feely" waste of time. What's more, although many public entities and large firms are beginning to incorporate partnering into larger projects, thus far the process has not been widely used on smaller projects. Often, consultants do not realize that the precepts of partnering can be successfully applied to projects of all sizes and descriptions.

The Solution

Learn the fundamentals of partnering. Although it is not a panacea for all construction problems, partnering has been shown to be well worth the effort. In addition to the AIA, the American Consulting Engineers Council, Army Corps of Engineers, Associated General Contractors of America, the Construction Industry Institute and many state agencies and other organizations believe partnering represents an important cost-effective method by which to manage projects more efficiently and achieve quality results.

How do you ensure that partnering is implemented on a project—and that you are included? The best solution is

the most straightforward. Explain to your client your commitment to the partnering ideals and ask for a similar resolve on his or her part. This is important. In order for partnering to work, it must be owner-driven. The owner must be committed to the concept, be willing to incorporate the concept of partnering into the bid solicitation, and take the necessary steps to ensure that the process takes place, that the parties don't just go through the motions.

Resolve to negotiate with your client a solid, fair contract. You must have an agreement in which the risk is shared equitably; any agreement that gives one party an undue portion of the risk will truly undermine the essence of partnering.

Then, you and your client should set forth your mutual expectation in your agreement. Whether or not partnering is anticipated, we think every contract should contain in the preamble—the "whereas" section—an affirmation of your mutual commitment to deal with one another in good faith.

[PRESIDENT, from page 2]

◆ Initiate a family activity that celebrates and teaches your family about another's cultural heritage, such as observing a holiday important to another's culture (e.g., Cinco de Mayo, Juneteenth, Pow Wow, Cherry Blossom Festival), borrowing a book or a magazine from your local library about a different racial or ethnic group, or checking your local newspaper for events or celebrations by other racial or ethnic groups that you can attend.

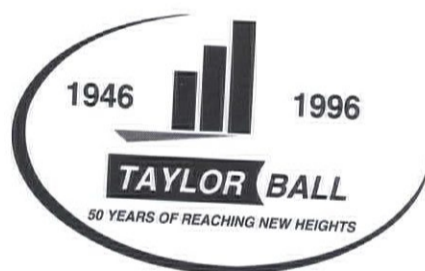
As we become sensitive to other cultural points of view, we can broaden our palette of choices in design. We can create environments sensitive to the needs of different cultures and lifestyles. We can celebrate our diversity through the richness of our cultural differences. Our environments and spaces can reflect who we are and where we come from as individuals. I want to hear your thoughts and feelings about diversity in our profession. Please write, call, or e-mail me at 1600 Downing St., Suite 700, Denver, CO, 80118, 303.830.0575, rka@aca.com.

LETTERS POLICY

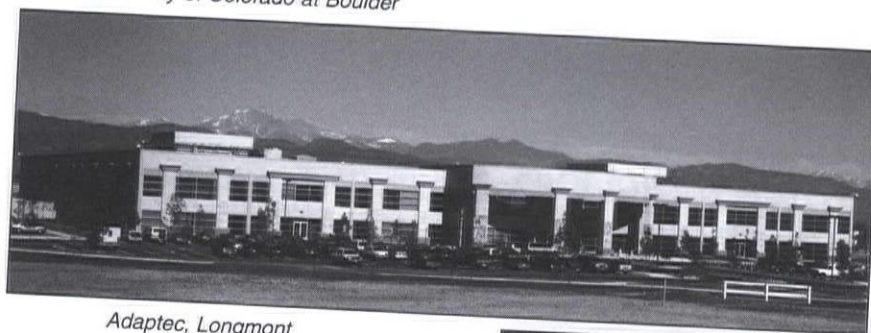
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Hazel Gates Woodruff College, University of Colorado at Boulder



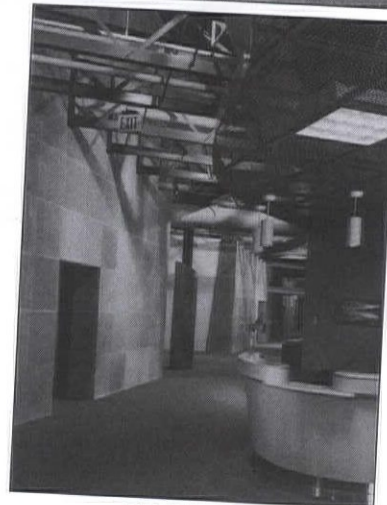
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CONTINUING EDUCATION OPPORTUNITIES

Design Technologies announces its second quarter class schedule

Design Technologies is offering general AutoCAD, mechanical design, architectural design, civil design, multi-media and graphic design computer classes. All classes include handouts or a workbook, and if you miss a class, you may audit (within 60 days) any AutoCAD class at no charge. Saturday and evening classes are available, and there is a 30-day, money-back guarantee. Contact Design Technologies at 303.449.2171 or 800.825.1111 for class schedule information, or visit their web site at www.dtl.com.

"Hiring and Keeping the Right People" one-day seminar

Finding and keeping good people has become one of the greatest challenges for A/E/P and environmental consulting firms. Zweig White and Associates is offering a one-day seminar to help address these problems.

"Hiring and Keeping the Right People" is a one-day seminar for architecture, engineering, planning and environmental consulting firms. The program is designed to benefit principals, hiring

managers, and human resources directors. Attendees will learn dozens of proven techniques to attract, hire, and hold on to great professionals.

The seminar, which has been approved for six Professional Development Hours, will be held at the Westin Tabor Center on Friday, May 28. For more information, contact Jerry Deane (jdeane@zwa.com), Zweig White & Associates, Inc., 600 Worcester St., Natick, MA, 01760, (phone) 508.651.1559, (fax) 508.653.6522, <http://www.zwa.com>.

Architectural study tours to Denmark to begin in September 1998

Building upon Denmark's international reputation for modern design, a series of professional study tours have been organized by Study Denmark, a non-profit agency formed by the government and private groups related to tourism. The first architectural study tour will be conducted September 4-16, and is now receiving reservations and inquiries. The itinerary for the tour touches all periods of Denmark's wealth of architectural history, from Viking forts to medieval cathedrals and modern classics like Arhus Town Hall by Arne Jacobsen.

Study Denmark is a registered provider with the AIA Continuing Education System (credits to be announced). The price of the tour includes airfare, hotels, daily breakfast, most lunches and dinners, ground transportation, and the services of guides. The tour is available in a full-length version, September 4-16, for \$3,400, and a short version, September 4-13, for \$2,990. Registrations received before June 15 will get a \$170 discount (\$90 for short tour). Extension of the tour both before and after may be arranged with the authorized travel agent.

For more information and reservations, contact Mr. Egil Fosse, Tumlare Travel Organization; 114 Old Country Road #680; Mineola, NY, 11401. 800.223.4664, fax: 516.877.1773, e-mail: info@study.dk, www.study.dk.

Structuring winning presentations and proposals

The Society of Marketing Professional Services (SMPS) will host a seminar by Mr. Dag Knudsen, consultant to the design and construction professions. The June 3 seminar will focus on effective presentation strategies and formats, once a firm has been short-listed. The seminar is scheduled from 8:30 a.m. to 3:30 pm at the Wellshire Inn and is \$165 (includes lunch) for SMPS members, \$175 for non-members.

HANDBOOK FOR DESIGN OFFICE ADMINISTRATION

SOCIETY OF DESIGN ADMINISTRATION

has published this 330-page handbook of design firm administration which encompasses these five areas

- Accounting
- Human Resources
- Office Administration
- Technical Disciplines
- Marketing

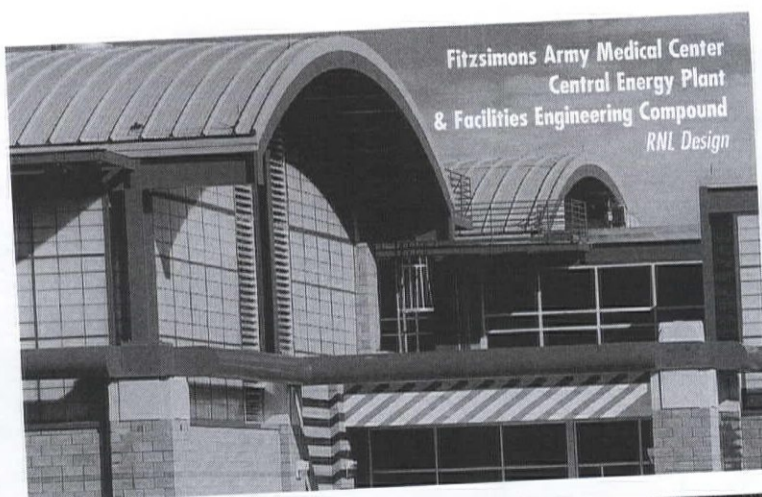


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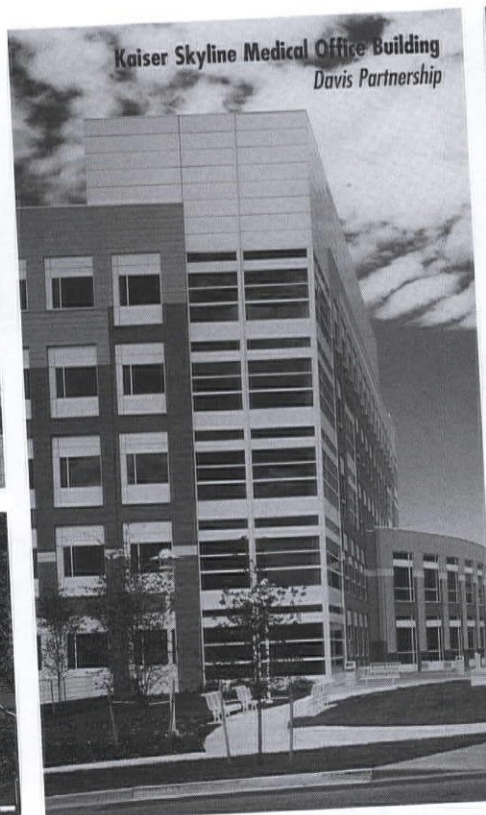
SDA Members \$100 ■ Non-Members \$150

CONGRATULATIONS!

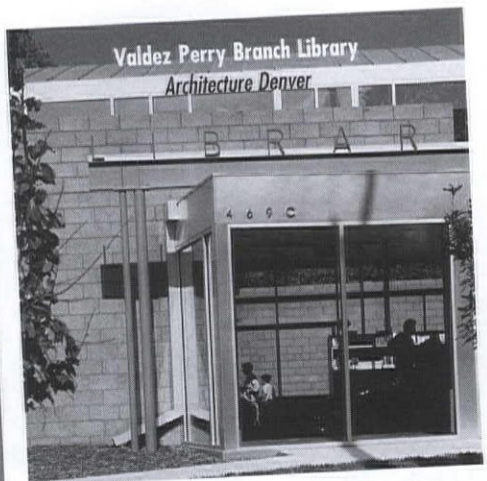
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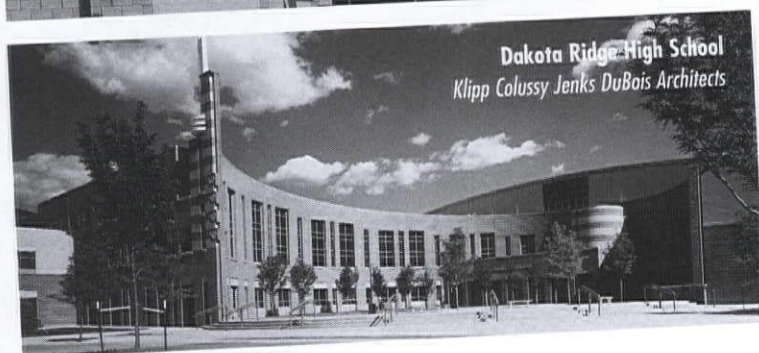
Fitzsimons Army Medical Center
Central Energy Plant
& Facilities Engineering Compound
RNI Design



Kaiser Skyline Medical Office Building
Davis Partnership

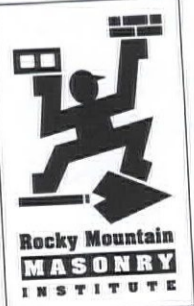


Valdez Perry Branch Library
Architecture Denver



Dakota Ridge High School
Klipp Colussy Jenks DuBois Architects

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Lines & Columns

AIA Colorado
South Chapter

PARTNERING: AN ARCHITECTURAL TRADITION

—Richard Higgins, AIA

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Norwood School District RE-JT has a student enrollment of 400 and is located in southwestern Colorado. Over a two-year period, a partnership was developed between the school district and DLR Group. The partnership was not created overnight. The process required several phases of development and an ongoing commitment to project goals. Community, students, teachers, administrators and the design team were winners as a result of the partnership.

The partnership began to form based on communication and trust. Members from the school board and administration toured representative school facilities with members of the project team. The tour began to establish the parameters and goals of the partnership. The budget, quality, and delivery of education were discussed in terms the partners could truly understand, built buildings. Communication and understanding were at the core of building the partnership.

The maintenance of the partnership continued during the fee negotiations for the facility planning phase of services. An agreement was negotiated between the partners with win-win results being the goal. The school district had limited funds. The project team needed to be compensated for their services and expenses. The agreement tailored the scope of services to match the available funds. Some tasks were performed by the school district, previous studies and conclusions were used in lieu of creating new information, and expectations were clarified. The partnership was able to arrive at a mutually agreeable resolution by understanding and being understood.

The facility study addressed the partnership goals. Budget, schedule, function and visual image were jointly established based on the early facility tours, community input, teacher input, student input and the project team's

experience. The public involvement component was extremely important to the partnership's plan. The success of the project depended upon their support. The issue of need was clearly apparent; the resolution of the need was not clearly identifiable. The partnership with its diverse composition was able to identify issues and formulate solutions before being confronted with a challenge. As a result, the partnership was extended to the community "stake holders" of the project.

Pursuant to completion of the Facility Study, the Norwood School District elected to place a capital improvements bond issue on the November ballot. During the bond campaign the partnership was required to act independently. The independent actions continued to be consistent with the partnership goals. Study information was presented at public forums. Reports and visual presentations were provided to the media for reprint. Questions and inquiries from citizens were addressed. The team understood the importance of "getting the word out." The extension of the partnership was offered to anyone who had similar goals and vision for the school district.

The culmination of the team's efforts was the bond issue's successful passage. The partnership choose to continue its "outreach" initiative. The result was a renewed commitment to addressing the most concerning issues to the opposition. Support for the project extended beyond the bond campaign.

Programming and design began with review of the partnership goals—budget, schedule and function. To meet the schedule, services had to start immediately. To facilitate the process, the partnership agreed to commence work with a "notice to proceed" while the final contract could be negotiated. The win-win approach to challenges prevailed. The school district wanted to open the new school the fall of 1999. The design professionals needed enough time to do programming, design documentation and construction. The traditionally, often lengthy, negotiation of the final contract was removed as an obstacle to the schedule. The partnership's resolution met the needs of all parties.

The design and programming process exemplified the interdependent structure of the partnership. Stakeholders in the project became an integral part of the decision process. The architects and engineers listened, responded and submitted recommendations. The different views and perceptions were explored. Some of the issues were: cost and quality of windows, low supply/high return air distribution, adaptive reuse and demolition alternatives, first cost and life cycle cost. The partnership empowered each contributor to voice concerns and ultimately arrive at the best solution based on the goals of the project.

[See TRADITION, on page 6]

ARCHITECTS' BENEFITS OF PARTNERING

—Jim Johnson

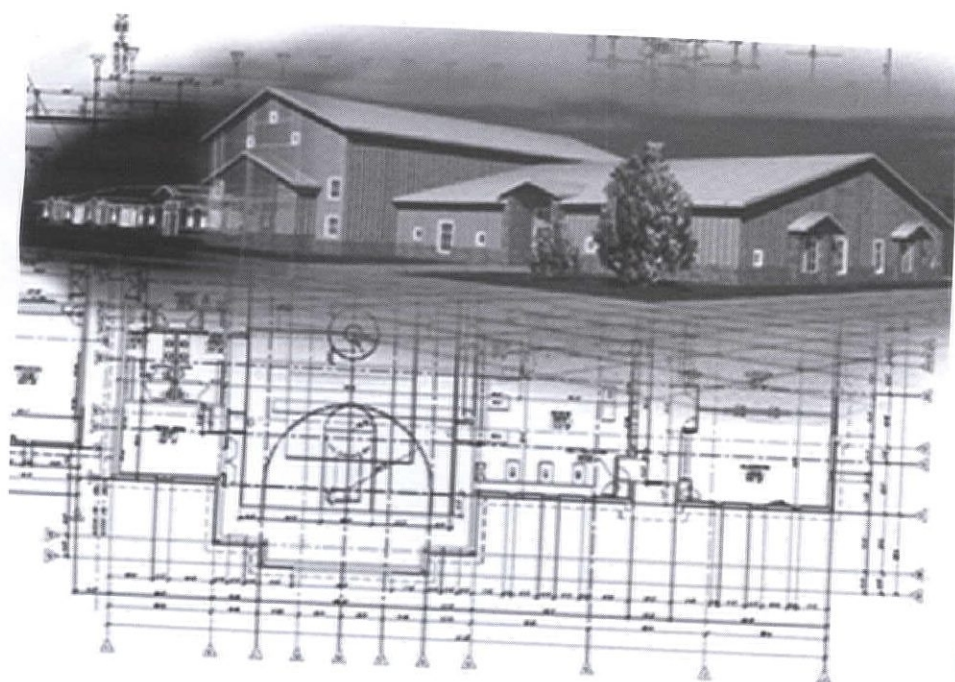
Partnering is a proactive approach to achieving a project team's goal of a successful job. It is a process, started at the outset of a project, to lay the foundation for various parties to work together.

Outwardly, the owner, architect and general contractor may seem to have divergent agendas. This can often create an adversarial relationship, with every side making decisions based on their own organization's objectives without considering the effect of the other parties. Through partnering, it is proven that the owner, architect and contractor have similar goals: to complete a quality project that meets the user's needs, within budget, on schedule, and efficiently, without litigation. The partnering process helps establish a relationship among the design and construction teams and builds commitment to one another by focusing on a project's specific goals. Through many partnering workshops, and refining the partnering process, GE Johnson Construction Company has found that all parties involved in partnering benefit.

Participants begin to function as a team; trust is developed; you begin understanding each other's needs, concerns, and risks; it produces better communication among the team; it fosters a climate where issues can be raised and openly discussed and jointly settled; it increases quality and efficiency due to better cost and schedule control methods; it increases opportunity for innovation and open communication, it expedites decision making and issue resolution strategies; and it reduces exposure to litigation through early identification of problems.

A specific benefit of the partnering process to the architect, who in many cases has been involved in the project much longer than the construction team, is a smoother transformation from a user group to an in-house construction manager or designated owner's representative. The partnering process provides a platform where the architect may present the design and provide the history of the project's development regarding space alloca-

[See BENEFITS, on page 6]



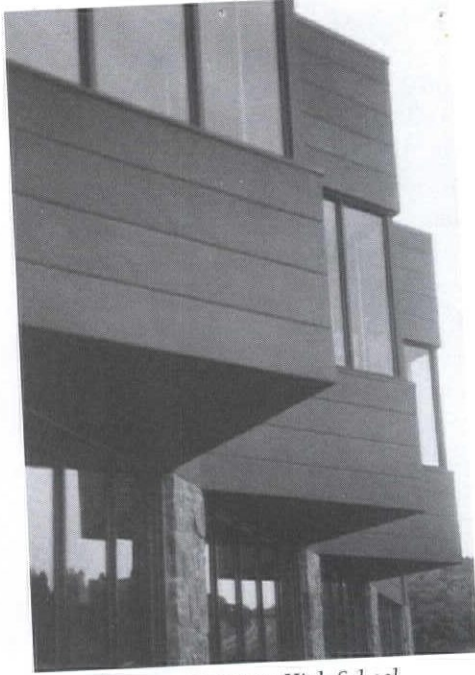
[TRADITION, from page 5]

The partnership considered simple cost aspects of the project. Prebond planning efforts were expanded rather than expending fees to recreate the prototype solution. Travel expenses were minimized by cooperative sharing of re-sources. Site visits by the team were strategically coordinated to maximize efficiency and minimize cost. Value engineering efforts were performed during the design process. The partnership project cost goals were continuously revisited to verify concurrence.

The partnering process was developed over a period of months. The infancy of the relationship was based upon blind trust stemming from the design team's experience. As the project progressed, each group built trust through mutual commitment to the project goals. The identification of the project goals was the means by which the partnership could focus its efforts on successful completion of the project. With the partnership established, the team could look for win-win solutions to challenges. The team trusted that individual success would foster project success. The final solidification of the partnership was achieved when team members worked interdependently. Differing views and individual contributions were welcome in pursuing the best solutions for Norwood School District RE-JT.

[BENEFITS, from page 5]

tion, materials selection, and systems. This provides a better understanding for the construction team, which can then construct the facility to the quality and intent of the design. If a project has not been fully developed, or is in the schematic or design development



Cheyenne Mountain High School

phases of design, the architect can further communicate the design intent and intricacies as it relates to building codes, architectural convenances, or other challenges a specific site may impose. Communicating the challenges and obstacles that have been overcome so far in the project's life increases the cooperativeness of other team members


to focus and deliver the project within the pre-stated parameters.

Partnering workshops also commonly discuss obstacles or roadblocks to overcome during the construction process. This provides the opportunity of a preliminary plan to resolve potential design-related obstacles, regulatory agents, partial use of occupancy issues, and scheduling submittals or construction administration process. These issues are openly discussed where each team member can hear the expectations that other team members have of them. This lets them perform their jobs with a higher degree of performance as they understand their expectations, whether it's reviewing a submittal or their role in developing a final punch list of a project.

The partnering process does not eliminate all paper work or all points of conflict. However, it does establish a method and a process where conflicts are resolved with the project's goals in mind and attempts to streamline the construction process from the paperwork standpoint. We have found the expectations where an architect was operating one way during the design phase and another during the construction phase. The partnering process allows the owner and contractor to communicate their expectations to the architect. Providing this expectation gives the architect a focus on the construction administrative side rather than continually trying to meet per-

ceived owner's expectations.

Partnering should be viewed as an ongoing process and continuously evaluated, not viewed as a one-time gathering to discuss the project. Partnering does not eliminate the work; it makes the work enjoyable.



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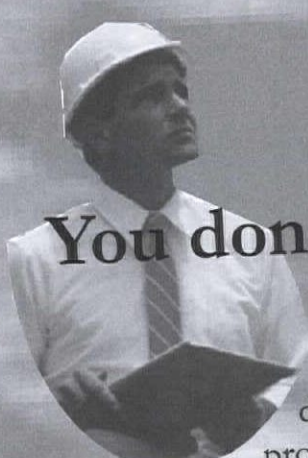
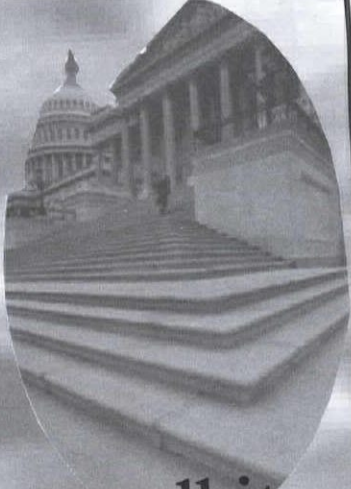


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PARTNERING: A COLLABORATIVE PROCESS: IT ISN'T FOR EVERYBODY

—Joe Slavic, Vice President, Howell Construction

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The concept of partnering has received a significant amount of publicity over the past several years. Headlines have read “Partnering will substantially eliminate litigation in our industry,” “Partnering will revolutionize the design and construction industry,” “The design and construction industry will never be the same again.” Yet it seems five years after it was the savior of the industry, partnering is fading as another “flavor of the month” management concept. People say, “I’ve tried partnering. It wasn’t any different than the last project I was on. I had the same problems with my contractor and design team as I did on non-partnered projects.”

Is Partnering For Everybody?

Partnering is quickly becoming a victim of label transfer: taking the hot new concept in an industry and placing that new label on whatever we have always done without changing the old ways of doing business or properly implementing the fundamentals of the new concepts. As the industry expands the use of partnering, many teams have experienced the same mediocre project results under the “partnering” label and discount the concept as another “impractical” management theory that does not have any application in the “real world.” The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

At the heart of why partnering works is the classic argument of motivational theory (Theory X vs. Theory Y). Some believe that people are fundamentally lazy and dishonest, finding no intrinsic value in work (Theory X). Therefore, the only way you’ll achieve the results you desire is by directing and putting controls in place. Others believe that people are fundamentally industrious and honest (Theory Y). If you create the appropriate environment for success and properly define the desired results, workers will strive to meet the objectives set before them. Most people operate either at one end of the continuum or some place in between. Partnering is basically a Theory Y philosophy. For the hard-core Theory X leader who is used to dominating vendors and doesn’t trust anybody, partnering will be a long, tough road. It is very difficult to make a substantial change in

people’s behavior if their fundamental beliefs are not aligned with the behavior desired. Partnering success will not be maximized unless the leaders of the organizations are committed to the principles of partnering and the underlying management philosophies.

Principles Necessary for Partnering to be Successful

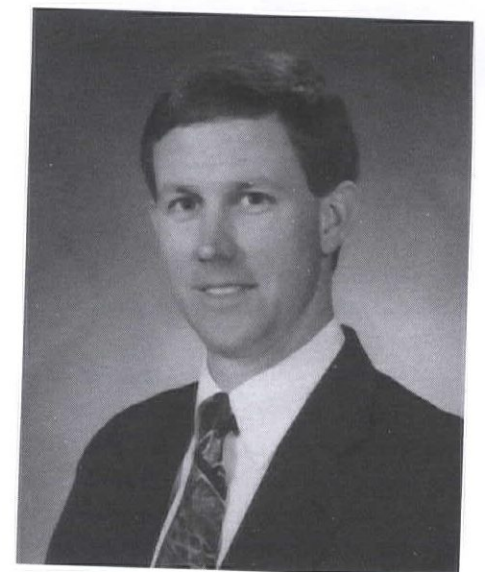
A principle is defined as “a fundamental origin or cause of something.” Several principles must exist within a team for partnering to be successful. Principles drive our behavior and behavior ultimately drives a team’s performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result.

Principles affect our behavior much like foundations affect a building. A building’s foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No way! Either the project team would remove the bad soil and replace it with something appropriate, design a foundation system that would accommodate the existing undesirable conditions, or select a new site. Similarly, the project team should select principles necessary to create the desired behaviors. We must exercise the same standard when designing and selecting the principles that drive our project teams as we do to design the technical components of our projects.

Strong Relationships are Key to Success

Strong relationships are a leading indicator of success among a team. A good partnering team will put into place a monitoring system to measure the relationship the same way a team develops a budget to monitor cost control for a project. Relationships are greatly overlooked assets in our society. Our most valued relationships—marriages and families—only have a 50 percent success rate. Why should a project team expect a success rate any better than that without an investment of energy focused specifically on the relationships between people on the team?

Time needs to be invested with team members to discuss expectations and establish accountability. Interdependent



relationships will share responsibility for the final outcomes. No team member should let another member fail. For interdependence to occur, relationships need to be periodically monitored and adjustments made. Teams should ask: Are we meeting each others’ expectations? Can the communication in this relationship be improved? Are we meeting the performance standards previously established?

Strong relationships are hard work, requiring an investment of time and energy. Issues negatively affecting relationships must be escalated and discussed, even if uncomfortable. Relationship strength is a consistent leading indicator of project success. You can choose to be proactive and invest in a better relationship up front or wait and react to a poorly performing team if the project doesn’t go well.

Long-Term Results More Important than Short-Term Gratification

Investing in the long term is a concept not embraced by American society, so why should we believe the design and construction industry has a cross section of people who all share this principle? Trade offs between the short run and long run are part of every decision. Team effectiveness is maximized when team members are focused on the long-term implications of their actions.

The design and construction industry continues to make the short term a priority in several ways. Many owners select an architect because his initial fee is the lowest. Some architects recommend selecting a general contractor because his initial fee is lowest, and many general contractors select subcontractors because of the lowest initial bid. We all know that in this industry

[See HOWELL on next page]

[HOWELL, from page 7]

“initial” (short term) does not automatically equate to “final” (long term).

Experience shows that the selection criteria for short-term versus long-term outcomes are quite different. More time and energy spent on a design can quickly equate to a more functional building with lower life cycle costs—even if the initial construction cost is slightly higher than an alternate design. Total cost incorporates several components often overlooked when evaluating initial or up-front costs, including operational and maintenance costs, employee productivity issues, company down time, time to market, life-cycle costs, final design and construction costs, and many others. Long term versus short term affects us everywhere. So why does this industry continue to recommend selection of our downstream suppliers and teammates on the basis of short term criteria and not on a demonstrated history of generating final solutions that maximize all of the client’s objectives—including cost?

Teams Create Better Solutions Than Individuals

Partnering is a process that encourages collaboration among team members to generate solutions to problems and maximize team objectives. Teams bring a diversity of experience and perspectives to a problem and create better solutions than individuals. More solu-

tion options are generated by teams and better choices are typically made because teammates will recognize consequences of different options not always obvious to an individual.

However, many people in the design and construction industry do not embrace the team concept. They have spent so many years in a dictator environment, (Theory X) or simply do not have the skills to lead in a team oriented environment. We’ve all witnessed general contractors who tell subs, “This is my schedule and sequence. I expect you to accommodate my plan and not whine about your minor inconveniences or delivery problems.” Or designers who say, “The solution I want is on the drawings. Your idea will take too much of my time, so build it the way it is shown.”

That non-team oriented behavior is also indicative of a silo mentality where each component of a process isolates itself from the other parts (see exhibit A). The traditional design and construction process often resembles Exhibit A because minimal interaction takes place between team members during the overall process. The design-build concept is one process currently being used in our industry to create interaction among all team members. A properly implemented partnering process is another way to eliminate silo management and create team interaction, which is often absent with a more traditional delivery method. It is unrealistic to believe that teams made up of

the wrong people who use a faulty process will ever maximize the benefits associated with partnering.

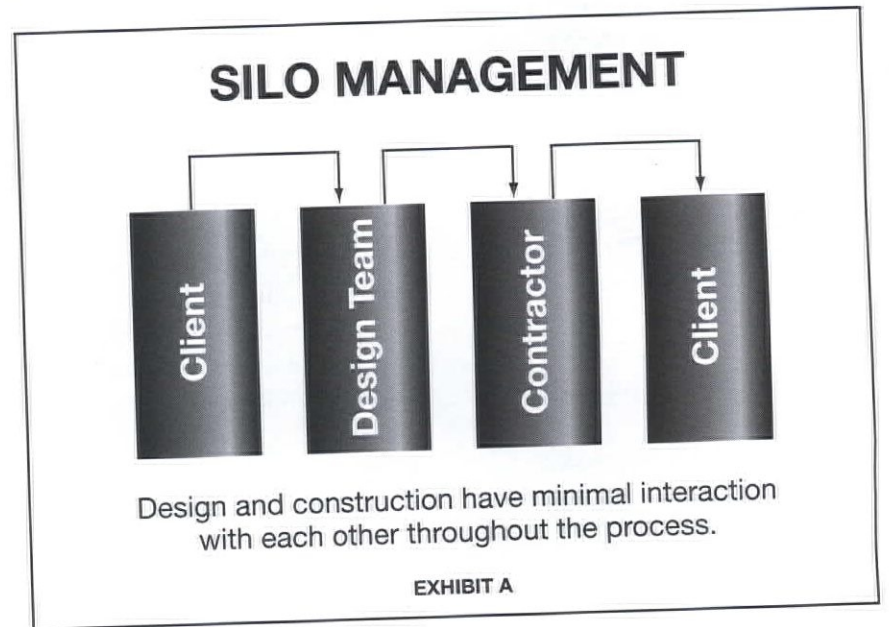
Trust, Integrity, and Credibility Critical to Team Success

Trust and integrity are the glue that hold relationships together. Trust is the “I believe what you say” component of a relationship. Integrity is the measure of “you will do what you say” and credibility is the measure of “what you say is true.” The long run will serve as a litmus test to measure integrity and credibility. Team members with hidden agendas are typically discovered in the long run, which ultimately erodes trust. When credibility is in question or commitments are consistently missed,

who have a history of repeat business, more than likely demonstrated consistent trust, integrity and credibility, compared with service providers who do not have a history of repeat business. Remember, “Fool me once, shame on you. Fool me twice, shame on me.”

Historical Issues that Make Successful Partnering Hard

The design and construction industry historically has not established processes that are consistent with the partnering principles discussed above. Over history, contracts and processes have been written to protect people’s specific interests and subsequently establish an atmosphere of “I don’t trust you.” Risk is often unreasonably shifted to parties,



the relationship will become less productive and sometimes adversarial.

How do you know if you are getting trust, integrity and credibility when selecting members for your team? These “soft” issues need to be part of the team selection criteria. Typically we rely on previous experience with a person as the primary measure of these selection criteria. When comparing alternatives, we typically select somebody we know over somebody we don’t know. For example, “At least I know Bob tends to embellish reality so I can compensate for the team.” When selecting from unknowns, a measurement of trust and integrity is history of repeat business relationships of the vendor in question. Most people do not repeat business with people who lack trust and integrity. Service providers

which creates unproductive behavior when the party compensates accordingly. Every action has an equal and opposite reaction. In addition, processes have been established that add little value to the actual design and construction, but create documentation to manage the potential disputes and litigation often experienced.

Many contracts and processes have been developed assuming the linear Design-Bid-Build approach (silo management—see Exhibit A) is the best method for delivering design and construction services. These historically developed processes are often flawed given the fast-paced, rapidly changing environment facing businesses today. Behaviors will ultimately be driven by the processes and contracts used by the team. Do not expect good teamwork

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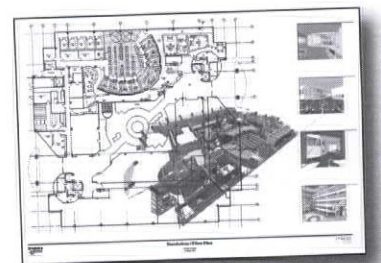
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A Working Definition Of Partnering

How does somebody differentiate between real partnering, informal partnering, and outright label transfer? Partnering is often defined as a collaborative process where stakeholders work together to achieve a common purpose. Several steps are somewhat universally associated with a formal partnering process including:

- ◆ Development of team objectives and mission statement
- ◆ Development and utilization of an issue resolution process
- ◆ Problem solving and process improvements
- ◆ Monitoring of team performance through metrics and objectives
- ◆ Relationship building

When asked, many people say, "Yes. We use partnering, but it is informal." Informal partnering typically means: 1) Team members try to cooperate with one another and meet for beers once a month. 2) They didn't have a partnering session to discuss and develop the items listed above. 3) No process is in place to monitor team performance.

It's a fact that millions of projects have been constructed well with "informal"

partnering. However, additional benefits can be achieved by using a more formal process.

Partnering is a like being pregnant. Either you are or you aren't. Team members need to spend the time up front to invest in the principles. How you spend your time will demonstrate your true commitment to partnering. Do you have a session at the start of the project? Do you periodically review the team's performance, discuss process improvements, and make corrections while you are mid course? At the end of a project, do you discuss lessons learned and take action not to learn them again on future projects?

Case Study—Results and Benefits

The benefits and results associated with implementing partnering vary depending on many factors. The following discussion will focus on results achieved by the team of Howell Construction, RNL Design and U S WEST Communications by implementing a formal partnering process over several projects.

U S WEST Communications initiated what has been labeled as strategic supplier relationships or strategic alliances with design and construction vendors nearly four years ago.

The team started the new relationship by using a formal partnering process similar to the one described above. During the last several years, over a dozen partnering or follow-up sessions (four hours to two days long) have occurred along with more than 100 smaller team meetings focused on team building, process improvements, and problem solving.

During the initial partnering session, significant time was invested to establish objectives for the team. As with many clients, U S WEST had several other objectives beside cost effectiveness that needed to be optimized. The objectives and performance criteria, along with several other non-traditional contract requirements were ultimately incorporated in the U S WEST contracts with RNL and Howell.

Objectives and Performance Metrics

Customer satisfaction

- ◆ Customer satisfaction is measured from a report card survey of internal U S WEST users. In one year, overall satisfaction ratings of 99 percent A's were achieved (on an A-F rating) substantially above the target of 96 percent C's and above.
- ◆ Service outages were substantially reduced. In 1993, 27 major service outages were recorded. By 1996, service outages were reduced to only seven.

Improve cycle time

Project cycle time has been reduced on average by a minimum 20 percent.

Reduce costs

In U S WEST's 14-state region, occupancy costs have been reduced by 20 percent over five years, resulting in annual savings that exceed \$100 million.

Costs were reduced by improved space utilization. On one group of projects, the team achieved as low as 122 sq.ft. per person—compared to a target of 180 sq. ft. per person—resulting in cost savings of \$1 million annually.

Design costs reduced through process improvements

In some cases, construction costs were reduced 15 percent, compared to single-project, hard-bid contract in similar facilities. (Specific case study)

Improved minority participation
Steady improvement toward target of M/WBE participation targets.

Improved design and construction processes

- ◆ Use of retainage has been substantially reduced on most projects.
- ◆ Use of lien waivers have been substantially reduced on all projects.
- ◆ The team implemented guidelines for methods of procedures (MOPs) that have reduced costs associated with MOPs and improved implementation effectiveness.
- ◆ The team implemented electronic drawing distribution to contractors and subcontractors.

Improved life cycle processes

- ◆ Design methods changed to design for tested equipment loads versus name plate loads on certain projects. Mechanical and electrical costs were substantially reduced as a result.
- ◆ Pilot project to study improved methods for record drawing management resulted in development of a CD-ROM archival process for record drawings. The pilot project has not yet resulted in full implementation of new technology within U S WEST.
- ◆ A life-cycle audit process was implemented bi-annually to review life cycle optimization on projects.

[See HOWELL on next page]

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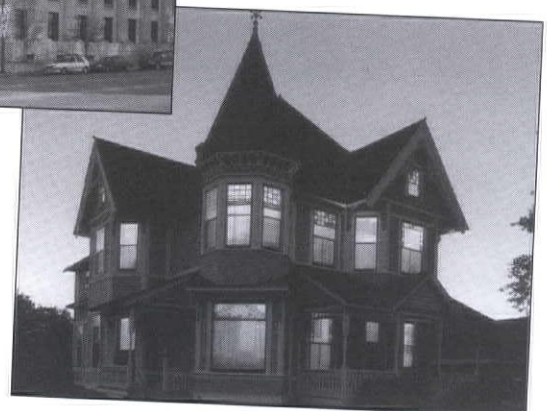
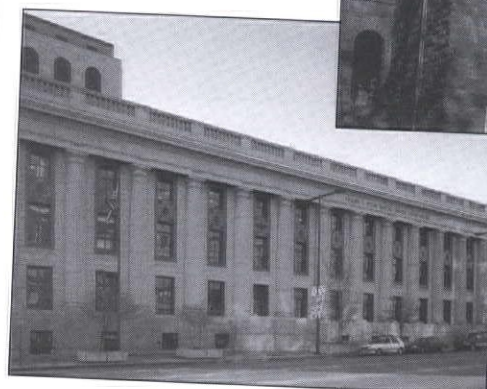
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[HOWELL, from page 9]

The results summarized are from a long-term relationship. However, similar results can also be achieved by implementing partnering principles on single-project relationships. Moreover, the results achieved on an individual project can be maximized by selecting team members that have previous partnering experience.

The Importance of Team Selection to Partnering Success

When selecting teams for projects, the design and construction industry does a good job of evaluating the "hard" criteria. Does the company have the technical experience required for this project? Do they have experience with projects this size? Can they manage the schedule? Are they cost competitive?

However, we often fail miserably in properly evaluating the soft criteria which is equally important for team success. How will their people fit with other members of the team? Do their people understand how to lead in a partnering relationship? Do they have good experience in non-traditional delivery methods?

What should I look for when selecting a collaborative team?

Leadership Style

Partnering works best for leaders, followers, Theory Y managers, and "people people." Partnering is not as successful for dictators, self-centered people, and Theory X managers. If your team members have inappropriate leadership styles, either select a different process or different team members, or adjust your expectations on the benefits expected from partnering.

Experience with the Partnering Process

People who use a formal partnering process on every product are much more likely to be successful than a team who has partnered once before. Much like technical experience, the learning curve a team brings to the party can be significant, with multiple

experiences. Who would you choose to build your clean room? A contractor who has experience building one facility or a specialist who builds ten a year?

Fit with Your People

Relationship fit is an intangible that is fundamentally a "gut-check." Does this relationship feel right? People do business with people. Often, selecting based on "corporate experience" does not take into account chemistry of the team. Comfort level between team members will jump start the trust and credibility, which is critical to success.

Character issues —trust and integrity

If you believe that character, trust, and integrity aren't important in business relationships, partnering is probably not a good fit for you. If character is important, you probably wonder how it can be used as a selection criteria. Long-term client relationships with repeat business are good indicators of these attributes. "The long run" typically culls out those people with marginal integrity. Only vendors with the highest standards get asked back repeatedly by their clients.

There will always be dishonest contractors who will prey on unsuspecting owners. There will also always be designers whose focus will be the next design award rather than the success of a project. However, those who understand the true value of collaboration and partnering can keep the concept of partnering alive by selecting team members who are committed to a better way of doing business. The right people with the right process can produce successful collaborative projects. The result is a satisfied client who will return to you with repeat business.

Joe Slavik is vice president for Denver-based Howell Construction, a firm that provides general construction, design build, and construction management on new buildings, tenant finish, remodels, and renovations for clients throughout Colorado.

Randy Givan, area manager for U S WEST Communications-Real Estate, contributed to the case study information in this article.

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It was standing room only for our seminar on modeling and 3D technology. The committee expresses our thanks for an entertaining presentation by Ned Kirschbaum and Robin Ault from Fentress Bradburn Architects and Jessie Adkins with RNL Design. To become a member of the Design Communication Committee, please attend our noon-time brown bag workshops on the third Thursday each month in the AIA conference room. Questions? Call Ken Cilia at 303.758.8877 or Jim Leggitt at 303.575.8515.



Members discuss 3D technology and review current projects during the March 19th committee workshop.

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PARTNERING INSIDE AND OUTSIDE OF THE FIRM

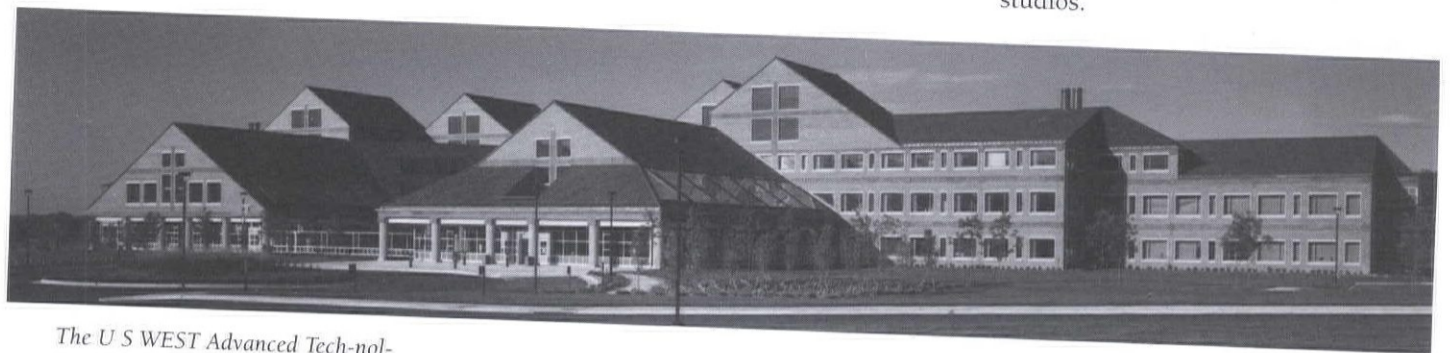
—K. David Carson, Principal, OZ Architecture

Partnering can be an outstanding tool for any architectural firm. At OZ, we use it both internally and externally to create strong project teams and to broaden the abilities of the firm and its architects. And I'm convinced that strengthening the partnering skills within any architectural firm will result in benefits reaped.

The benefits of teaming between the studios are obvious. OZ is able to provide the client with the best possible OZ team as well as convenience for our clients who may be closer to either the Boulder or Denver Studio. In addition, expertise that develops primarily in one studio spreads more quickly when there is plenty of inter-face between studios.

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The US WEST Advanced Technology Building at the CU Research Park was created from a partnership between OZ Architecture and MBT in San Francisco.

Working Together Inside the Firm

With two primary studios located within 30 miles of one another, OZ Principals are often asked how jobs are allocated and whether or not there is any partnering on projects between the two studios. The answer is a definite yes! From our perspective, one of OZ's strengths is the ability to form teams from more than 34 architects. Depending upon the requirements of the potential client, we organize teams from either studio, or both the Denver and Boulder studios.

Team decisions are based on which architects and support personnel will provide the greatest strength in experience for the client. It is a real joy to be able to draw in that key person with the critical expertise—someone who will carry a project forward while sharing that knowledge with the other stu-

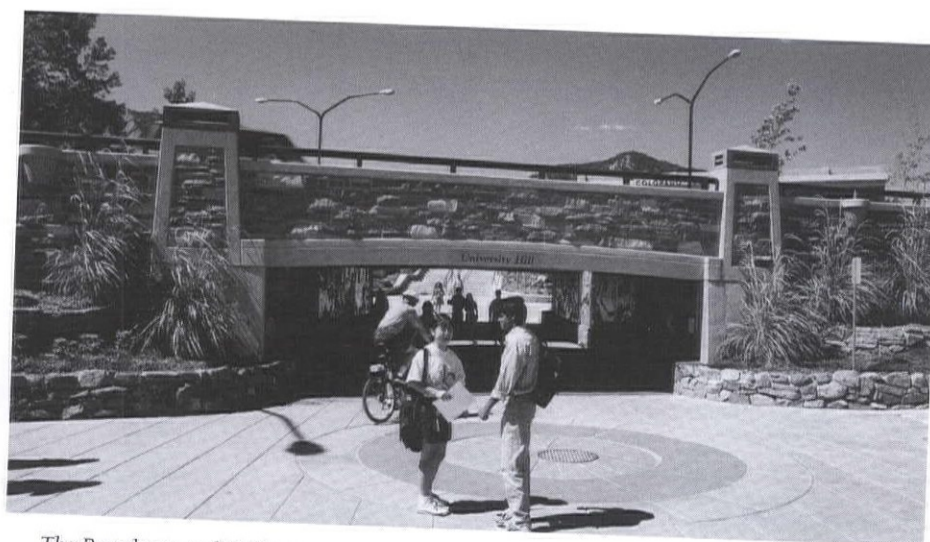
Teaming with Other Architectural Firms

Internal teaming is not the only way OZ Architecture utilizes this tool. We have always been proactive about teaming with other architectural firms in order to win jobs that we feel we can't service adequately strictly within the firm. This is a tool that any firm can utilize regardless of size. Examples of projects on which OZ has teamed with other architects include the US West Advanced Technologies building at the CU Research Park in Boulder (MBT Architects, San Francisco); the Molecular, Cellular, Developmental Biology Building at CU (MBT); the Broadway and College Underpass in Boulder (Downing Thorpe and James); Spruce Street Center parking garage and retail center in Boulder (Downing Thorpe and James); Celestica's new facility in Fort Collins (Young +Wright, Toronto, Canada), and the Quantum facility at Colorado Springs (Nakai and Associates).

The benefits of teaming with other firms are numerous. Foremost is the opportunity to work with other architects who have knowledge of building types that this firm doesn't yet possess. I feel that the architecture firm will always improve on its design work by teaming with, and learning from, other architects. But besides the architectural stimulation, the firm also benefits from other aspects of interfacing with other firms. We have the opportunity to discuss management, growth, markets, philosophies on pursuing work, and more.

Creating Strong Teams with Contractors and Consultants

I also believe that one of the keys to ensuring that a project will run as smoothly as possible is creating a strong team mentality between our firm, the contractor and consultants. When all parties are willing to get involved early in the process the overall project benefits. In addition, a



The Broadway and College Underpass in Boulder was a joint effort between OZ Architecture, Downing Thorpe & James, and the City of Boulder.

dio. In addition, when several architects have the required experience, we look for team members whose schedules allow for the most time and effort to be put into the project.

Where the project is "based" is usually dependent on proximity to the client and which studio the Principal in Charge works out of on a regular basis. Team meetings with the client and consultants are held in either studio, depending on availability of meeting room space and client convenience.

[See OZ PARTNER on page 12]

NEW MEMBERS

- Ricki Ingersoll, PA
Pinnacle Homes & Design, LLC
- Mike Walley, PA
Seamless Systems, Inc.
- Patrick Trahern, SA

RECENT PROPOSAL EFFORT MAKES BELIEVERS IN PARTNERING

—Steve Loos, AIA

The most recent experience with partnering for Abo•Copeland Architecture, Inc. has been the result of our involvement with the competition for the Boulder County Recycling and Composting Authority's proposed recycling facility in Boulder. The project, likely to be one of the most important public buildings contemplated for Boulder County for the foreseeable future, has drawn a great deal of attention, while the process to bring it to reality has been drawn out and somewhat convoluted.

operator in terms of office space and recycling center staff facilities, such as locker rooms, training rooms, etc. In short, the building will have to find a way to become an effective and productive office and industrial environment, while proclaiming itself as an important public and educational building. Quite a task!

Three teams of finalists have found that designing for these distinct and contradictory functions on a very tight site has proven to be a significant

challenge. For us, however, it has been a challenge made easier by the team that was assembled by our primary client, Western Disposal Services, Inc. Our primary team—Western for operations and management; Camp Dresser & Mckee Architecture, Inc. for land planning and architectural design; Sax Associates, Architects of Portland for recycling center design; EDAW for landscape architecture; and Smurfit, Inc. for recycling and sales—has worked together very effectively to

produce a comprehensive project proposal. Each discipline benefited from its association with the others and the resultant synergy has produced a product that is truly more than the simple sum of its parts.

The partnering process turned out to be about a two-and-a-half-month charette. The entire process was carefully scheduled for the entire work period. Each discipline was charged with the development of concepts and directions which were then reviewed and refined during work sessions involving the entire team. The overall level of organization, coordination, and professional give and take was exceptional for such a large group. The experience was a dynamic and exciting one.

The final proposal, a hefty four-volume document covering every aspect of the recycling center from design through construction to operations and management, has been the clear beneficiary of this effective partnering of design/build/operate expertise.

[OZ PARTNER, from page 11]

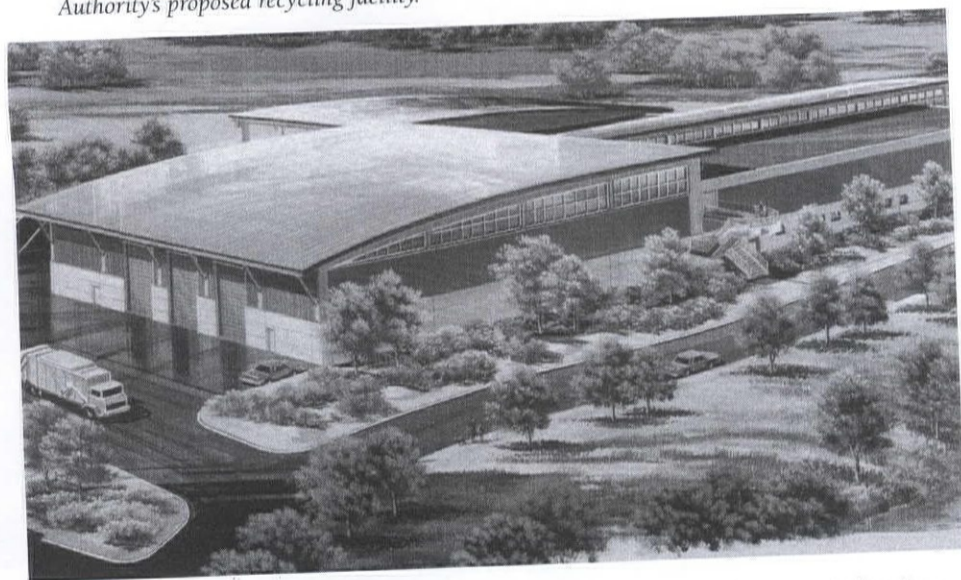
positive 'can do' attitude as opposed to an adversarial relationship with the consultants and contractor can save time, effort and reduce unproductive RFIs and other administrative documentation.

Without question, encouraging a 'Partnering' mentality both inside and outside the firm leads to a stronger firm. Communication between team members and putting in 'the extra effort' of keeping all parties informed is vital to successful projects. For example, OZ has established strong partnering relationships with many firms—whether architects, consultants or contractors. As a result, we find that knowing that partnering will be a high priority for those firms on any project we work together on gives us the confidence to sell the entire team rather than just OZ.

At OZ, we firmly believe that the most successful construction projects result from a team effort of the owner, architect and contractor with each partner understanding and supporting the responsibilities of the others. This mentality seems to dominate when all three team members have committed to the goal of building the best project possible, and all efforts are focused on the goal.



Team Effort Results: Drawings for Boulder County Recycling and Composting Authority's proposed recycling facility.

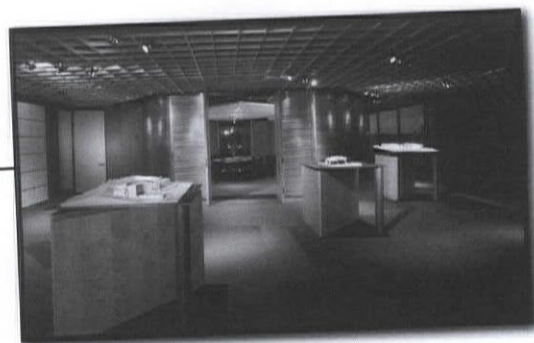


The building's "mission" is actually quite complicated as it will house three primary and distinctly different entities. The first is the recycling facility itself with its industrial materials handling operations, heavy machinery, complicated sorting lines and conveyor systems, and shipping facilities. The second primary component is the Authority's administrative office, support, and educational space. Finally, the facility will accommodate the needs of the Authority's hand-selected

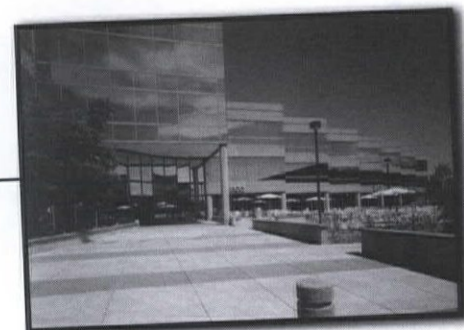
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Partnering: Building Relationships Beyond a Project

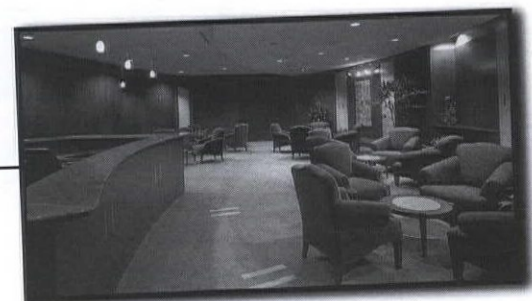
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Tamarack Building before remodeling project.



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BRENNER HARR

ARCHITECTURE TRIES ITS HAND AT CONSTRUCTION MANAGEMENT

—Doug Harr, AIA

As our architectural firm has grown, we have become more involved in construction management. Our latest construction management project was the Tamarack building in Glenwood Springs. I worked as a carpenter for several years before going to college and during the summers through college. After graduating, I started a design/build construction company in Grand Junction that was in business for two years.

The Tamarack Building is a large brick building that started out in the early 1950s as Berthod Motors. The lower level, entry level, and second floor each

The Tamarack Project started out as a typical architectural project through the design, construction documents, and bid negotiation. This was in the fall of 1996 and we found only two contractors that were willing to bid the project, because the construction boom of the valley was in full swing. The bids came back at three times what the owner was willing to spend. I offered to construction manage the project for a fixed fee, and the adventure began.

I enjoy the construction phase of a project and felt that this could be a project that would actually be built the way I designed it. My approach to getting the

but with a small contingency. Remember, this is a remodel.

The owner had started the demolition before the construction loan was financed, and paid for it out of personal funds. As this phase came to a close, the subcontractor submitted a bill to me that was \$7,000 over budget, with no substantiation for the over run. I refused to approve the application and the subcontractor threatened to file a lien on the project. He did his homework because the loan still had not been finalized and his lien would have stopped the project. The owner instructed me to pay the subcontractor in full.

The next phase started well. The framer had the basic spaces framed in no time and the electrician started his wiring. As well as the basic framing, there was a lot of intricate furring around existing masonry anomalies. This part did not go well. The subcontractor had overextended himself, and the owner was starting to expand the project. "How about if we did this here? It shouldn't cost that much. And let's do this over there; it can't cost that much more." The project basically grew back to its original scope. The subcontractors agreed to do the additional work and submitted the additional costs.

The framer stopped work and became hard to reach. When I did get a hold of him, he said he would send a crew out the next day. Two days later, they showed up—just one or two of them—worked for a couple hours, then were gone again for a week! I called several other framers—all who were in the phone book—and no one could take the job for two months. This went on and on, with more than just one subcontractor. The schedule got a month and a half behind, and the subs had other commitments. I will say that the painter, carpet installer, and fire alarm contractors were there when they said they would be, did a good job, and did it on budget. Let me revise that. The second painting contractor did a good job. The first was thrown in jail, still owing me \$700 of work.

[See BRENNER HARR on page 14]



Completed Tamarack Building remodel project.

have 6,700 square feet, with a third floor of 2,600 square feet. The building was totally remodeled in the '70s with lots of barn wood and stained glass. The brick exterior was covered with wood siding as well. The building was fairly successful with a combination of offices on the upper floors and retail on the two lower floors. In early 1990, both of the big anchor tenants left a large engineering firm and a mountaineering store. When I was approached in 1996, the building was virtually empty. Through the years as tenants left and new tenants came in, partitions were thrown up in haphazard fashion until the building was a dark, uninhabitable space. The local fire and building department certainly felt so, anyway.

project back to budget was to reduce the scope of the project to about two thirds of the original and bid the project out to several subcontractors in each division. We left open the option of a second phase in a couple of years after the building had filled up and the owner was receiving rent. I felt it was best to do part of it and do it right. The owner seemed convinced and we started the process.

The bidding phase went fairly well, though I could only get two—sometimes three—subcontractors who were interested in bidding the project. I had worked with most of them on other projects as an architect, not as contractor. We got the project within budget,

NEW MEMBERS

Peter Henry, Assoc. AIA
 Brookie Architecture & Planning
 Frederico Valdez III, Assoc. AIA
 Pavan Stephenson, Assoc. AIA
 Morter Architects

[BRENNER HARR, from page 13]

As the project got farther behind, several of the subcontractors reneged on their contracts, as they had other work lined up. The prices of the new subcontractors for the same work were outrageous. So I moved from manager to general and started looking for carpenters and laborers. There weren't any. I went to the unemployment agency for day workers and brought the project back to budget (so what if I also had an architectural practice to run).

Late one night, a local police officer showed up on my door step and asked if I was the general contractor on the Tamarack project. One of the laborers I had let go broke into the building and attacked one of my carpenters (who was working overtime) with a pipe wrench. The attacker ended up in the hospital, then on to jail, and I had to file a report. The most amazing part was I got someone to work overtime.

This article could actually be a novella, but it's a small valley and those involved are probably the only ones interested. The owner called with about two weeks of the final detailing left (you know, the stuff that really makes a finished product) and asked me to stop work. He had already cut the entrance court yard and landscaping, the other thing that distinguishes a building. So in the end, it was not the project I designed, though vastly improved from what it was. The owner is pleased with the product and I learned a lot. Among other things, I have more respect for general contractors and the problems they deal with.

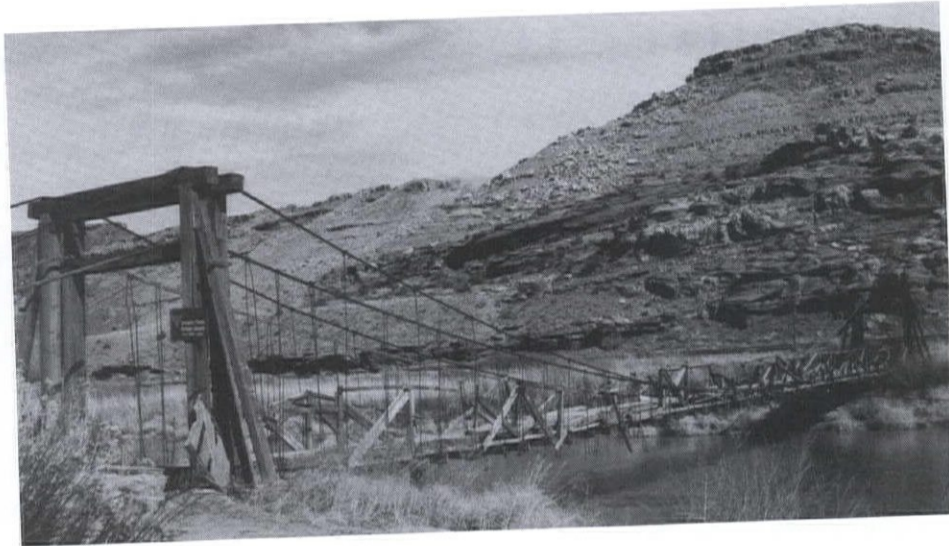
The biggest problem with general contracting is that it took way too much of my time. Our future construction projects are going to stay in the management category and we are never, never going to do a remodel again.

**Other Roadside Attractions—
SUSPENSION BRIDGE AT DOMINGUEZ CANYON**

—Skip Doty, AIA

The first impression a person usually has of Western Colorado is of all the high country and large mountain ranges that dominate the vertical landscape. Upon further reflection, a person will mention in passing the high plateau and dry canyon country that exists along the western edge of the state. These are valid, if oversimplified views.

The most important natural form maker of the Western Slope has been

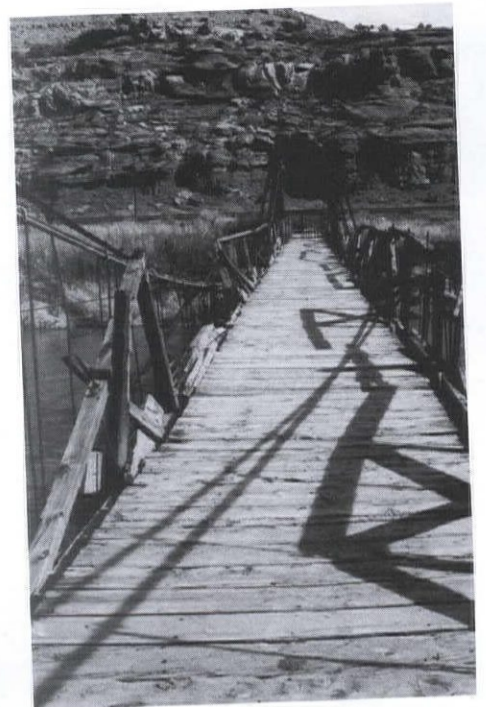


the rivers that course west from the mountains on the divide. Although they do not contain the water, or are they the size of the rivers found in the East or the Pacific Northwest, they have made up for it with a magnificent job of carving away at the plateaus. These rivers, especially the Colorado, are the life blood and thread that holds the West together. These moody threads are at the spiritual center. The irony is that many of these rivers have only a nominal amount of water in them most of the year.

Certain river crossings, such as Dewey Bridge, Lee's Ferry, Hole-in-the-Rock, and Cameron have evolved into having a mythic quality that far exceeds their humble roots based on necessity. Other bridges and crossings were just as important for a specific region, but they never achieved this type of notoriety. It is hard to imagine that in this arid landscape, one of the longest suspension bridges in the West still exists, and that there are 100-year-old

suspension bridges still being used that span the Green and Gunnison rivers.

One such bridge spans the Gunnison River south of Grand Junction at Bridgeport. It is an unmarked spot on the map that is still being used by ranchers and an occasional hermit. It was built before the turn of the century to provide access to orchards on the west side of the river, and for ranchers to reach pastures up Dominguez Canyon. The railroad, which first



If we are not careful, the path we follow can be fraught with danger.

several gun fights with sheep herders at the turn of the century to keep it that way. At the same time, this land is so isolated that it sheltered the inhabitants from outside comings and goings.

This bridge now provides access to a ranch that is at the site of an old orchard. There is a tenuous truce between the rancher, people interested in recreation, and the BLM. Although repairs were made to the cable anchors in 1974, the state of Colorado has condemned the bridge as being unsafe. The local cowboys still drive their loaded trucks across it. I have crossed this bridge several times, but I always take a deep breath beforehand.

reached Grand Junction via this canyon in 1882, provided a route to market for the fruit and cattle.

Dominguez Creek is an extensive system of canyons that reach far into the Uncompahgre Plateau. This was prime land for the cattle ranchers. They had

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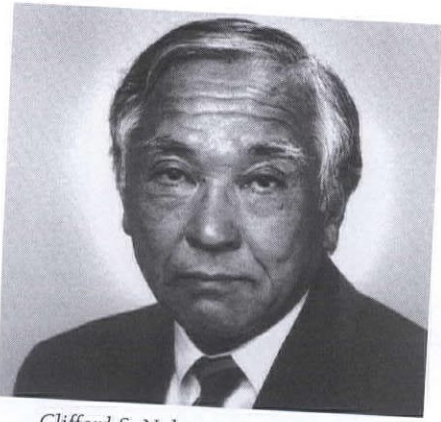
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[FAIA, from page 1]

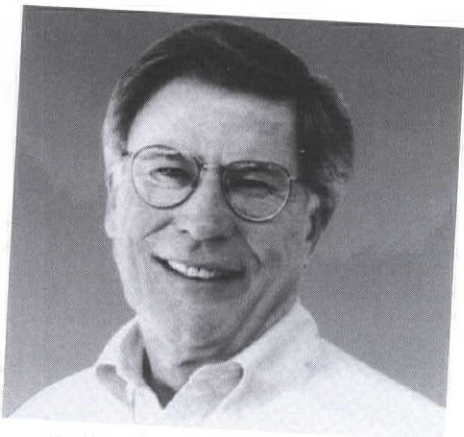


Clifford S. Nakata, FAIA

Clifford S. Nakata, FAIA, of CSNA Architects and Nakata Planning Group, Inc. in Colorado Springs, is a member of the AIA Colorado South Chapter. He was nominated for advancing the science and art of planning and building by advancing the standards of architectural practice. His firm was commissioned to orchestrate the Downtown Action Plan for Colorado Springs. Clifford has raised standards for the city in all areas: educational, civic, cultural, business, tourism, and its main industry—the military.

Clifford's firm is vital to his community, and he provides both structure and space for people to do what they do best. This begins in his offices and extends through builders and craftspeople on to his own clients. Yet, he is always present, consistently monitoring and offering clear division of tasks to

enable farsighted response to challenge. His Socratic method also serves to lessen the stresses of design exploration. All team members are given confidence to take part in the quest. CSNA is readily sought out as a collaborator by other firms.



H. Alan Zeigel, FAIA

H. Alan Zeigel, FAIA, of OZ Architecture in Boulder and Denver, is a member of the AIA Colorado North Chapter. He was nominated for advancing the science and art of planning and building by advancing the standards of architectural practice. His 33-year-old practice began with the landmark Boulder Mall, where Alan orchestrated design collaborations resulting in lively solutions that link history and site.

He was responsible for planning for the National Park Service, and encoded in his designs was the importance of our natural environment. His impact on the integration of people and the environ-

ment is evident from the Rockies to Chile.

Alan's architecture and urban design demonstrate an extraordinary perception of the human condition. Recognizing the values of historical context, Zeigel has led in the preservation of urban fabric and continuity between the built and natural environments, which is demonstrated in his personal design of the jewel-like Boles-Osborne Residence in his native Boulder.

The new Fellows will be invested in the College of Fellows at the 1998 AIA National Convention in San Francisco on May 15.

MEMBERS IN THE NEWS

Sink Combs Dethlefs announced the addition of Mohamed Bouabdesselam, Karen Brewer, David Farmer, Lisa Groelz, Mike Harvey, Steve King and Maya Pasaribu to its staff.

Monroe & Newell Engineers, Inc., a structural engineering firm, has increased its staff and has expanded its office in Avon, Colo., at 70 Benchmark Road. Monroe & Newell's Denver office, at 1660 Seventeenth Street, has also been expanded.

Brad Adams Walker Architecture, P.C., a Denver architecture and interior design firm, recently promoted Karen Smith to the position of Vice President.

Buchanan Yonuchewski Group is pleased to announce their new office location and latest acquisition at the Brind mansion at 825 Logan Street in Denver, 303.861.4600.

Going to the National Convention?

If you're attending the AIA National Convention in San Francisco, May 14-17, and want to take part in an AIA Colorado gathering during the convention, meet in the lobby of the Grand Hyatt Hotel Union Square at 7 p.m. Thursday, May 14. Dinner arrangements will be made then.

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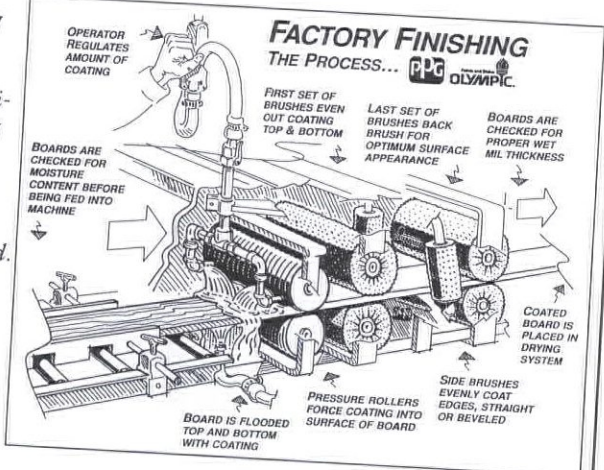
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- 1 North Chapter Gallery Reception, 5:30 PM, AIA Offices
- 2 ARE Seminars: Materials & Methods, 8:00 AM-Noon
- 2 National Assoc. of Women in Construction Drafting Competition—July 8:00 AM-Noon, AIA Offices
- 5 Design Conference Committee meeting, 5:00 PM, AIA Offices
- 7 Committee on the Environment meeting, Noon, AIA Offices; Denver Board meeting, 5:30 PM, AIA Offices
- 8 West Chapter Board Meeting, Aspen; Government Affairs Committee meeting, 2-5 PM, AIA Offices
- 14-17 AIA National Convention in San Francisco, call 202.626.7395 for info
- 19 Design Conference Committee meeting, 5:00 PM, AIA Offices
- 20 South Chapter Membership meeting, "At Home with the Locals..." call AIA for info 800.628.5598
- 21 Design/Build Committee meeting, 7:30 AM, AIA Offices
- 21 Design Communications Committee meeting, noon, AIA Offices
- 22 Colorado Architect Editorial Board meeting, 11-Noon, AIA Offices
- 22 AIA Colorado Finance Committee meeting, 1-2 PM, AIA Offices
- 22 AIA Colorado Board meeting, 2-5:00 PM, AIA offices
- 28 Historic Preservation Committee meeting, 7:30 AM, AIA Offices
- JUNE
- 2 Design Conference Committee meeting, 5:00 PM, AIA Offices
- 3-6 International Design Conference, Aspen, call 970.925.2257 for info
- 4 Committee on the Environment meeting, noon, AIA Offices
- 4 Denver Board meeting, 5:30 PM, AIA Offices
- 5-6 North Chapter presents "Designing Low-Energy Buildings," Call AIA for info 800.628.5598
- 6 South Chapter Membership meeting, "Air Force ship meeting," Air Force

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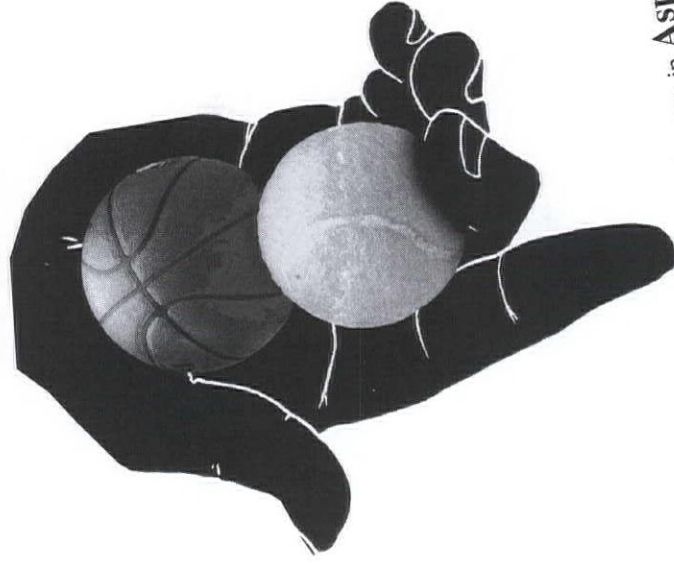
MAY 1998

PARTNERING ON PROJECTS

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IT'S ABOUT DESIGN

The 48th International Design Conference in Aspen, June 3 - 6, 1998

inside

Four AIA Colorado Members Elevated to Fellows



Diversity...



PAGE 2

Partnering not for Everyone



PAGE 7

Brenner Harr Tries Construction Mgmt



PAGE 13