



AIA COLORADO  
AIA COLORADO NORTH  
AIA COLORADO SOUTH  
AIA COLORADO WEST  
AIA DENVER

NOVEMBER 1998

## SURVEY SAYS THERE'S GOOD NEWS FOR COLORADO'S ARCHITECTS

—Kim Jackson, PA  
Editor, Colorado Architect

### [ contents ]

Lines & Columns PAGE 5

Denver Apogee PAGE 7

North Chapter PAGE 11

109th Meridian PAGE 13

President's Message PAGE 2

Continuing Education PAGE 4

Knowing When to Say When PAGE 5

Owner's Perspective on Business of Architecture PAGE 5

Members in the News PAGE 6

Emerging Trends in Single-Source Project Delivery Systems PAGE 7

Membership Forum #4 PAGE 9

AIA Denver Slate of Candidates Announced PAGE 10

Keystone's River Run Resort PAGE 14

Government Affairs Brief PAGE 15

**T**he business of architecture is more than how you do what you do. It's also about making a living while enhancing the structured world around us. Let's face it: while it's about aesthetics and profitability, it's also about compensation and benefits.

According to Colorado's Board of Examiners of Architects, there are approximately 5,600 licensed, active architects in the state. Half live out of state and are licensed simply so they can practice here. More than half of the balance of licensed architects who live and work in the state are AIA members.

I took a look at the most recently available information (1996) from AIA National and compared how AIA Colorado members stack up to nationwide figures. Here's what I found.

### Staff Architects' Salaries

AIA National reported in this survey that overall, salaries for staff architects and interns have increased an average of 22 percent since the beginning of the decade. The survey also noted that salaries at smaller firms are traditionally lower for positions with comparable experience.

Naturally, principals' and partners' income varied greatly, depending once again on the size of the firm. More than 70 percent of the firms with 50 or more employees reported average partner compensation of \$100,000 or more. Yet for firms with fewer than five employees, 58 percent of the firms reported that average compensation was under \$75,000.

In 1996, a manager in Colorado earned \$53,500—about one percent more than the national mean of \$53,100. There's good news in Colorado for interns, too. They earned \$28,600 in Colorado, where their counterparts elsewhere in the country earned \$27,200, or about 5.1 percent less.

An associate in Colorado earned \$50,000, about 15 percent less than the national mean of \$58,900. Drafters in Colorado fell behind the national mean income of \$29,800 by more than 13 percent, or \$25,700. That gap narrowed with CAD Operators. In Colorado, they earned \$27,900, compared with the national figure of \$29,500, or about 5.4 percent less.

### Nonarchitects' Salaries

Nonarchitecture areas are worth noting, too. For example, an office manager in Colorado earned nearly ten percent more than colleagues throughout the country. A Colorado office manager earned \$32,400 compared with the national mean of \$29,500. Conversely, marketing staff—perhaps one of the most important functions of any company, because hey, without clients there'd be no work for anyone—earn about \$33,900 or 10 percent less than the nationwide mean of \$37,400.

### Benefits

Nearly all firms reported that they offered medical insurance to employees. Sadly, a separate 1995 AIA Colorado Salary Survey showed that at least 17 percent of Colorado firms did not offer medical insurance to its employees. Since there aren't more recent figures to reflect today's economy, we can only hope that the situation has



changed for employees working in those firms. Truth is, many people are just one major illness away from bankruptcy. Medical coverage goes a long way toward helping people stay focused on their work.

[ See SURVEY SAYS on page 6 ]

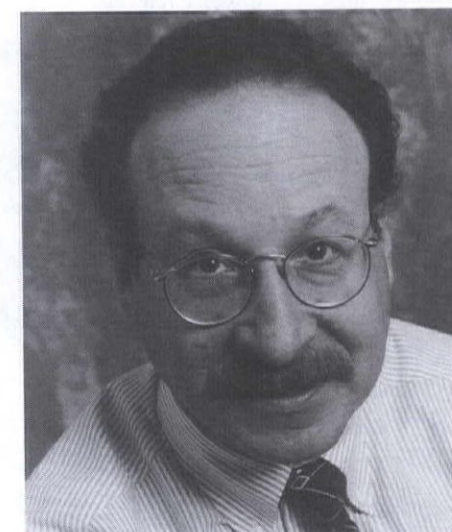
## "DEFENDER OF AIA COLORADO'S BALANCE SHEET"

—Henry Dubroff  
Editor of The Denver Business Journal

**W**hen Ron Abo asked me to join the AIA Colorado board as its public representative at the beginning of the year, I was prepared for a lot of things. So far, I've met some very bright people, learned a lot about the profession and watched AIA Colorado grow as an organization that's focused on the future.

I was not, however, prepared for a role that seems to have followed me around from meeting to meeting—defender of the AIA Colorado balance sheet. When I first looked at the AIA Colorado books I was rather surprised to learn that the organization had a reserve of slightly more than \$5,000 in a money-market fund.

I recall saying something like this: "I know that you've just put several organizations together under one umbrella but you simply must have more money set aside for a rainy day. Times now are as good as they get and if you do not have a reserve that's significantly larger, you will not be able to



keep your level of services up when the economy slows down."

At the time, I felt every bit the part of the dour business editor. Subsequently, I've been slightly cheered to note that Steven Levey, the CPA with Gelfond Hochstadt Pangburn & Co. who's been helping AIA Colorado with its financial reporting and the CAT team of AIA National staff members and out-of-state architects, have made the same point.

[ See DUBROFF on page 15 ]

## 1998 BOARD OF DIRECTORS

President .....Ron Abo, AIA  
 President-Elect. Ned White, AIA  
 Treasurer .....Dean Ibsen, AIA  
 Treasurer-Elect...Saundra Spaeh, AIA  
 Secretary .....Lisa Haddox, AIA  
 Past President ..Steven Walsh, AIA  
 Director .....Stephen Loos, AIA  
 Director .....Duane Boyle, AIA  
 Director .....Suzannah Reid, AIA  
 Director .....J. Michael Jacoby, AIA  
 Assoc. Dir. ....Sarah Meskin, Assoc.  
 AIA  
 University Dir...Dean Patricia O'Leary,  
 AIA  
 Public Dir. ....Henry Dubroff  
 Prof. Affil. Dir...Ann Sullivan, PA  
 Student Dir. ....T.J. Carvis, SA  
 Executive VP ....Joseph Jackson, Assoc.  
 AIA

Colorado Architect is the monthly publication of AIA Colorado, AIA Colorado South, AIA Denver, AIA Colorado North and AIA Colorado West, and is provided as a benefit to members. Submit your article by mail, fax or e-mail (aiadenco@aol.com). Deadline for all newsletter material is the 1st day of each month previous to publication. Submissions are edited and published as space allows. Letters to the editor, suggestions, comments and encouragement are welcomed. Expressed opinions and statements in this newsletter do not necessarily represent the opinions of the AIA Colorado Board of Directors or its membership.

## EDITORIAL BOARD

Ron Abo, AIA, Colorado Chapter  
 Susan H. Buchanan, AIA Colorado  
 Skip Doty, West Chapter  
 Marvin Maples, AIA, South Chapter  
 Joseph M. Jackson, Assoc. AIA  
 Kim Jackson, The Newsletter Group  
 Isabelle Matteson, PA, Marketing  
 Consultant  
 Amy Medved, AIA Colorado  
 Jim Paull, AIA, Denver Chapter  
 Rebecca Spears, AIA, North Chapter  
 Jonathan Stern, Colorado Real Estate  
 Journal  
 Publisher .....The Newsletter Group

**COLORADO ARCHITECT EDITORIAL CALENDAR**  
 DECEMBER THROUGH MARCH '99

December Inter-faith Religious Arch.  
 January '99 Expanded Services  
 February Institutional Architecture  
 March Preservation Architecture

Letters, articles, and comments are always welcomed. 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

# AIA CAT REPORT

**T**hrough the year, I have tried to keep you informed about the restructuring process and, I am pleased to report we have made great strides. AIA Colorado and the local chapters wanted an impartial third-party opinion as to how the restructuring was succeeding. As a direct result of our restructuring effort, we requested a Component Assistance Team (CAT) from AIA National visit AIA Colorado to evaluate our operations. The members of the CAT were made up of an architect, a component executive and three members of AIA National staff. They were here for a total of five days meeting with the AIA leadership, staff, individual members and firms.

Although I was a bit apprehensive just before they gave their verbal report, I was pleasantly surprised by their comments. I first want to thank them for the professional way they conducted themselves and their task. Second, their report hit all the marks that have been troubling me for the past year.

In the space of this column, I would like to address some key points from their findings. Their entire report is available for you by calling the AIA Colorado offices. The staff will be glad to make a report available to you.

### Membership

Even though we are enjoying good economic times, the CAT report reveals that AIA has very poor market penetration in Colorado, compared with the rest of the country. About only half of the architects that reside in the state are AIA members. One of the recent initiatives of AIA Colorado is to increase membership recruitment and retention at the local chapter level. By the time you read this, we will have initiated the CAT recommendation to develop a membership recruitment package and conduct firm visits.

### Government Affairs

The CAT stated that the greatest asset to AIA Colorado by far is the Government Affairs Committee (GAC). This committee has been working, mostly silently, for the past 15 years, protecting our interest at the State Capitol. This last year, if it were not for the GAC, the licensing law could very well have been sunsetted. This would have affected every architect in the state, not only AIA architects. Your state chapter pays for a lobbyist to look after our interests and work closely with the GAC to develop the language in bills that affect the business and practice of architecture. However, CAT said the GAC needs new blood. Some of the founding members of the GAC are still the leaders. Fifteen years is a long time for anyone to sit on an important and time-consuming committee. The committee noted that the "hot issue" in Colorado is rapid growth and that AIA members should be at the table discussing these issues on planning and zoning boards, special task forces, and committees that address growth.

### Continuing Education

AIA Colorado is in danger of losing 20 percent of our members this year because they will fail to have the required mandatory continuing education learning units. The CAT report stresses the positive value of continuing education



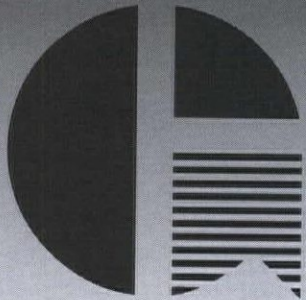
—Ron Abo, AIA

to elevate the status of AIA membership. By requiring ourselves to be current in our profession, our clients and the general public can better trust that an AIA architect can do a better job than a non-AIA architect. Also, as a point of membership retention, the CAT suggests that members be afforded ample opportunity at all levels of the AIA component chain to obtain learning units. The state chapter provides most of the yearly required LUs at the annual design conference. The local chapters provide opportunities for LUs at lectures, seminars and tours. There is also self-reporting credit available through programs at AIA National and by simply reading the *Progressive Architecture* magazine that AIA members receive as part of their benefits.

[ See CAT REPORT on page 4 ]

**Guy's Floor Service has made excellence our standard for more than 50 years. For the best in commercial carpet, tile, wood and resilient floors.**

**(303) 623-4191**



**GUY'S FLOOR SERVICE INC.**

2050 West 9th Avenue  
 Denver, Colorado 80204  
 (303) 623-4191  
 Fax (303) 623-4820

**Structural Engineers Serving All Of Colorado**

We wish to thank our clients and friends for their support!



**Monroe & Newell Engineers, Inc.**

### Denver

1660 Seventeenth Street  
 Suite 101  
 Denver, CO 80202  
 (303)-623-4927  
 Fax (303)-623-6602

### Vail

70 Benchmark Rd.  
 Suite 204  
 P.O. Box 1597  
 Avon, CO 81620  
 (970)-949-7768  
 Fax (970)-949-4054

# BUSINESS OF ARCHITECTURE IS MORE THAN A CONCEPT: IT'S NOW A CLASS AT UCD

—John B Rogers, FAIA  
Principal, RNL, Inc.

The business of architectural practice has interested me for the last 40 years. During my apprenticeship in the offices of James Sudler, Mark Musick, and Ray Erwin and Temple Buell, I served as draftsman, designer, project architect, project manager, and client manager—and experienced the impact of the business side of the practice on these functions. The culture of the office was entirely different in each one. I think that, while we work in any office, we observe processes we want to remember, both good and bad. You know, “I’ll remember this because it worked well or because it did not work out as desired.”

Most of us learned what we know about the business of practice by trial and error and by retaining expensive consultants. Therefore, during the three years I served as an Executive-in-Residence at the University of Colorado, Denver (UCD) College of Business (’93-’95) for Dean Gupta, I proposed a business course in the Business School as an elective for Masters of Architecture students. In 1995, the new College of Architecture Dean, Patricia O’Leary, and Dean Gupta approved an experimental course, “The Business of Architectural Practice,” to be taught by Dr. Larry Johnston, professor of Finance at UCD College of Business. The course began in the fall of 1996. I have worked with Dr. Johnston each year developing the syllabus and arranging for speakers from the profession’s architecture work, including architects in practice.

Beginning this third year, it has now become the professional practice course required for graduation. The class has grown from 29 the first year to 34 the second year and when we began the first class this fall, in came 53 students.

We use the student edition of *The Architect’s Handbook of Professional Practice* and the *Supplementary Education Handbook: An Intern’s Companion to the Architect’s Handbook of Professional Practice* as text books (obtained from AIA Colorado). Students are required to complete the IDP application regardless of whether they apply at this time. Reading and homework assignments are taken from these reference materials. Dr. Johnston has established a virtual classroom where students get assignments, make appointments, turn in their homework, and chat with Dr. Johnston, guest speakers, or each other.

The term project, now three years old, is the development of a business plan for an architectural firm, presented both in writing and verbally to a jury of practicing architects and business people for the purposes of obtaining financing for their growing practice. Students are asked to form teams of three or four to write and present this business plan based on the classroom work in finance, accounting, marketing, and management. Minimally, the plan will include sections on organization, experience, clients, owner’s training and capabilities, finance, accounting, and marketing.

Visiting speakers for this semester include the following:

- Steven Walsh, AIA:**  
Intern Development Program
- Cheri Gerou, Assoc. AIA:**  
Architectural Career
- Michael Barber, AIA:**  
Proforma and financial focus on Design to Build
- Ty Holt:**  
Law, AIA Documents, Risk Management, and Insurance
- Rich Von Lührte, AIA and Dick Anderson, AIA:**  
Hard and Soft Sides of Project Management



- John Rogers, FAIA:**  
Marketing Architectural Services
- Kathie Novak:**  
Human Resources, Job Interview, Myers-Briggs
- Dave Einfeldt:**  
Cost Estimation and Control
- Jim McGibney:**  
Design/Build Concept

We continue to look for ways to make this classroom experience realistic. We solicit suggestions from the profession and welcome volunteers who wish to participate. Just call me at 303.295.1717.

## UNIVERSITY HILL HOLIDAY TOUR TO REVEAL DIVERSE BOULDER ARCHITECTURE

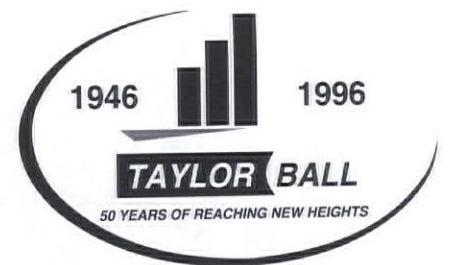
Historic Boulder’s annual Historic Homes for the Holiday Tour will take visitors to six stately, well-known University Hill buildings, which are significant for both their social heritage and their craftsmanship. On December 5 and 6 from 10 AM to 5 PM, the tour will offer a variety of architectural styles, including Colonial Revival, Italian Renaissance, Richardsonian Romanesque, and French Eclectic.

Three of the five homes are traditional single-family residences; the other two house multiple residents.

Tour tickets are \$18 the day of the tour, \$15 in advance. For more information, call the Historic Boulder office at 303.444.5192.

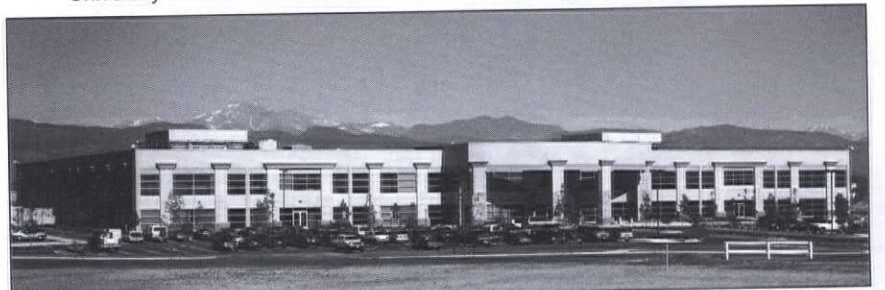
### LETTERS POLICY

The Colorado Architect welcomes all letters. Letters must be signed with name, street address and daytime phone number. The opinions expressed do not necessarily represent the opinions of the AIA Colorado Board of Directors or its membership.



Hazel Gates Woodruff College, University of Colorado at Boulder

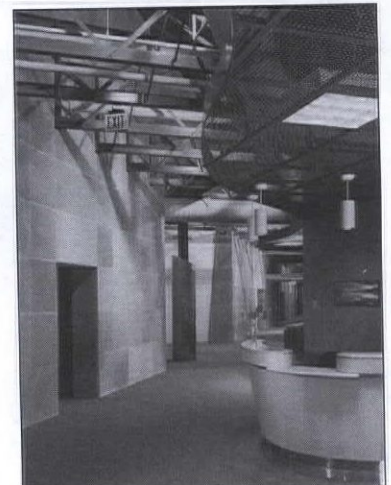
**General Contractors  
Construction Managers**



Adaptec, Longmont

## Building on Success

5775 Flatiron Parkway, Suite 115  
Boulder, Colorado 80301  
(303) 440-4220 Phone  
(303) 440-4256 Fax



C.D.P.H. & E at Lowry Air Force Base, Aurora

Boulder • Cedar Rapids • Des Moines • Kansas City • San Diego

**COLORADO HARDSCAPES**  
By Van Heukelem Concrete, Inc.

303 | 750 | 8200  
www.coloradohardscapes.com

**CUSTOM HARDSCAPE APPLICATIONS**

- Staining
- Bomanite
- Custom Finishes
- Form Liner Wall System
- Custom Rock Water Features

*“Quality Makes a Lasting Impression...with Custom Concrete finishes that offer durability and low maintenance as well as a wide variety of textures, colors and designs.”*

## CONTINUING EDUCATION OPPORTUNITIES



### Denver Chapter CSI Presents Bursi Roofing Seminar

The Denver Chapter of Construction Specification Institute (CSI) is holding a Bursi Roofing Seminar (The Better Understanding of Roofing Systems Institute) to be held on Nov. 12. This educational/technical program meets the AIA/CES criteria for Level 2, and AIA members will earn 14 LUs. Space is limited. Contact the Denver Chapter CSI at 303.940.9007 for reservation forms and more information.

### AIA Denver Fall Breakfast continues through November

The AIA Denver Fall Breakfast Series will continue to run each Tuesday at 7:00 a.m. through Nov. 24. The series are held at the Denver Design Center, 595 South Broadway Street. This

season's theme is set to Hollywood's magical movie world as it relates to Denver's architecture. Topics in November include selling techniques for Design Professionals and design/build. Reservations must be made no later than one week before each seminar. Cost is \$13 for AIA members, \$30 non-members, \$9 associates. Students are free. Each lecture is worth up to four LUs. For more information or to make reservations, call at 800.628.5598.

### Architectural Woodwork Institute to hold round table

The Colorado Chapter of the Architectural Woodwork Institute invites architects and designers to take part in a round table discussion with a panel of woodworkers and architects/designers entitled "From Documents to Successful Completion."

The roundtable includes displays of the latest architectural woodwork materials and technology. It will be held Thursday, Nov. 12, at Diversified Millwork Inc., 3556 Quentin St., Aurora. Dinner will be held from 5:30-6:30 p.m., and the meeting will be held from 6:30-8:30. The cost is \$15 per person. For more information call Mike Kutches at 303.341.6456.

### [ CAT REPORT, from page 2 ]

#### Staffing/Organization

The CAT reports that we have a great asset in our staff of six. They suggest that the lines of authority be drawn a bit clearer with the Executive Vice President as the CEO. Also, the Director of Local Chapters (recently filled by Susan Buchanan), who in effect has four bosses and boards to deal with, should have a better defined and clarified role. As you know, the Director of Local Chapters is an ongoing experiment in providing staff support to all chapters.

#### Mentor

The CAT recognizes the tremendous wealth of experience of senior members of AIA Colorado. As a part of their visit, the CAT met with the past presidents of AIA Colorado, and it was very heartwarming to see the room filled with people that have taken the time

and effort to lead the AIA and then care enough about their participation to share their thoughts about the future of the organization. The CAT suggests that AIA Colorado develop mentor and intern development programs.

Although the report goes into considerable depth and includes many additional housekeeping suggestions, I have tried to give you a snapshot of what I consider to be important issues facing us today. To address the issues brought out by the CAT report, I have established a task force of leaders from the state and local chapters. The observations and recommendations of the CAT put into perspective what we have been trying to accomplish the past several years. The task force will be charged with establishing a concrete plan of action, and I'm confident that these efforts will lead to a stronger, more unified AIA in Colorado.

### Thank You, Sponsors!

A sincere thank you is extended to the following Corporate Sponsors for supporting AIA Colorado and our four local chapters in 1998.

Monroe & Newell Engineers, Inc.  
Avon, Gold Sponsor

Rocky Mountain Prestress, Inc.  
Denver, Silver Sponsor

Calcon Constructors, Inc.  
Englewood, Bronze Sponsor

JVA, Incorporated  
Boulder, Bronze Sponsor

Vinyl Laminators, Inc.  
Denver, Bronze Sponsor

## Back To The Basics...

It's not quite "readin', 'ritin and 'rithmatic," but every preservation project teaches us a lesson! With a little common sense, we've come up with a way to increase energy efficiency and maintain aesthetics. We've combined our restoration process with *Kolbe & Kolbe's* new replacement windows to create a total "window solution."

### Colorado Sash & Door



#### Wood Window Restoration

Wyatt-Edison  
Elementary School  
3620 Franklin Street  
Denver, CO



Architect: Root, Rosenman Architects, LLP  
Contractor: Gerald H. Phipps

Call us for your project:

### Colorado Sash & Door, Inc.



123 NORTH COLLEGE AVE., SUITE J  
P.O. Box 2225  
FORT COLLINS, COLORADO 80522-2225



1-800-775-7887  
PHONE: 970-482-7880  
FAX: 970-493-5275

## TimberForm Furniture

Ask for the 94-page  
specifier's catalog



TimberForm® Renaissance™  
Bench 2807-8 and Litter Container 2811-DT.

Represented by: Mike Woods  
303/688-2132 Fax 303/646-4288  
P.O. Box 6, Elizabeth, CO 80107-0060

Call Toll Free 1-888/688-2132

Woods Site & Playscapes

## Reaching architects is easier than you think

ADVERTISE IN  
*Colorado* ARCHITECT

January's focus: *Expanded Services*. To stay competitive in today's markets, architects are offering additional services. Your company can help them with those offerings. February's focus: *Institutional Architecture*. From hospitals to prisons and more, chances are you've helped architects with any number of these projects. Let them know what you can do for them in this issue.

Plan now to be in the *January* and *February* issues.

The  
Newsletter  
Group

Call today for the  
best rates on  
your monthly ad.  
303.757.3331

# Lines & Columns

AIA Colorado  
South Chapter

## 1998 AIA COLORADO SOUTH CHAPTER BOARD OF DIRECTORS

President Duane Boyle, AIA  
 President-Elect ...Marvin Maples, AIA  
 Past President ....Gregory Friesen, AIA  
 Secretary .....George Cruz, AIA  
 Treasurer .....John Goodloe, AIA  
 Director .....James Childs, AIA  
 Director .....Michael Collins, AIA  
 Director .....Michael Cook, AIA  
 Director .....Richard Gordon, AIA  
 Director .....Douglas Hahn, AIA  
 Director .....Martin Stumberg, AIA  
 Assoc. Dir. ....JoEllen Thiel, Assoc.  
 AIA  
 Director of  
 Local Chapters ...Susan H. Buchanan

## KNOWING "WHEN TO SAY WHEN"

—Andrew Lewis  
LKA Partners

Architects are enjoying an extraordinary time in Colorado. Most firms are working at capacity and beyond. Until recent world financial market tremblings, there seemed to be no end in sight. Even with these potential dark clouds on the horizon, new projects continue to be more plentiful than qualified employees to staff them.

Therein lies the dilemma. The carrying capacity of our economy will be measured in employees, or rather a lack thereof. If you can't find enough talented, qualified employees, how do you balance the demands of the profession with the demands of a life outside the office? How do you continue to both grow in your avocation and enjoy your calling? When do you say when?

The pursuit of the next project is such a large part of the business of architecture. (Even though it is something that for the most part is totally missing as a component of our education.) Turning down work is almost an anathema to our profession, but not necessarily to other professions we may see as peers. Doctors close their practices to new patients; attorneys make the decision to accept you as a client, rather than the other way around. Even plumbers aren't afraid to put clients on a long waiting list. Are their services so much more needed or valuable than ours? (Perhaps plumbers aren't a good example.)

My firm, The LKA Partners Inc., has struggled with the decision to turn down potential commissions numerous times over the last few years. The decision typically revolves around current workload, future commitments, and a concern about our ability to appropriately staff and manage a project. Walking away from an opportunity is a difficult thing to do, and although I believe we have taken the proper course for our particular set of circumstances, I'm sure many other architectural firms share our strategy.

[ See KNOW WHEN on page 6 ]

## THE BUSINESS OF ARCHITECTURE: THE OWNER'S PERSPECTIVE

—Duane Boyle, AIA

When I was asked to write this story I was at a loss as to what exactly I could contribute since I am not in private practice. As a result I do not have much to do with the "business" of architecture.

But then I started to think that some aspects of public sector work are business oriented. Public sector agencies "own" large facility assets. The Federal government is the largest owner, developer, and constructor of facilities in our country. We all know that the public sector can build some pretty bad facilities and it would be a long stretch of the imagination to call it architecture.

On the other hand, some organizations are very concerned about the image they present via the buildings they build. School districts, universities, municipalities, and even some Federal projects can be as architecturally competitive as any private sector endeavor.

I can only write about my experience within DoD, and building an architectural program at the Air Force Academy, but I do have some points to make:

First of all, business administration does not exist. Public administration does. Although very similar in technical areas like budgeting, there are distinct differences in administrative approach. On the one hand, there is a need to be responsive to the taxpayers that are the "investors" in a project. On the other hand, there is a responsibility to maintain a standard of "appropriate" image.

That image might best be served by a prefabricated building that has no architect involvement. Or it could be an addition to a building in the Academy Cadet Area, or in Washington DC's Federal Triangle, or at many complexes that are high-visibility, image-oriented facilities that define the look of the United States Government to ourselves and the rest of the world. So there is a strong stewardship/heritage aspect to our business that may or may not exist in the profit oriented private sector.

There appears to be two mindsets on how we organize ourselves to create buildings. One says that no one can do a better job than the government itself. That resulted in large facility management groups that did a lot of in-house design. The other says that the government should not be involved with any endeavor that can be provided by the private sector. Only in the case of market failure to provide required ser-

vices should the government be involved (with the exception of oversight to protect government interests). So a popular approach is to outsource many functions done by the government in the past.

Given that outsourcing is the wave of the future, I believe there is a very important administrative function that needs to be considered: how do we select architects to do our work and what kind of firm do we need?

Our normal process involves advertising for an architectural firm through the Commerce Business Daily. With that solicitation, a ridiculous amount of paperwork is required from each firm. The irony is that all the paperwork is time consuming and expensive for the firm to prepare and little of it makes any sense to the selection committee during the review process. That is especially true since each project is specific in its parameters, yet the background required by the solicitation provides only marginal evidence of a firm's qualifications. Doesn't make much sense to me.

The other issue is what kind of firm is needed. My experience shows that some firms are very good on the technical side of the project while others are good at design. There are some firms that will offer the government both equally well. Those that provide modification-free construction documents are obviously valued by the construction group yet they may not be a firm that is capable of good design. Those that are good at design sometimes get so wrapped up in theory that it becomes a negative. The goal is to provide balance and seek firms that respond well on a number of levels. It is not only accuracy and not only design. It's both.

In closing, I think that an owner of facility assets have a large stake in the "business of architecture." It is not the same as "business" at a firm. It is public administration aimed at finding the best way to build good architecture given the constraints that public agencies deal with on a day to day basis. That includes getting the best product for the taxpayer "investors," and looking toward the future to determine how the entire design program will respond to inevitable changes effectively while still keeping quality at the appropriate level.

### NEW MEMBERS

James A. Jarvis, AIA  
Brown & Smith Architects

Eric Vogel, SA

Thomas W. Martin, AIA

## [KNOW WHEN, from page 5]

I suppose there are many reasons for an architect's innate reluctance to decline new commissions. The most simplistic surely reflects the basic laws of survival. Only those a few years out of college can't remember a time not long ago when work wasn't so plentiful, and our marketing activities were a little bit more desperation tinged. Another aspect is the knowledge that even in a growing healthy market, there will always be a line of firms very willing to pick up anything you may have declined, for whatever reason.

They may see the project your firm has passed on as the chance of a lifetime to break into your market, thus leaving you with the nightmarish thought of bumping into them at every interview from now on. Finally, I have often heard the argument made that clients will never forgive you for turning down a project, and may look elsewhere in the future.

Are these valid concerns, or just a manifestation of what I consider to be our profession's basic lack of cohesiveness and intestinal fortitude? Surely, respectfully declining a project is better than completing it in a less than stellar fashion. I submit there are plenty of reasons to subject every project to an aggressive "go no go" process wherein workload is only a minor part of the equation.

I believe that we as individuals would have a lot more fun, and the reputation of our profession as a whole would benefit, if low fees, bad schedules, selection processes that just don't make sense, and concerns about staffing projects appropriately held more weight in the marketplace.

Unfortunately, market-driven decisions of the "good times" may be getting pushed aside by concerns of a more unpleasant variety. A recent issue of the *Design Firm Management and Administration Report* newsletter reports that in a recent poll architectural firms indicated they had turned down 75 percent more work in 1997 than 1996, "simply because of the potential threat of liability." I think you'll agree this is a sad commentary on both our profession and the state of litigation in our society.

## ON THE BOARDS

**Howell Construction completes renovation on the Denver Country Club**

**H**owell Construction recently completed a \$4 million restoration for the Denver Country Club. Work in the 1920s building included extensive structural repair and remodel of club rooms, ballrooms, kitchen, and offices. An elevator was installed, and the mechanical and electrical systems were upgraded. The architect was **Davis Partnership** of Denver.

## MEMBERS IN THE NEWS

**B**arker Rinker Seacat Architecture has hired Popporn Issara as an architectural intern and Susan Pratt as a project architect. They are both working on the \$25 million North Jeffco Community Recreation Center, which will be located in Arvada.

Liz Biondi, an architect with Barker Rinker Seacat has been named to the Development Review Committee for the Highlands Ranch Community Association.


William D. Pryor, P.E., has joined Gordon, Gumeson and Associates, Inc., mechanical and electrical consulting engineers, as Director of Mechanical Engineering.

A member of Reno-based Worth Group Architects' Denver operations, **Lance Shephard, AIA**, has been appointed to the firm's Board of Directors as Director of Architecture.

**Jerry J. Jeter, AIA**, has joined Lantz-Boggio Architects, P.C. as a principal with the firm. He will be responsible for the management of commercial, industrial, and military projects.

**G. Thomas Taylor, AIA**, has joined the national consulting firm of Carter & Burgess Inc. as senior project manager and Architectural Group leader for the Facilities Division in Denver.

**OZ Architecture** has added five new employees. Sylvia Roth joins the firm as an architect and Leighann Markalunas, Rebecca Ruocco, Paul Cutler, and Kitty Yuen join as CADD designers. This group will be working on OZ projects that include the Copper Springs Lodge, the new Copper Village, the Winter Park pedestrian bridge and the Raintree Inn.



**JEAN SEBBEN ASSOCIATES**  
COMMERCIAL INTERIOR DESIGN  
A UNIQUE PERSPECTIVE ON PEOPLE & SPACES

IN  
MEDICAL · OFFICE COMPLEX  
EDUCATION · HOSPITALITY

SERVICES  
CONCEPTS · COLOR/TEXTURE  
SPACE PLAN · SPECIFYING  
AUTOCAD · CONSULTING  
FINISH MATERIALS  
FURNITURE

TEAMING WITH  
ARCHITECTURAL FIRMS  
WITH AN INTERIOR EMPHASIS  
FOR 15 YEARS

P.O. BOX 6388  
COLORADO SPRINGS, CO 80934  
(719) 635-7133 · FAX (719) 635-7191

## [SURVEY SAYS, from page 1]

Speaking about peace of mind, the 1996 survey showed that almost all architecture firms provided paid vacation for employees. Interestingly, firms with five to nine employees had the highest percentage (97.6%) of firms that provided paid vacation. Regardless of size, firms generally provided ten paid vacation days, five sick leave days, and three personal days a year.

The national survey didn't reflect any profit sharing/retirement plan figures, however, the AIA Colorado 1995 Salary Survey Results showed that nearly 38 percent of respondents offered some type of profit sharing or retirement plan. Surprisingly, of those firms with 20 or more employees, 62 percent did not offer some sort of profit sharing or retirement plan.

This is a relatively easy benefit to offer because the cost may not be as great as you think. And in this competitive market, it may be worth it to keep employees through a retirement plan than it would to retrain new people. What's more, according to Darrell Kinchelow, financial advisor with Waddell & Reed, your company's costs are also tax deductible.

Many retirement plans can be contributed to by employees only. All an employer needs to do is select a plan where employees can save, tax deferred, until their golden years. As a firm becomes more lucrative, it can offer a shared contribution for participating

employees. The tax benefits to employees is tremendous, to say nothing of the future value of money. Remember the time-value of money principle we all learned in college?

AIA Colorado intends to publish a 1999 AIA Colorado Salary Survey that more accurately reflects our economy today.

**Demographics**

On a national level, African American architects made up 1.3 percent of all AIA-registered architects. Hispanics represented just over 2.3 percent, while sub-Continent Asians and Native Americans accounted for less than one percent. Asians, the third largest group, represented 3.7 percent of AIA architects, while whites made up more than 91.5 percent. Women represent 12.2 percent of all AIA registered architects; minority women account for 1.2% of all women.

Regardless of what all the numbers say, I imagine there's a great deal of satisfaction in watching a building come to life. From a small idea to an elaborate office building that houses thousands of workers, to a home that meets owners' every need and whimsy, there has to be a real thrill in watching it all come together—and knowing you had a big part in that event.

**No Wonder the Empire Lasted So Long!**

For breathtaking beauty and long-lasting quality, natural stone is the only choice.

Take a walk through time and tradition at IMG's **NEW** captivating, 3,400 sq. ft. showroom featuring 170 varieties of stone tiles from all over the world. Then enter a 15,000 sq. ft. additional showroom featuring 130 types of more than 4,000 slabs of stone. Choose from natural marble, granite, slate and limestone, in sizes from 4" x 4" to 24" x 24", including slabs now in stock.

**IMG**

International Marble & Granite

Naturally divine resources for those rich in good taste!

(303) 722-2800 · fax (303) 722-1023 · 1-800-464-2511  
352 South Jason · Unit 8 · Denver, Colorado 80223

NAHB IIDA

www.imgstone.com





AIA Denver Chapter

## EMERGING TRENDS IN SINGLE-SOURCE PROJECT DELIVERY SYSTEMS

—Brad Buchanan, AIA

### 1998 AIA COLORADO DENVER CHAPTER BOARD OF DIRECTORS

President .....Michael Jacoby, AIA  
 President-elect ..James F. Paull, AIA  
 Vice President ..Michael Murphy, AIA  
 Secretary.....Herbert Roth, AIA  
 Treasurer .....John Williams, AIA  
 Treasurer-elect ..Rick Petersen, AIA  
 Past President....Peter Orleans, AIA  
 Director .....Martha Bennett, AIA  
 Director .....Bruce Flynn, AIA  
 Director .....Paul Hutton, AIA  
 Director .....Jim Leggitt, AIA  
 Director .....Rich Wolfe, AIA  
 Director .....John Yonushewski, AIA  
 Assoc. Dir. ....Cheri Gerou, Assoc. AIA  
 Public Dir. ....David French  
 Prof. Affiliate ....Charlie Davis, PA  
 Student Dir. ....Arlene Thompson, SA  
 Director of  
 Local Chapters ..Susan H. Buchanan

### NEW MEMBERS

Greg C. Miller, PA  
 T.E.A.M. Panels International

David J. Farmar, Assoc. AIA  
 Sink Combs Dethlefs

Ryan D. Woollard, Assoc. AIA  
 Intergroup Architects

Michael Cook, PA

Debra Amsden, PA  
 Alliance Construction Solution, Inc.

Monica A. Rasmussen, SA

Brett J. Alexander, SA

Carmella Martinez, SA

Steven Harris, SA

Coleman C. Ewing, AIA

Maria Lynn Ohlschwager, Assoc. AIA  
 Intergroup Architects

Robert W. Schnautz III, AIA  
 River Studio Architects

Frank Schubert, Assoc. AIA

**W**hat an exciting time to practice architecture! Exciting, because today's market offers the architecture profession an opportunity to provide clients with a single source project delivery system.

Why, you may ask, is there a need for single-source project delivery systems? There are several reasons. First, clients are operating in competitive markets with fewer and fewer resources in terms of "in-house expertise" and budget for facilities capital expenditures. Although that sounds like bad news, it's actually on the contrary.

Our clients now need more out-sourced help with better solutions and that's where we come in. Architects are positioned perfectly to provide their clients and potential clients with "new and improved" project delivery solutions to address these staffing and budget hurdles. Positioned perfectly because of our "owner's agent" relationship. Clients look to us for guidance, protection, and advice about all of the new and emerging project delivery systems they so often hear about.

Your clients want to understand the design/build, construction management, and design/bid/build systems—and they're worried that they could be "missing out" on the cutting edge of our industry. Are these approaches better? Will I save money? Can we complete the project faster? What about

quality control and risk management? These are all issues that are of concern to clients and you need to know the answers. Strategically, you need to know the services you will provide to clients and how to fill in the gaps of any skills lacking in your practice.

Why should you be thinking about this? To begin with, survival. The amount of project budget being spent on the design phase is shrinking and beyond this, because of the many single-source project delivery firms and joint venture groups, the level of construction documentation required is lessening as well. So we are either forced into fewer business opportunities and smaller commissions or have to seriously consider adding new services to your firm's marketing package.

The "world of architecture" as we have known it is disappearing. Single-source, design-led project delivery is the trend in architecture for the future. They yield greater quality and customer satisfaction and I base this statement on more than my opinion. It is proven!

A study completed in 1998 by the University of Reading Design and Build Forum in the Centre for Strategic Studies in Construction reviewed 500 clients, 330 projects, 150 interviews, and 700 individual responses and came up with some interesting data points. The study compared design/build with traditional project delivery systems and

also looked at the impact of design-led teams. Overall, design/build provided faster solutions for less money. But, in the quality client satisfaction categories, the design-led teams were the only ones that showed increased scores over traditional delivery systems. The study, "Designing and Building a World-Class Industry," is available by calling 44.0.118.931.8190.

At this point, you either agree my suppositions or you have skipped to the next article because you believe this will never apply to you. If you're still with me, you may be wondering what your first step toward becoming a single-source project delivery system should be. Consider beginning by offering construction management services as an "add on" to your standard scope of services.

Choose a trusted repeat client on a familiar project type and offer to take on the entire process, then team up with your favorite contractor and see how much more you have to offer your client by staying involved from schematics to the punch list. Once you work with clients in this capacity, they will begin to talk with you at a different level—the level of a partner rather than "just" a design consultant. Thus, establishing the emerging trend of single-source, design-led project delivery.

In conclusion, more opportunities, additional design involvement, greater client impact, and better return on your investment are all reasons why our profession is looking at our service approach as a single-source, design-led project delivery system. And you should too.

Beyond the increased depth of your client relationships, you will find the additional scope of work achieved with virtually the same overhead marketing dollars very appealing to your bottom line. You really can and will make money doing this! If you have any questions, feel free to call me at 303.861.4600 or e-mail me at [bbuchanan@bygroup.com](mailto:bbuchanan@bygroup.com).

*Brad Buchanan is a principal with Buchanan Yonushewski Group; a 25-person, architect-led, single-source architecture and construction firm. Brad is also the National Chair of the DesignBuild Professional Interest Area of the AIA as well as one of three Architects appointed to the National Joint Committee of the AIA and the AGC.*

## IS ARCHITECTURE A "BUSINESS" OR A "PROFESSION?"

—Larry Johnston, Ph.D.

**T**he dictionary defines a "profession" as "an occupation requiring special education, such as law, medicine, teaching, or the ministry." Certainly architects are in a profession, as are lawyers, physicians, dentists, accountants, and veterinarians.

The professional's job is to perform professional services competently. Professional organizations establish standards of professional conduct by which the professionals' competence can be measured.

There are also firms "in the business of providing professional services." The professional service firm's job is to provide professional services at a profit. A business is judged by how well it com-

pensates its owners. There is at least an implication that for a business to be successful in the long run, it must simultaneously serve its customers and employees. In the professional service firm, of course, the owners are also professionals themselves.

Under the competitive capitalist model, the marketplace is willing to pay the competitive market determined rate for land, labor, and capital. If it did not provide a reasonable allowance for profit to reward the contribution of land, labor, or capital, none would be provided. The market determined rate allows for a "fair" return to the owners of an efficiently run firm, but there is

[ See **PROFESSION** on next page ]

**[PROFESSION, from page 7]**

no "excess" profit to compensate for inefficient business management. Some professionals seem to feel that the market should be willing to pay whatever they ask because they are professionals, but that works only under a monopoly.

Suppose it costs you \$100 to make something, and you think you are entitled to a one percent profit margin so you price it at \$101. You're even proud of yourself that you are willing to work for such a low profit margin, unlike those other who seek "obscene" profits.

Your "greedy" competitor makes an identical item. He is able to make it for \$50, but since you're pricing yours at \$101, he decides to price his at \$75. Potential customers are aware that the items are virtually identical, and they can choose to buy yours at \$101 or his at \$75. What will they do? What would you do? Do you care how much it actually costs the producer to produce the product, or will you shop for the lowest price for an identical item?

With professional services we perceive the "price/quality" we desire and from the competitive suppliers of that quality service, we try to select what we perceive will be the best price/quality combination. With professional services, however, the customers may not really be able to judge ahead of time the optimal "price/quality" supplier, yet they still will try.

It is well documented by research that if the seller does not price the product or service high enough, consumers tend to perceive that the producer lacks confidence in the quality of the service of the ability to deliver it efficiently.

Most of us want to buy under pure competition, but sell under pure monopoly. We like the shopping center where we can find the same or similar products at a variety of stores, and shop for the best price. But in our own business, we are constantly stressing our uniqueness and that "we're worth the difference." But whether we like it or not, increasing competition seems to be the rule.

Two common strategies for price setting include "cost plus" or "what market will bear." Most consumers don't know or don't care what it costs you to produce your product. If you set your price high too high, competitors will enter the market and drive down the price. Then only those who are able to produce the product more efficiently can survive and ultimately prosper.

Several years ago, an veterinarian association asked me to look into the business issues of providing professional veterinary services. I talked with a large number of veterinarians who owned professional service firms. In almost every city, I heard very similar comments. "We can't make the money we deserve as professionals." "There's too much competition in our profession." "There's too much price resistance from

customers." (I've heard more than a few architects make similar comments, although I don't remember hearing similar comments from physicians, dentists, lawyers, or accountants.)

Yet in each city, I found a few veterinarians who had highly successful firms and were making plenty of money. They shared a common and important perception: "I'm a businessman in the business of veterinary medicine." Their firms shared two other characteristics: they charged as much as the market would bear, and they managed their firms very efficiently.

So I decided to look at publicly available financial data from a fairly large number of similar-sized professional service businesses in a variety of professions, and then to compare the results of architectural firms with other professional service firms.

The data I examined is published by RMA, which is an association for commercial lenders, primarily commercial bankers. One of its publications, *Annual Statement Studies 1997*, provides aggregated financial statement information by occupation for a large number of firms who have applied for credit to one of the RMA member firms. When you apply for a loan at your bank, your banker is likely to use its information as a reference source in evaluating your financial statements. A copy of RMA can be located at a university library or a large public library.

For comparison purposes, I used data for six categories of professional service firms with annual net sales (revenue) between \$1 million and \$3 million with fiscal year ends from 4/1/96 through 3/31/97. The six categories and the number of financial statements from each are shown in Table 1.

The information in RMA is presented in the form of common size financial statements. To convert your own

Category	Number of Statements
Engineering, architectural & surveying services	426
Legal services	304
Accounting, auditing & bookkeeping	198
Physicians	342
Dentists	77
Veterinarians	1,379

financial statements to a common size for comparison purposes, set your "net sales" equal to 100%, and express each item of your income statement as a percentage of net sales, and set your "total assets" equal to 100%, and express each item of your balance sheet as a percentage of total assets.

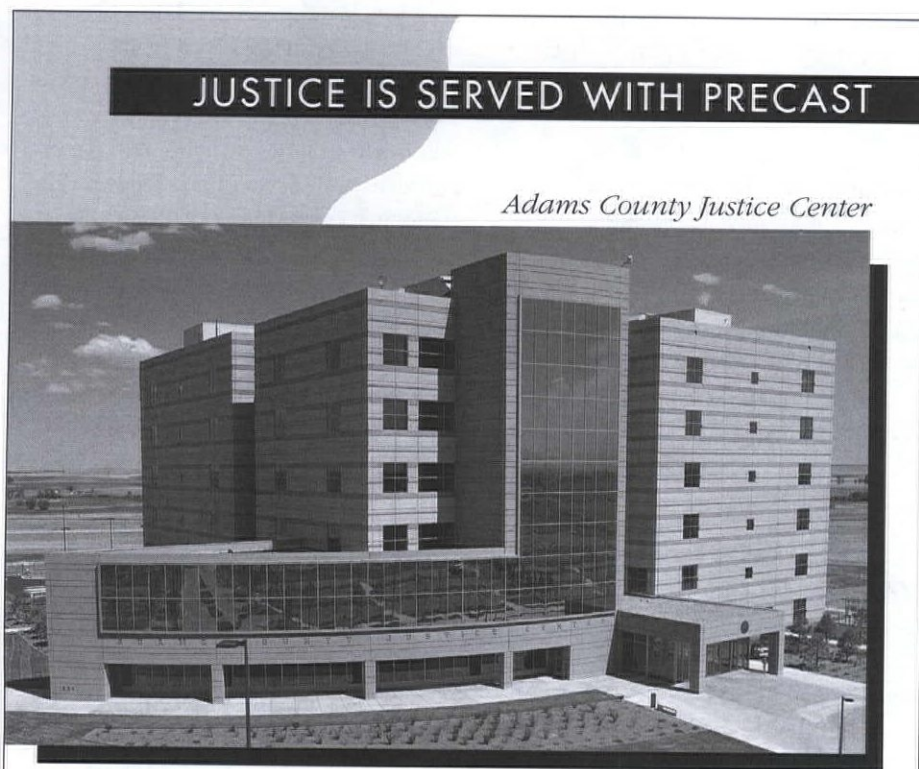
The income statement for the "average" firm in the category of "engineering, architectural & surveying services" looked approximately like this:

Net sales	100.0%
Total expenses	95.6%
Net profit before taxes	4.4%

Architects kept about 4.4 cents of each dollar of revenue as profit before taxes. Lawyers kept 15.2 cents, accountants kept 9.2 cents, physicians kept 7.1 cents, dentists kept 6.9 cents, and veterinarians kept 4.8 cents.

The balance sheet for the "average" firm in the category of "engineering, architectural & surveying services" looked approximately like this:

Assets	
Cash	10%
Accounts receivable	50%
Other current assets	10%
Total current assets	70%
Other assets	30%
Total assets	100%
Liabilities	
Current liabilities	40%
Other liabilities	20%
Total current liabilities	60%
Equity	
Net worth (equity)	40%
Total liabilities & equity	100%



Adams County Justice Center

Architect: Anderson Mason Dale Engineer: Martin/Martin

- Architect utilized the design freedom and economies of precast to create a justice center image characterized with permanence & prominence.
- The architectural load bearing exterior, enhanced with 3 color and 3 texture acid-etched finishes, supports the all precast interior framing.



**Rocky Mountain Prestress**  
PCI Certified

5801 Pecos Denver, Colorado 80221  
303/480-1111 FAX 303/433-0451

**FIXED WALLS - LIKE RIGID IDEAS - ARE OBSOLETE**

Are you fully benefitting from today's cutting edge technology and ever changing business climate - are you considering time, environment, cost and flexibility when designing commercial interior partitions?

**Demountable/Relocatable Partitions!!**

- 1/3 less time to install than standard fixed drywall
- Environmentally responsible
- Substantial cost savings over fixed drywall construction
- Can be reused as space requirements change for 30% to 60% less than fixed drywall



Vinyl Laminators is a custom manufacturer of commercial demountable partitions based in Colorado. For further information call Charlie Davis at 733-2476.

**VINYL LAMINATORS, INC.**



Table 2 shows comparative information for other professional service firms of similar size.

professional services which is high enough to allow efficiently managed professional service firms to compen-

Table 2

Balance sheet summary	Architects	Lawyers	Physicians	Accountants	Dentists	Veterinarians
Cash	9.9%	25.6%	22.6%	9.9%	22.5%	20.5%
Accounts receivable	49.6	21.6	12.0	42.4	14.7	8.2
Other current assets	8.5	7.8	3.0	10.4	0.9	12.2
Other assets	31.9	44.9	62.4	37.4	61.9	59.0
Total assets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total liabilities	56.2	68.2	75	55.9	69.5	63.8
Total equity	43.8	31.8	25.0	44.1	30.5	36.2

Professional service companies are usually owned by some or all of the professionals who actually provide the services. Owners can pay themselves, within limits, higher salaries (which are included in "total expenses") and therefore have lower firm profits, or they can pay themselves lower salaries and show higher firm profits. Therefore, a more indicative indication of how well the owners are really doing would be the sum of "profit before taxes as percent of sales" and "owners compensation as percent of sales."

Once again, the architects end up at the bottom of the list. Using the combination of profit before taxes plus owners compensation as a percent of sales, architects kept a total of only 15.9 cents of each dollar of revenues. By comparison, lawyers kept 45.4 cents, physicians kept 39.6 cents, accountants kept 36.4 cents, dentists kept 34 cents, and veterinarians kept 19.2 cents.

Table 3 shows comparative information for other professional service firms of similar size.

Table 3

	Architects	Lawyers	Physicians	Accountants	Dentists	Veterinarians
Profit before taxes as % of sales	4.4%	15.2%	7.1%	9.2%	6.9%	4.8%
Owner's compensation as % of sales	11.5	30.2	32.5	27.2	27.1	14.4
Profit plus owner's compensation as % of sales	15.9	45.4	39.6	36.4	34.0	19.2

It's easy to dismiss these observations by saying that numbers can be made to say almost anything. Numbers certainly can be selected and arranged to try to prove a preconceived conclusion, but that was not my intention.

All the categories of professionals do business with each other. In today's competitive marketplace, customers seem willing to pay a price for other

sate their owners rather well.

If the fees paid to architectural firms are already "what traffic will bear" then could better internal cost controls improve the performance sufficiently?

Why does it appear that the owners of professional service firms in most other professions are able to keep as compensation two or three times as much out of a dollar of revenue? Do the owners of architectural firms view themselves more as architects than as business people? Do they think that making as much money as other professionals might somehow demean the profession of architecture?

Do they think that the best way is to pay as little as possible for their employee architects, and then use the "cost plus" approach to pricing?

I don't know the answers to these questions, or even if these are the right questions to be asking.

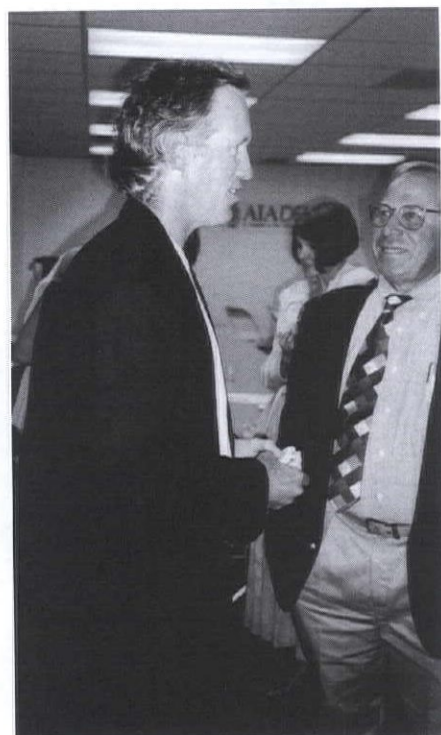
What do you think?

Larry Johnston, Ph.D., is a Senior Instructor in Finance in the College of Business at the University of Colorado at Denver. He also currently teaches a business of architecture course in the College of Architecture. You can reach him at 303.556.5808.

## AIA DENVER MEMBERSHIP FORUM #4

### "4x20: Recent Works of Brendle, Chucovich, Dominick & Sheppard"

Standing Room Only—that's what attendees faced at CU College of Architecture and Planning on Sept. 17. More than 65 architects and students showed up for AIA Denver's "4x20" event—four prominent architects, Michael Brendle, FAIA, Steve Chucovich, Peter Dominick, FAIA and Jeff Sheppard, AIA—who each spent 20 minutes presenting their recent works. The projects were wildly different, from futuristic (and soon-to-be-built) bridges, to 21st-century religious community centers, to reuse projects. Each of the architects has a distinct philosophy which they openly shared to an enthusiastic audience. The popularity of the architects' styles, as well as the thirst for seeing new works, proved that the Denver Chapter will host more of these events in 1999.



Jeff Sheppard, AIA, one of the four featured architects presenting at the "4x20" talks, with AIA Denver President Mike Jacoby, AIA.

### DAC NAMES D.A. BERTRAM VOLUNTEER OF THE YEAR

D.A. Bertram, Esq., AIA was named Volunteer of the Year by the Denver Athletic Club (DAC), for his countless hours serving on committees and contributing his expertise and energies for the improvement of the DAC.

He was selected by the chairs of various DAC committees and received his award at the Annual Meeting on Sept. 15 from DAC President (and former AIA Colorado president) Dennis Humphries, AIA. Before joining the DAC in 1991, D.A. worked with the architectural firm responsible for the design of the gymnasium/squash court addition. Recently, his assistance in closing out construction on a fitness center addition was invaluable to the DAC.

Get **3** of our services with only **1** phone call

- 1** structural engineering
- 2** civil engineering
- 3** land development

MNA, Inc.

303.377-6601

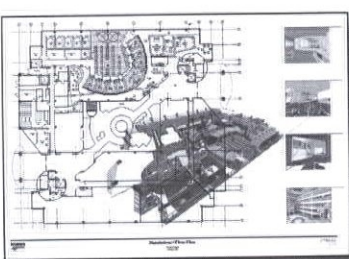
4521 E. Virginia Ave., Suite 200  
Denver, Colorado 80246

www.mnaengineering.com fax 303 377-6656

What's on your CAD wish list?

- Draw ONCE, and generate all working drawings
- Communicate better & create better presentations
- Win more jobs
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

FAX YOUR LIST TO:  
415-709-9770  
OR VISIT  
WWW.WORKTHEWAYYOU DO.COM  
RECEIVE A FREE DEMO CD ROM.



ArchiCAD<sup>®</sup>  
for TeamWork

Works the Way You Do

Or call for more information  
800-744-7468

GRAPHISOFT<sup>®</sup>

Layout by: Studio Architecture. ArchiCAD and Compasoft are registered trademarks of Graphisoft Software Development RT.

## AIA DENVER 6TH ANNUAL GOLF TOURNAMENT GOES BEYOND "PAR FOR THE COURSE"

**G**orgeous skies and perfect temperatures on September 11 made the 6th Annual Golf tournament a great success. Both architects and sponsors turned out at Canterberry Golf Course in Parker for 18 holes of what many described as "one hard course!"

Competitive play among the 120 golfers included the four-person scramble, won by foursome Todd Bassett, PA, Chris Strumm, Assoc. AIA, Dave Abram and Aaron Hartung, Assoc. AIA, with a score of 57. The two-person best ball was won by Fred Fisher, PA, and Ryan Davis, finishing with a 69.

In other categories: most accurate drive—Wayne Hendrix; men's longest drive—Kris Belter, AIA; women's longest drive—Linda Svege; Closest to the pin (two holes)—Fred Fisher and Von Fransen, PA. See you next year!

### THANKSGIVING...

...is November 26. The AIA offices will be closed then and on Friday, November 27.

**HAPPY THANKSGIVING!**

## THANK YOU TO THESE SPONSORS WHO SUPPORTED THE 1998 AIA DENVER GOLF TOURNAMENT!

### \$1,000

Adolfson & Peterson, Inc.  
Arapahoe Signs  
Etkin Construction Company  
Gerald H. Phipps, Inc.  
Haselden Construction, Inc.  
Intermountain Electric, Inc.  
JHL Constructors, Inc.  
Long & Associates  
Roth Distributing / Subzero

### \$500

David L. Adams Associates, Inc.  
Elward Construction Company  
Gordon, Gumeson & Associates, Inc.  
Intergroup  
Ken's Reproductions  
Long and Assoc.  
Palace Construction Company  
Pinkard Construction Company  
Van Gilder Insurance Corporation

### In-Kind

Comedy Works  
Eltch Gardens  
Mattie Silks  
Palomino Restaurant  
Studio 1818  
Vesta Dipping Grill



Winners Shown (left to right): Chris Strumm, Assoc. AIA—1st place scramble; Aaron Hartung, Assoc. AIA—1st place scramble; Todd Bassett, PA—1st place scramble; Linda Svege, PA—Women's Longest Drive; Fred Fisher, PA - 1st place best ball and closest to the Pin.



Golfers chow down on rib eyes and corn!

## AIA DENVER SLATE OF CANDIDATES ANNOUNCED

**A**IA Denver is pleased to announce its slate of candidates for 1999 offices:

### Associate Director:

- ◆ TBD
- ◆ TBD

### President-elect (2000 President):

- ◆ Joseph Pahl, AIA
- ◆ Jeffrey S. Reddy, AIA

### Vice-President:

- ◆ John Williams, Jr., AIA
- ◆ John Yonushewski, AIA

### Secretary:

- ◆ Lauren T. Ferris, AIA
- ◆ Paul R. Jeselnick, AIA

### Treasurer-elect (2000 Treasurer):

- ◆ Michael Murphy, AIA
- ◆ TBD

### Director (for three-year term):

- ◆ Eric A. Bartczak, AIA
- ◆ Roy Perlmutter, AIA
- ◆ Robert C. Schmid, AIA

AIA Denver bylaws require a 10-day period whereby nominating petitions (signed by not less than five eligible voting members) may be returned to AIA Denver placing one or more candidates other than those listed above.

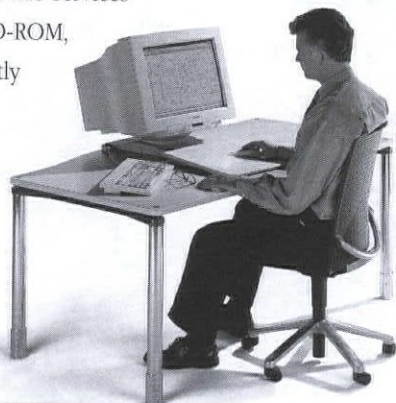
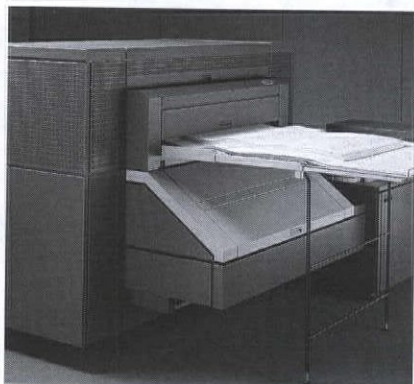
For information on filing a nomination petition, please contact AIA Denver President-elect, James Paull, AIA at 303.607.0977.

## Tee-Time Reprographics offers you the fastest scanning speed available in the industry today!

**Tee-Time Reprographics** is proud to introduce Repro Desk 4.2. Installed in your office, you're just a click of the mouse away from sending your plot orders directly to Tee-Time.

**Tee-Time** has four Océ 9800s. When you need a series of high-volume plots done in a hurry, Tee-Time can get them out. Fast.

You can use our scan to file services to scan blueprints to CD-ROM, so you can save on costly warehouse storage.



**Tee-Time** also offers a full specifications department. And with two Océ 2600 Rapid Copiers, you get speedy turn-around on specifications.

**Free pick up and delivery.**

**Call Tee-Time today!**

875 Delaware Street • Denver, CO 80204

**303-575-6730**

Fax: 575-8977 • e-mail: ttime73918@aol.com

**Tee-Time**  
Reprographics

**efi** EUROPEAN  
FINISH  
INC.

YOUR DESIGN BUILD PARTNER FOR  
PREMIUM COMMERCIAL & RESIDENTIAL  
ARCHITECTURAL WOODWORK

2645 Industrial Lane  
Broomfield, Colorado 80020

Certified Member  
Architectural Woodwork Institute



**303/469-6439**  
FAX **303/469-6123**

Member  
American Institute of Architects

AIA



AIA Colorado North Chapter

## ECOLOGICAL DESIGN AS GOOD BUSINESS

—David Barrett, AIA

### 1998 AIA COLORADO NORTH CHAPTER BOARD OF DIRECTORS

President ..... Stephen Loos, AIA  
 President-Elect.. Rebecca Spears, AIA  
 Treasurer ..... Randal J. Giseburt, AIA  
 Treasurer-Elect.. Bryan M. King, AIA  
 Secretary..... David Lingle, AIA  
 Past President.... Mark Quéripel, AIA  
 Director ..... K. David Carson, AIA  
 Director ..... Jim Cox, AIA  
 Director ..... John A. Sohl, AIA  
 Director ..... J. Erik Hartonft, AIA  
 Assoc. Dir..... Eric Scholz, Assoc. AIA

Director of  
 Local Chapters ..Susan H. Buchanan

“Whatever possibilities business once represented, whatever dreams and glories corporate success once offered, the time has come to acknowledge that business as we know it is over. Over because it failed in one critical and thoughtless way: It did not honor the myriad forms of life that secure and connect its own breath and skin and heart to the breath and skin and heart of our earth.”

—Paul Hawken, *The Ecology of Commerce*

### Ecological Roots

Founded in 1977, Barrett Steele Architects has evolved as a firm rooted in an ethic of ecologically intelligent and socially compassionate design. Architecture inspired by Nature's lessons result from asking such questions as: What inner components give this thing its form? Of what larger forms or patterns is this thing an element? Out of this dialogue comes a

production where each and every act is inherently sustainable and restorative. Business will need to integrate economic, biologic, and human systems to create a sustainable method of commerce.” This integration is also the definition of sustainable architecture.

Closer to home, it takes little time to observe what is happening in our immediate backyard. Front Range sprawl with rapidly spreading shopping centers, office parks, and residential subdivisions is gobbling up landscape with bland sameness, while transit options are made ever more remote by land use patterns that only reinforce automobile dependence for even the simplest of connections.

Good architectural business must offer alternatives to these dominant patterns of destruction. Until we can articulate and convey more workable visions for the future, the public will resort to the perpetuation of “more of the same,” or the gridlock of “not in my backyard.” An empowered profession can use its talent to orchestrate explorations offering the vision of choices, and thus hope.

Nature's model for what we might offer as an alternative of livability and sustainability might be described as contained, yet interrelated, complexity. Simplistic patterns of segregated development would be replaced with richer, denser, diverse mixes of use. This urban effect that concerns itself with the community's human interaction will also find form from the physicality and spirituality of climate and place. Barrett Steele's current work with the Boulder Housing Authority on an urban village on the 27-acre site of the old Holiday Drive-In anticipates just such a lively mix of affordable living and working space in North Boulder.

Barrett Steele has developed a practice with an increasing number of clients that recognize, have interest in or outright demand an ecological imperative to their project. These projects include recent and current undertakings such as El Viento, an ecotourist windsurfing retreat on the Isla de Margarita, Venezuela, that finds form from the

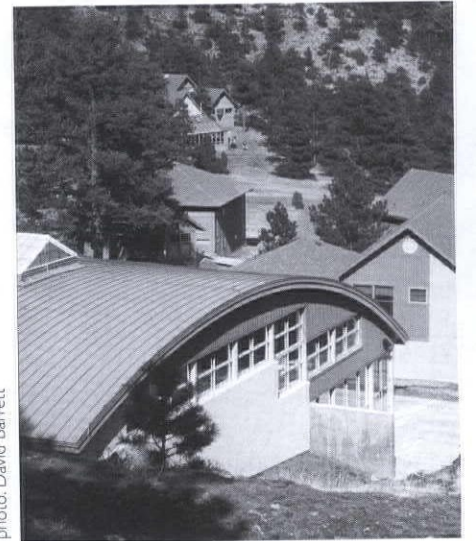


photo: David Barrett

*The Eagle Rock School and Professional Development Center is a roughly 100,000 SF campus for at-risk teens funded by American Honda Education Corp.*

desert island cactus, while utilizing and celebrating the island's well-known incessant winds.

In contrast to this tropical climate, Barrett Steele is completing a hostel at 9000' altitude for the Alpine Research Campus for the University of Colorado. This design utilizes exposed architectural concrete as internal thermal mass, coupled with distinct solar apertures and R-control sandwich panels for quick construction at a remote location.

### Creating from Waste

Many of our projects explore the potential of “creating from waste,” or finding ways to utilize products that reconfigure waste into second generation materials. The Greenwood Wildlife Rehabilitation Sanctuary, which will be a healing place for injured wildlife, literally spirals out of the earth, allowing animals to recover in familiar habitats that range from subterranean, to surface, to lofted nests. The facility utilizes recycled Glu-Lam beams and decking from an auto dealership's past life, as well as straw-bale infill from local agricultural waste. Passive solar, earth integration and photovoltaics as integrated building systems will contribute to the sustainable palette.

Barrett Steele is also working closely with environmental builder Steve Loken and the Center for Resourceful Building Technologies of Missoula on the Pritzker family retreat in St. Ignatius, MT. We are utilizing recycled timbers and slate from demolition in Missoula, “Energrid” panels of recycled polystyrene and cement,

[ See DESIGN on page 12 ]

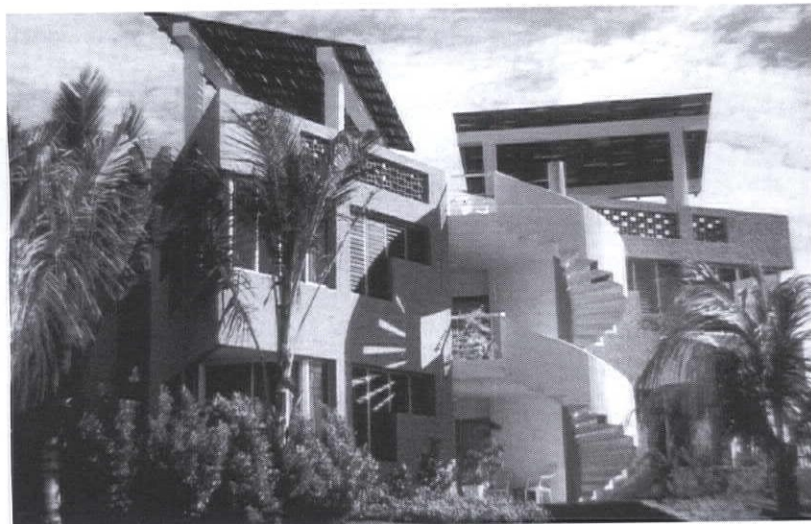


photo: David Barrett

*El Viento, a celebration of wind. This ecotourist windsurfing retreat on the Isla de Margarita, Venezuela is inspired by the biologic of the desert island cactus.*

greater understanding of not only where we are, but who we are. Sustainability and organic architecture are the result of the creative participation in the patterns of the living. In this way, we seek to contribute places of spirit and beauty.

The business of ecological design can be seen in the multilevel nature of what constitutes good business in today's world. On the planetary scale, we must recognize the precarious position humankind finds itself in as we enter the new millennium. The well documented culmination of overpopulation, climate change, depleting resources and environmental degradation is not just an abstract argument. The circumstances we are passing onto our children are at a flashpoint. Good business cannot ignore these costs and responsibilities as we affect the environment with acts of construction with vast embodied impacts. As Hawken says, “To create an enduring society, we will need a system of commerce and

### 1999 AIA COLORADO NORTH BOARD OF DIRECTORS ANNOUNCED!

AIA Colorado North chapter is pleased to congratulate the 1999 Board of Directors:

President-elect: Randal Giseburt, AIA  
 Secretary: David Lingle, AIA  
 Treasurer-elect: David Carson, AIA  
 Directors: Susan Kreul-Froseth, AIA and Barbara Rogg Maloy, AIA  
 Associate Director: Eric Scholz, Assoc. AIA

These individuals join continuing Board members:

Rebecca E. Spears, AIA  
 1999 President  
 Brian M. King, AIA  
 1999 Treasurer

### NEW MEMBERS

Ryan Lloyd, Assoc. AIA

**[DESIGN, from page 11]**

photovoltaics and Earth integrated passive solar design. The retreat is a demonstration of the collaborative power of sustainable design and construction practices used in concert.

**Learning Communities**

In 1992, Barrett Steele embarked on a six-year relationship with the American Honda Education Corporation to design a residential high school for at-risk teens. The school was to challenge the dominant American educational model and explore the possibility of a learning community that would interweave experiential learning and self-esteem-building through participation in a functional living/learning community, with an architecture that facilitated and nurtured these intentions. The product is the Eagle Rock School and Professional Development Center, near Estes Park. The "break-the-mold" campus of 25 buildings meanders along the edges of meadows, through rock outcroppings and ponderosa pines, as a pedestrian mountain village. Simple, regional architecture provides a backdrop for community life open to the sun and protected from the winds. Interior spaces encourage interaction with each other and the learning environment, as well as contact with Nature.

Eagle Rock, recently featured in the New York Times Magazine, is an example of corporate philanthropy that

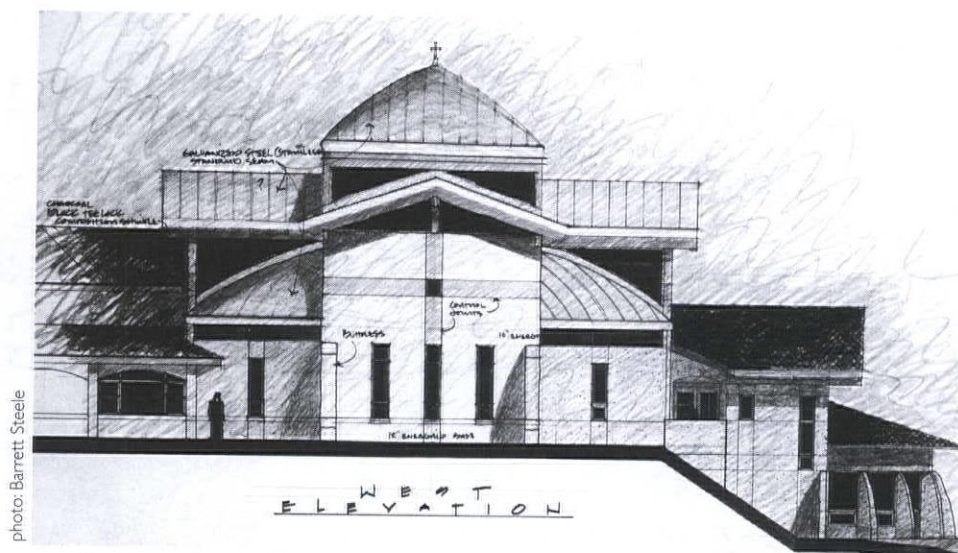


photo: Barrett Steele

Set in a secluded valley in Virginia Dale, Colorado, the Abbey of St. Walburga is a 50,000 SF Benedictine abbey and retreat center.

funds exploration and excellence. This gesture should challenge both corporate America, as well as the public, to invest in meaningful educational architecture to educate the whole of our children and provide for them the opportunity to realize their incredible potential.

Current educational projects Barrett Steele is involved with include:

- ◆ The conversion of a 250,000 s.f. failed shopping mall into a "high-tech, high-touch" open campus for the Florida Community College of Jacksonville, with Thompson Ventulett and Stainbeck of Atlanta.
- ◆ The renovations, additions and new dormitories for the territorial adobe campus of the historic Fountain Valley School in Colorado Springs.

- ◆ The expansion of the Bal Swan Children's Center in Broomfield.

**Community Architecture**

"Each man (woman) must give power over his (her) own life. To place this in a context we must cease to plan for people. We must begin to plan with people."  
—Robert Theobald

The role of architect, and with it the business of architecture, has been altered drastically in recent years by the rediscovery of relating buildings to existing communities that are under the stress of rapid growth, as well as drawing collective needs and visions from an involved client body. The day of the heroic figure designing in the

ivory tower studio is over. What is called for is architects who orchestrate an increasingly interdisciplinary team. The complex nature of today's projects calls for us to ask the right questions, stimulate the discussion, become exceptional listeners, facilitate hands-on group processes, and convey clearly in public hearings. Such a role is more analogous to part weaver, part educator than the Ayn Rand model of the brooding individualist.

Participatory design is a way of life at Barrett Steele. With philosophical underpinnings in social architecture in the late '60s at Kent State University, David Barrett and Gary Steele are committed to a visible, accessible design process in the studio as well as with the client/user.

Recent co-housing projects in Ft. Collins and Lyons have used these take-part methodologies with collective clients that make decisions by consensus. Current work on the new Benedictine abbey for the Sisters at the Abbey of St. Walburga in Virginia Dale, CO, brings a contemplative tradition dating back to the 7th century into alignment with the realities of sustaining such a lifestyle in the contemporary world.

Such projects offer the gift of learning the ways of others and attempt to draw through a vanishing cultural thread in an ever-more chaotic world. The architecture of community asks us to celebrate our connections. Can form express our higher ideals? Might public spaces give us the opportunity to observe and interact with our diversity while glimpsing the underlying patterns that suggest our unity?

**The Studio**

Good design begins, as Wendell Berry states, by asking, "What is here? What will nature permit us to do here? What will nature help us do here?" At Barrett Steele, exploration in an open studio environment is initiated by just such questions. Though the results possess the inevitable imperfection, contradiction and periodic frustration, satisfaction comes from the quality of the search and the possibility of "making a difference."

We must envision an architecture that is so intelligently designed and constructed that it mimics nature at every step and in this way sustains the most precious systems that we and our children so depend on.

**YOUR LEGAL BUSINESS PARTNER**

**H&E HALL & EVANS, L.L.C.**

ATTORNEYS AT LAW

HALL & EVANS provides guidance on all aspects of real estate and construction:

- Contract negotiations and disputes
- Environmental compliance
- Government contracts
- Professional liability
- Corporate and business planning

Our firm-wide resources are available to clients to perform assessments of—and provide cost-effective solutions to—potential legal issues. We've been committed to delivering innovative and cost-effective solutions to clients' legal problems for more than 65 years.

HALL & EVANS. Make us your legal business partner now and we'll be with you into the next millennium.

**H&E HALL & EVANS, L.L.C.**

For more information, call:

**DENVER**  
1200 Seventeenth Street  
Suite 1700  
Denver, CO 80202  
(303) 628-3300  
Contact: Gene Commander

**COLORADO SPRINGS**  
102 S. Tejon Street  
Suite 600  
Colorado Springs, CO 80903  
(719) 578-5600  
Contact: Kent Karber



**Global Imaging, Inc.**

a spectrum of digital color solutions

We Sell....

- ▲ Plotters
- ▲ Printers
- ▲ Scanners
- ▲ Digital Cameras
- ▲ BlueLine Materials
- ▲ Printer & Plotter Supplies
- ▲ Specialty Color Media & Inks
- ▲ Toner Cartridges, and More

- ▲ delivery service M-F
- ▲ equipment installation
- ▲ financing options

**800-787-9801**  
www.globalimaginginc.com  
3rd Fastest Growing Private  
Company in Colorado—Find out Why!!

we use **Océ** Imaging Supplies  
top quality media from...

**Thank you Sponsors!**

Thank you to these sponsors of the 1998 AIA Colorado Design Conference:

- |  |  |
|--|--|
| <b>PCL</b><br>Denver, Doric Sponsor                    | <b>Hyder Construction</b><br>Denver, Friend Sponsor              |
| <b>Stresscon</b><br>Colorado Springs, Doric Sponsor    | <b>McFall Konkell &amp; Kimball</b><br>Englewood, Friend Sponsor |
| <b>Associates III</b><br>Denver, Friend Sponsor        | <b>RK Mechanical, Inc.</b><br>Denver, Friend Sponsor             |
| <b>Hall &amp; Evans, LLC</b><br>Denver, Friend Sponsor | <b>Ward Construction</b><br>Englewood, Friend Sponsor            |



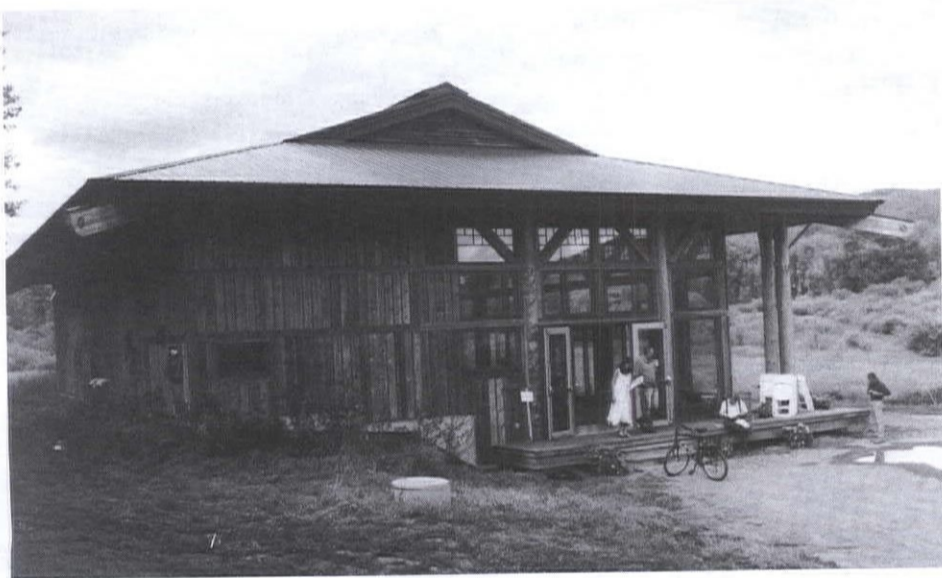
## 1998 AIA COLORADO WEST CHAPTER BOARD OF DIRECTORS

President ..... Suzannah Reid, AIA  
 President-Elect.. Skip Doty, AIA  
 Past President.... Shira Geller, AIA  
 Secretary..... Deanna Olsen, AIA  
 Director of  
 Local Chapters.. Susan H. Buchanan

## Steamboat Springs, Colorado— THE STEINBERG PAVILION

—Skip Doty, AIA

There was something very reassuring about the hand-painted sign tacked to the post that stated, “No services for 43 miles.” Of course, there were no services at the road junction either. To travel to Steamboat Springs today is to step into a different direction. A step away from the mad-cap world of the I-70 corridor.



Steamboat Springs. This camp has evolved into the Perry-Mansfield Performing Arts School and Camp, which has achieved international acclaim because of the artists that have trained and taught there.

The ski resort outside Steamboat Springs is very modern and well known. The town center has been able to maintain much of its historical identity with a sprinkling of modern buildings and businesses in the mix. But, outside these two entities, the Yampa Valley has been able to remain true to its rural roots.

This becomes quite apparent on the short drive out of town to the camp. One enters a quiet world of fertile fields and aspen forests that frame the views to the peaks beyond. The campus itself is a collection of rustic dormitories, a theater, and two dance studios that are wood and glass pavilions in the forest. Most of the campus is tucked out of sight from the county road.

The newest structure on the campus is the Steinberg Pavilion completed in 1997, which is used for dance classes, performances and meetings. It is the result of a challenge grant that Perry-Mansfield met. The architect was Steamboat Springs’ own Joe Robbins, AIA.

This pavilion is a reflection of its surroundings and of the school. Mr. Robbins worked with the restraints of a tight budget to create a building that grows to meet the sky and still remains rooted to the forest. This was accomplished with a limited palette of wood and glass. A large variety of materials would not have allowed the building to remain true to its roots. It is located at the end of a quarter mile dirt drive means that it is a destination that will not be attained by everyone.

The east and south walls are composed of a series of hinged patio and sliding doors set within a framework of wood columns. The tallest windows in the glass assemblies above the doors are divided into groups of small divided lights that act as a symbol of the forest.

The wood columns at the window walls and the exposed wood trusses reinforce this notion of being part of the forest. Through these windows one has a view that extends from the nearby fields to the high forested ridges in the distance. This view, along with the ever-changing quality of light within the space, makes it possible for one’s soul to soar.

These windows give the pavilion another quality. The pavilion and size of the building are very hard to define. Most buildings are composed so that an user has a preconception of the size and layout. The flat plane of the dance floor that extends to and hovers above the earth beyond forces the dancer to create his own territory and space. This space will be different for each person.

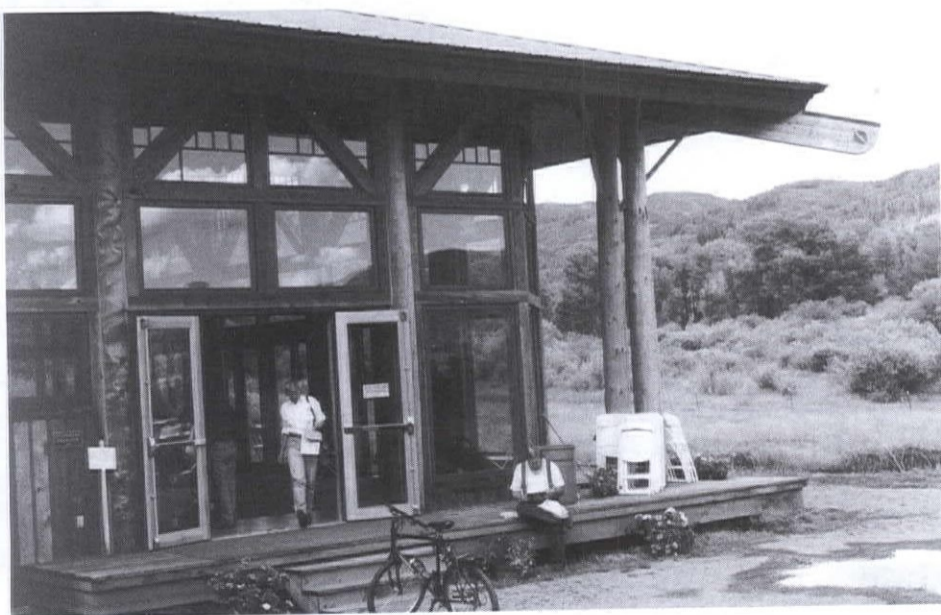
The west side of the building has a solid exterior wall and is comprised of support spaces and rooms. The fir and pine forest grows up to the building’s edge. The exposed structure at the corners of the building represent this encroaching forest. As the building ages, the color of the exposed timbers will take on the darker colors of the forest.

This is an essential building that didn’t start out as such but has become a symbol for life in the Yampa Valley. In an understated manner, it encompasses people, the land, and the wide open spaces.

Photos this page: Nestled in the woods near Strawberry Park—three miles north of Steamboat Springs—the Steinberg Dance Pavilion is part of the Perry-Mansfield Performing Arts School and Camp.

All three photos: Skip Doty, AIA

The first time I traveled through Steamboat Springs was in August 1971. I was traveling to the Flattops with my father for a backpacking expedition. I distinctly remember the image of the clad-in-black members of the band “Aphrodite” unloading their equipment and preparing to play for the long-hair locals wearing cowboy boots. High culture for a teen age mind didn’t get much better than this.



### NEW MEMBERS

Carolyn A. Hunter, AIA

Scott Myller, AIA  
 West Elevation Architects, Inc.

Little did I know that by that time, Steamboat Springs already had a long tradition of supporting various groups of artists and venues. The longest-lasting group was formed by Charlotte Perry and Portia Mansfield in 1913 when they started a dance camp at Strawberry Park three miles north of

# RIVER RUN RESORT IN KEYSTONE

—Skip Doty, AIA

Let me see if I understand this concept correctly. An area with marginal ranch or mining structures is bought out by a developer, who proceeds to tear down the original buildings to build new superstructures that are reminiscent of the old. Then the resort is marketed to people who can now own part of the historic west.

Keystone ski resort has been in existence for approximately 30 years. It is bigger in area than many towns, and on a typical weekend during the ski season there is a larger population there than many towns on the Western Slope. Keystone has never incorporated into a village or town. Currently, there are several distinct groups of buildings or villages that stretch for several miles on each side of U.S. 6.

This decade the resort has embarked on an ambitious expansion to develop a town center and focus. This new village is called the River Run. Upon its completion, it will exist as its own entity, connected by a series of secondary roads, public transportation, and bike paths to other parts of the resort along the highway and Snake River Valley. Ultimately, village center and open square surrounded by mixed-use commercial space and condominium housing will be created, which will become the new focal point of the resort.

For years, I thought the center of Keystone was the Snake River Saloon, where a person could chase down a greasy burger with several adult beverages and solve the area's problems through friendly conversation with the locals. The growth of Summit County, as well as visitors' expectations, has led to River Run.

A consortium of architects and planners including Cottle, Graybeal Yaw of Aspen and OZ Architecture of Denver, were involved with the design of the resort. Elden Beck completed much of the early master planning over a year's time. His planning included sun angles,

people spaces, the building, and street footprints, as well as massing and model studies.

Many early architectural concepts were developed during a three-day charette. IntraWest, the resort's owner, participated in this charette. It was decided that the architectural guidelines would be based on the early completed structures. John Cottle thought that written guidelines would limit the architectural potential for the village, which could lead to a theme village rather than a living, viable new community.

Several important architectural concepts and issues at River Run need to be discussed further. These include the master plan for the village layout, and the specific forms, materials, and style of some of the buildings.

The concept of an Italian hill town village is used as the model for its overall plan. River Run is still under construction, but several characteristics of such a village can be readily seen. A series of public spaces are connected by streets that undulate per the footprint of the buildings. Underground parking blocks streets off so they can be used only by pedestrians and emergency vehicles. Exterior passages through buildings connect one open space to another. Streets lead to important landmarks. If there was a full-time population, the built area would be very dense. The main square is dominated at its northern edge by the tallest structure of the resort—a metal and wood tower. The forms are loosely based on a mine tipple, but not one that you've seen before. This is the anchor for the Silver Mill building by Cottle Graybeal Yaw, and it acts as a beacon for the main pedestrian street that leads up from the gondola terminal. This tower can be seen from most parts of the village.

There is a formal master plan for the village at River Run. Yet the physical expression is that of exuberance and a casual acknowledgment of rules, which is in keeping with its Western heritage.

All the buildings in this ensemble express this exuberance. The two structures that best demonstrate it are the Jackpine Lodge and Silver Mill buildings by Cottle Graybeal Yaw Architects. Each received an Honor Award by AIA Colorado.

They're both large, but their mass has been broken up by setbacks, dormers, and decks. The use of different sizes and types of wood siding, logs, and vertical metal siding accent different parts of the building exteriors. This use of materials softens the overall appearance and scale of the buildings. These rough materials have been detailed in a very formal manner so the buildings are much more refined than one would first expect. They're not quite like a mine building or a ranch head quarters, but these modern buildings are rooted in our Western traditions.

The Buffalo Lodge by OZ Architecture, adjacent to the Silver Mill, is still under construction. This building features a smaller private plaza that one passes through from the village square on the way to the building's entry. The space appears that it will work well in the future, but it begs the question: where is there a large interior public space?

Italian villages have a church, town hall, or even a theater for people to gather. What will serve as the interior focal point or icon for this village?

The master plan calls for a community building away from the central square. How will this building function and what will be its purpose? The climate at Keystone demands that there be such a space for people to gather. The master plan does call for a future church and library in the village.

This leads into the important issue of a permanent community that is the bedrock for any discussions about resort villages such as River Run. The village at River Run is an effort to create a focus for Keystone, but in many ways it is a new town. There has been quite a bit of housing built or planned. But many of these houses will be second homes or investments for part-time residents. Can this lifestyle develop a story line that eventually becomes the life blood for a town? This is an issue that goes beyond the traditional role of an architect, but it is a dilemma facing many towns in the West and it will be a determinant for the future.

The village's architects and planners have created a superb ensemble of buildings and spaces. They have met or surpassed Keystone Resort's requirements. River Run can also be used as a model for how large development projects in other areas of the state can be approached. But it ultimately comes back to the concept of how to build on the historical and traditional values and roots of Western Colorado and not sacrifice them in the name of progress that result in part-time communities.

## NOW THE DISTRIBUTOR OF FIANDRE PORCELAIN



We Stand On Our Quality.

For over twenty years, CAPCO has presented the state of the art in ceramic tiles from around the world with a heavy emphasis on products from the finest manufacturers in Italy: Tagina, Rex, Imola, Sichenia, Imolagres, City, and many others.

Now, CAPCO is proud to announce its appointment as the distributor for Fiandre, the name that is synonymous with porcelain, for the states of Colorado and Nevada.

Fiandre is another step toward making CAPCO the one stop distributor for ceramic glazed tiles, porcelains, and stone.

CAPCO provides easy access to the trade with warehouses and showrooms in seven Colorado locations.

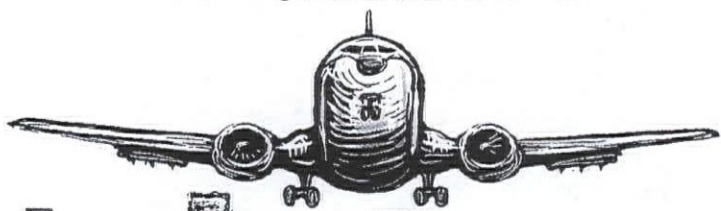
1-800-727-2272  
303-759-1919

Denver ■ Colorado Springs ■ Boulder ■ Fort Collins  
Avon ■ Basalt ■ Grand Junction ■ Las Vegas, Nevada

## FREE AIRFARE !!

(\* \$250.00 AIRFARE VOUCHER WHEN YOU SPEND \$5000.00 OVER THE YEAR )

Earn frequent user dollars\* when your prints FLY off our Canon Bubblejet oversize copier or Canon Laser Copier, perfect for architectural drawings, renderings, maps, enlargements and reductions.



**ImageLabs**  
Denver, CO

Full service digital imaging specialists  
Call for quotes 303-293-3636

## GOVERNMENT AFFAIRS BRIEF



— Eileen D. M. Koenigsberg, AIA  
GAC Chair

By the time this is printed and in your hands, the election will have been held and the new state and local government members and representatives will be known. Hopefully, the election will bring (or keep) the legislators, council people, senators, representatives, governor, etc., who will be helpful to our profession as architects and our community as a whole.

I encourage you to call your state and local representatives, senators, and council members (now that you've just voted, you should remember the ones that ran, anyway) to let them know how you feel about issues that are relevant to you and our profession, meet with them, and let them find out what architects do for the life and safety of the people in our community—as well as to put a constituent's face with the word "architect."

In this light, we at the Government Affairs Committee have initiated a "Champion" program. With this program, we have, with the help of our lobbyist Jerry Johnson, identified a list of legislators we feel are key individuals who we would like to cultivate a relationship with us as a profession.

Because term limits are starting to kick in this year, we are losing some friends in the legislature who have sponsored legislation for the AIA and our allied professions. We found that a number of legislators are not exactly familiar with what an architect does, and we feel that there is a need to familiarize them with what we do and how it affects the general public—especially regarding their quality of life.

Relationships are key. If we can develop good relationships with legislators

and they understand what's important to us on various topics from fair practice to our community ideals, then we can have some very positive influence on the laws and programs they will shape. Some key issues that may be relevant to you as an architect or allied professional as we look to the next legislative session are: licensing—listing of license numbers in advertising, initiating the renovation of the state capitol building, the tax rebate debate/infrastructure and school spending, design/build of state projects, sustainable communities and smart growth.

We thank Erik Hartronft, AIA, and his firm in Louisville for hosting the first legislative "Champion" program with representative Terry Phillips. A special thanks to Marvin Sparr, FAIA, for heading up the subcommittee. Erik showed Terry around his office; spent the morning with him; showed him a project under construction; and then with a number of other architects who were also constituents, took him out for lunch to get a chance to express specific interest and concern, along with general topics as both architects and community leaders/members. We planned a couple more before the election within the Denver metro area, and plan to continue it throughout the year and the state.

Please call Marvin (303.447.8570), or me (303.607.0977) if you want to become involved with this Champion program. We need volunteers for hosts, as well as lunch participants. State-funded projects in your office are a plus, as well as practicing in the same district as you vote, although this is in no way mutually exclusive. We need a diverse group of people active in this program across the state to cultivate a broad relationship and to help lend our expertise in a diverse way to our state and local government. Also, if you would like to find out who your state and local representatives are, call the County Clerk and Recorder for the area in which you live.

One last note. All interested new Government Affairs Committee members are welcomed to attend our monthly meetings—held the second Friday of every month at 2 PM at the AIA office. Please join us!

[ DUBROFF, from page 1 ]

AIA Colorado does need to increase its reserve and I applaud Joe Jackson and Ron Abo for paying attention to this important objective. Raising a reserve will mean increasing revenue and watching expenses. With a little creative thinking, revenue can be raised from a number of places—events, the sale of the energy-conservation guide, perhaps advertising and corporate partnerships. Among other benefits, having \$50,000—a rough approximation of what might be desirable—in a simple money-market fund would generate \$2,500 a year or more in interest to fund your ongoing AIA programs.

AIA Colorado is a not-for-profit organization. Even so, most non-profit experts will tell you that having a healthy, but not excessive reserve, is essential if the organization is going to survive the tough times and grow new, better programs.

In your business, the cash that's left over when expenses are paid is called a profit. And in business, of course, having a buffer of cash or shareholder equity is what enables companies to survive bad times and invest in the future. It strikes me that maybe it would be worth taking a look at your company and wondering if there is enough reserve for a rainy day. Maybe you want to find your own "defender of the balance sheet" or take on that role yourself.

## CANSTRUCTION™ EVENT AT PARK MEADOWS TO BENEFIT FOOD BANK OF THE ROCKIES

Approximately a dozen teams will build "structures" from canned and boxed foods at the Seventh Annual CANSTRUCTION™ Design/Build competition on Saturday, November 7 from 10-12:30 PM at Park Meadows on the lower level near Dillard's. This year's theme is Wheel'n Past Hunger.

The event is a coordinated effort of the Denver Chapter of the Society of Design Administration, as well as the AIA Colorado and AIA Denver to benefit the Food Bank of the Rockies.

Food Bank of the Rockies is a not-for-profit organization that currently distributes more than 12 million pounds of food annually to more than 800 hunger-relief programs in Colorado and Wyoming.

The purpose is to collect and donate food to the Food Bank of the Rockies. Since its inception, CANSTRUCTION has accounted for nearly 40,000 pounds of food to help the needy. After being constructed, the creations can be viewed through Wednesday, November 11, when they will be torn down and the food will be donated to the Food Bank of the Rockies.

### Featuring the Océ 9800 with Repro Desk Delivering High Volume Plotting Copying & Scanning Service

**Repro Desk Software:** Installed at your office, you do all the job preparation & with a click of the mouse - send the job to Ken's

**Total File Compatibility:** Including Autocad.DWG, CalComp 906/907, HPGL/HPGL-2, Microstation, DXF, CALS (1 & 2), & CCITT Group-4 TIFF

**Scan to file:** Allows you to build hybrid plot jobs comprised of CAD plot files and scanned originals

**Fastest Scanning Speed:** 12 D size per minute  
Many More Money Saving Features

✓ Comprehensive Reprographic Services

✓ Color CAD Plotting

✓ Spec Set Copying

✓ Diazo up to 54" Wide

✓ Free Pick-up & Delivery



# 297-9191

## KEN'S REPRODUCTIONS LTD.

2220 CURTIS STREET • DENVER, COLORADO 80205

E-MAIL: SALES@KENSREPRO.COM NET: HTTP://WWW.KENSREPRO.COM



Architectural  
Photography  
&  
Graphics

303-423-2222

 Windsong Imagery

## CALENDAR EVENTS

### NOVEMBER

- 3 Entry deadline for AIA Colorado South Chapter Design Excellence Awards, 4 PM to Bollar & Associates, call 719.520.0057 for more info
- 3 AIA Denver Breakfast Seminar, 7 AM, call AIA for info at 303.446.2266
- 4 Committee on the Environment meeting, Noon, AIA Offices
- 4-5 AIA West Chapter event: Utility Energy Forum, Montrose, call AIA for info at 800.628.5598
- 5 AIA Denver Board meeting, 5:30 PM, AIA Offices
- 7 AIA Denver Awards Gala, call AIA for more info at 303.446.2266
- 10 AIA Denver Breakfast Seminar, 7 AM, call AIA for info at 303.446.2266
- 11 Sponsor's Reception, call AIA for info at 800.628.5598
- 11 AIA West Chapter event: Merrill Lynch Financial Planning breakfast, Vail, call AIA for info at 800.628.5598
- 13 Govt. Affairs Committee meeting, 2-5 PM, AIA Offices
- 13-14 AIA West Chapter event: Energy 10 Workshop, CMC Spring Valley Campus, Carbondale, call 303.449.0867 to register
- 17 AIA Denver Breakfast Seminar, 7 AM, call AIA for info at 303.446.2266
- 17 AIA North Chapter Board meeting, call 800.628.5598 for more info
- 18 AIA West Chapter event: Merrill Lynch Financial Planning reception, Grand Junction, call AIA for info at 800.628.5598
- 19 Design/Build Committee meeting, 7:30 AM, AIA Offices
- 19 Design Communications Committee meeting, Noon, AIA Offices
- 19 ArchiCAD Users Group, 5:30 PM, AIA Offices
- 19 AIA West Chapter event: Merrill Lynch Financial Planning breakfast, Aspen, call 800.628.5598 for info
- 20 Colorado Architect Editorial Board meeting, 11-Noon, Boulder. Location TBA
- 20 AIA Colorado Finance Committee meeting, 1-2 PM, Boulder, location TBA
- 20 AIA Colorado Board meeting, 2-5 PM, Boulder, location TBA
- 20 AIA North Chapter Awards Gala, Dal Ward Athletic Center, Boulder, 800.628.5598 for more info
- 24 AIA Denver Breakfast Seminar, 7 AM, call AIA for info 303.446.2266
- 26 Thanksgiving—AIA office closed
- 27 Holiday—AIA office closed

SUBSCRIBE TO THE COLORADO ARCHITECT  
The Colorado Architect is provided to members as a member service; subscriptions are available to non-members for \$60 per year. Mail or fax the form to AIA Colorado at 1526 15th Street, Denver, CO, 80202, 303.446.2266, Fax 303.446.0066.

NAME	STATE	ZIP
COMPANY	PAY	
ADDRESS	CITY	
PHONE	FAX	
METHOD OF PAYMENT:	<input type="checkbox"/> MC	<input type="checkbox"/> VISA
CHECK	NUMBER	END DATE
SIGNATURE (REQUIRED)		

## DESIGN YOUR FUTURE

Van Gilder Insurance Corp.  
and  
DPIC Companies, Inc.

Specialists in providing comprehensive insurance and loss prevention programs for design professionals

**303.837.8500**  
**800.873.8500**



# Colorado

# ARCHITECT

A PUBLICATION OF AIA COLORADO

NOVEMBER 1998

\$5.00

## Business of Architecture...

Dubroff: Defender of Balance Sheet

PAGE 1



Business of Architecture Now a Class at UCED

PAGE 3



Architecture a Business or Profession?

PAGE 7

Ecological Design as Good Business

PAGE 11



Steamboat's Steinberg Pavilion

PAGE 13

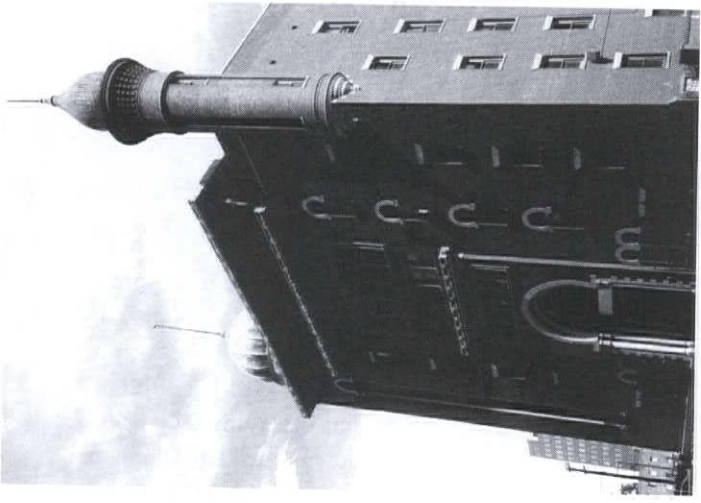


## MAJESTIC!

This year's AIA Denver Chapter Annual Awards and Gala will take place at the magnificent Eulipions Cultural Center in downtown Denver on Saturday, Nov 7. Built in 1906, this grand facility was designed by architects H.W. Baerensen Brothers, and was purchased by Eulipions in 1995 from the Rocky Mountain Scottish Rite Masons. It was recently placed on the National Historic Register.

Eulipions, whose mission is to foster, promote and preserve the artistic expression of Denver's diverse communities, offers multi-faceted programs that celebrate all cultures and emphasizes the vitality of the African American Heritage. The Grand Ballroom, where the awards dinner will take place, is exquisite in its detail. AIA Denver is thrilled to be able to use this glorious setting for the gala.

Don't miss it!



Eulipions Cultural Center at 1770 Sherman Street.