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AIA DENVER

JULY 1999

SCHOLARSHIP AWARD WINNERS ANNOUNCED!

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The Education Fund, Colorado Society of Architects AIA, is pleased to announce the winners of the 39th Annual Scholarship and Awards Celebration. Awards were bestowed on the successful candidates at an April 29th reception, held at the offices of the Davis Partnership in Denver.

The following individuals were awarded scholarships:

The Anniversary Scholarship: \$1,000
Jennifer L. Preston, Boulder, CO

The Kenneth R. Fuller Scholarship: \$1,500
John D. Selle, Boulder, CO

The Gary G. Landin Scholarship: \$1,500
Erik A. Sommerfeld, Boulder, CO

The C. Gordon Sweet Scholarship: \$1,000
Peter C. Matthews, Boulder, CO

The Producer's Council Scholarship: \$1,000
Jered E. Minter, Castle Rock, CO

The William C. Muchow Scholarship: \$1,600
Michael J. Kotanian, Denver, CO

The Temple H. Buell Scholarship: \$2,000
Morgan Bazilian, Boulder, CO

The Robert K. Fuller Scholarship: \$1,500
Austin Hill Shaw, Boulder, CO



Award winners, Education Fund Trustees, and University representatives, shown at April 29th reception.

The Rodney S. Davis Scholarship: \$4,000
Eduardo Guzman, Denver, CO

The James M. Hunter Traveling Scholarship: \$1,500
Keith Robert Hudson, AIA, Colorado Springs

The Fisher Traveling Scholarship I: \$2,200
Kimberly Steele, Denver, CO

The Fisher Traveling Scholarship II: \$1,800
Jim Leggitt, AIA, Denver, CO

Officiating were the Education Fund Trustees: Ned White, AIA, President; Steve Loos, AIA, Vice President; and Robert Fuller, AIA, Secretary/Treasurer and Permanent Trustee.

Each year, the Education Fund provides more than \$30,000 in scholarships and grants to individuals, Colorado AIA chapters, and affiliated organizations. Congratulations to the 1999 recipients!

NATIONAL ARCHITECTURAL ORGANIZATIONS HOLD INTERNSHIP SUMMIT

At the first summit of its kind, architects, interns, and representatives from five architectural organizations discussed the state of the transition from architectural education to architectural practice. The "Summit on Architectural Internship," in Shaker Village, Kentucky on April 10-12, was organized by the Collateral Boyer Task Force. The task force represents the National Council of Architectural Registration Boards, The American Institute of Architects, the American Institute of Architecture Students, the Association of Collegiate Schools of Architecture, and the National Architectural Accrediting Board.

The Summit is the result of several years of work on the part of diverse parties interested in the process through which emerging architects enter the profession. Conceived as an

opportunity to "pull the engine" and thoughtfully examine the current internship process, the Summit provided an opportunity for participants to critically assess, enhance, and reconceive aspects of the internship process, including how the profession defines what an "intern" is. Participants also reconsidered the connections between education and practice in preparing future architects.

The 66 delegates, which included representatives from Canada and Mexico, took part in intense facilitated discussions and visions of the future. They developed a basis for initial communication with the profession, which says: "It seems to us that it is reasonable to consider that:

- ◆ The registration exam could be taken upon graduation from an accredited degree program
- ◆ Practice could be integrated into education

- ◆ Education could be integrated into practice
- ◆ The term "intern" should be reconsidered
- ◆ There be alternative paths to practical experience
- ◆ The profession foster a culture of lifelong learning and mentorship
- ◆ National and international reciprocity progress be preserved and enhanced
- ◆ Accessibility to the profession be strengthened"

Discussions at the Summit were tied to two of the goals identified in *Building Community: A New Future for Architecture Education and Practice*, by Ernest Boyer and Lee Mitgang. The first of the two goals, "An Enriched Mission," which recommends connecting the schools and the profession more effectively to the

[See NATIONAL on page 4]

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DALLAS CONVENTION A SUCCESS!

If you haven't been to an AIA National Convention, GO! If you haven't been for a while, GO! Each year when I return from National, it's hard to describe the enthusiasm I have. Dallas was no different. Perhaps it's the opportunity to hear outstanding speakers talk about issues that concern us, maybe it's seeing what National AIA is really doing for us, or possibly it's the products expo or just associating with thousands of other architects from all over the US. Or most likely, it's all these and more. Any way you look at it, it is a tremendous experience.

This year the convention was even more exciting for those of us from Colorado, with John Anderson elected as the 2001 National AIA president. This is tremendous for us, John's the first president from Colorado, the first from the Western Mountain Region, and most importantly, will be president when Colorado hosts the National Convention in 2001. Having worked with John, I know he'll do an exceptional job.

In another significant development, **Norman Koontz, FAIA**, was named Executive Vice President and CEO of the Institute. He comes from an outstanding tenure as head of the American Architectural Foundation and his leadership and stability should be great for the AIA.

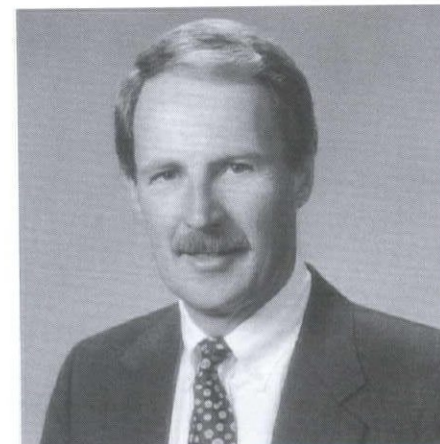
The Western Mountain Region Council held a business meeting and we voted to raise WMR dues by \$2 per year for each AIA member (\$1 per year for each Associate AIA member) to cover increased travel costs and to provide a small reserve fund. We also discussed Summit 2000, the regional conference scheduled for September of 2000 in Sun Valley. This event is gaining momentum with California, the Pacific Northwest, Hong Kong, and Mexico joining in support.

The keynote speakers were all quite good. Warren Bemis discussed leadership and he talked about needing passion, perspective and meaning; with trust and hope being qualities that great leaders all have. William Rees Moorish talked about urban revitalization and focused on the aging suburbs, stating that 50 years was a critical time as they tended to become obsolete if not revitalized. He also talked about the key driving forces of regionalism, how those must be understood to solve the challenges of the city.

The convention offers a great variety of seminars and most I attended were very good. The best was "Impressive Presentations" by Joanne G. Linowes. If you get a chance, go hear her; she's not only tremendously informative, but very entertaining as well.

This year I took one of the architectural tours, "Dallas Design" and saw Solano, Ricardo Legorreta's master-planned park northwest of Dallas, a chapel at the Cistercian Monastery which was truly outstanding, Las Colinas, the Dallas Museum of Art, and several other buildings including I.M. Pei's Fountain Place in downtown. It was a great trip but it ran late and we got stuck in Dallas rush hour traffic. All I can say is Denver looked really good after that.

One of the biggest surprises and disappointments of the trip was downtown Dallas itself. While it has a number of signature high-rise buildings, it is suffering from a real malaise. Over 30 percent of the office space is vacant, usually in B or C grade buildings. Most of these have little (if any) architectural character, looking as though they were developed as cheap office buildings in the '50s and '60s. I'm not sure how they will save those.



—Ned White, AIA

In addition, there is no life on the streets—very few pedestrians, almost no downtown shopping, and hardly a coffee or bagel shop in sight. Walking around was eerie with the lack of activity. It was particularly striking to see this and think about downtown Denver these days. Boy, are we lucky! Also, the airport, which was state-of-the-art in the early '70s is sorely in need of major upgrading and the inter-terminal trains are a disaster.

That said, the Texas hospitality was wonderful and they threw a great host chapter party at the state fairgrounds. It was outside, with great weather, excellent music and lots of fun. As I said at the outset, you must go to a national convention. It's truly a ball. Next year is Philadelphia, then it's our turn!

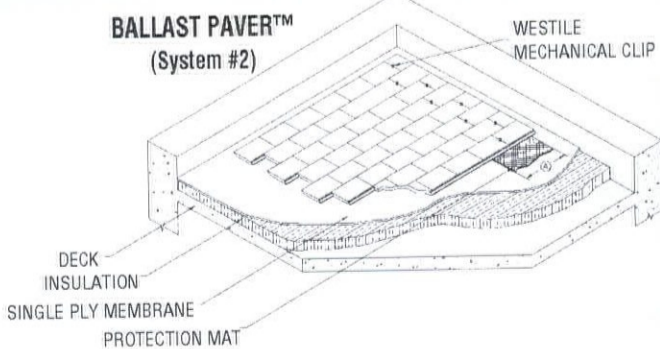
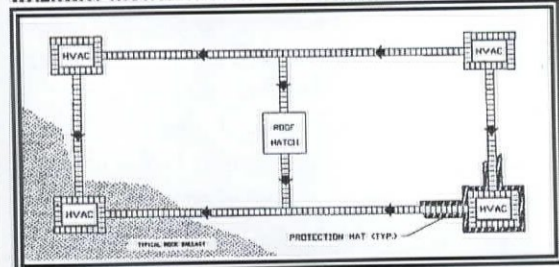
MEMBERS IN THE NEWS

The University of Colorado at Denver has bestowed an Honorary Teaching Award for the College of Architecture and Planning on **Fred Andreas, AIA**. This honor was given to Andreas in recognition of his contributions to the University.

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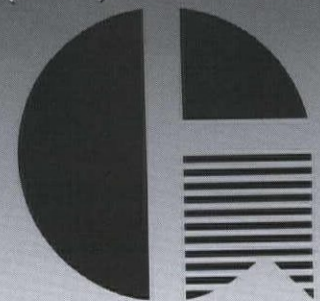
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1999 SMPS/COLORADO MARKETING EXCELLENCE AWARD WINNERS

— Mark Shaw,
Colorado Construction News

Five winners were presented with SMPS/Colorado marketing awards at the association's annual awards event on May 20. The winning publications emerged from the 14 entries received. Jurors determined that if all the entries in a category didn't meet the minimum criteria, no winner was awarded in that category.

Category: Direct Mail
Winner: Michael Brendle Architects

Category Criteria: One or more packages of marketing materials developed to reach a specific target audience and to elicit a response. A direct mail program can include circulars, form letters, pamphlets, announcements and market-specific brochures.

Winner's Statement: "The objective was defined as trying to educate or open the minds of our customers about the type of work we are creating within the four market segments of our public-sector architecture firm. Based on the yearly calendar that we devised for the direct mail campaign, the post card was designed to relate specifically to one of our four target audiences while still appealing to our other market segments. To evaluate the effectiveness of the direct mail effort, we designed a contest to determine how many of the target audience were actually paying attention to our post cards. We received a 10 percent response to the contest, with probably more seeing the post cards but not entering the contest.

The post cards have been effective in obtaining new work with several clients commenting on them and being sent unsolicited proposals from prospective clients."

Category: Target Market Promotion Piece
Winners: Hensel Phelps Construction Co. and Colorado Construction (joint submission)

Category Criteria: A publication representing an effort to market a particular service, discipline, office, joint venture arrangement, etc., to a target market segment, but not a proposal or presentation. This includes magazines that are feature-oriented, use photos or art, and may employ a more interpretive writing style.

Winners' Statement: "This is a multi-use printed piece about the Denver Pavilions that documents the collaboration of the many companies involved in it and provides a unique, behind-the-scenes view of this large and complex project. The Pavilions profile captures the energy, enthusiasm and pride of the people and companies who participated in the project. Lively first-person narratives, advertising that paid for the development and publication of the piece, and an opportunity for firms to showcase their skills for similar developments allowed this publication to become a functional and cost-effective marketing tool for the many companies

involved in the building of the Denver Pavilions."

Category: Company Identity Program
Winner: OZ Architecture

Category Criteria: Graphic representation of a firm to a variety of audiences that fulfills several needs and is applied to the entire package of print and visual materials utilized by the company.

Winner's Statement: "Recent corporate growth and increasing competition led OZ Architecture to create new promotional collateral and stationary systems that adequately reflected the people and philosophy of the firm. The new corporate identity starts with a refinement of the original OZ logo to improve the corporate symbol's visual impact and dominance. The proposal materials reflect the firm's ideology of architecture, good business practices, integrity, teamwork, pride in design, etc. The stationary/business materials system was redesigned to tie to the proposal materials and includes the corporate vision statement—Discovering exceptional solutions for exceptional clients."

Category: Publicity Program
Winner: W.E. Kieding Interior Architects

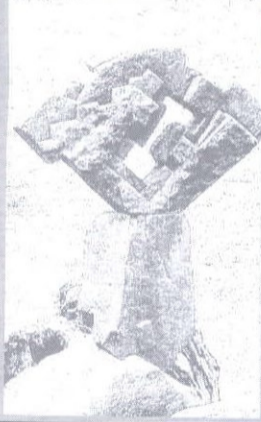
Category Criteria: A comprehensive program that uses a variety of media in a single campaign to market a firm's capabilities, office, or product to develop visibility, to introduce a specific product or service, etc. This could include one or more formats, including brochures, direct mail, advertising, media placement, radio or audio. A campaign consists of at least three different ads with a creatively related concept.

Winner's Statement: "This publicity program began two years ago with the advent of the firm's 25th anniversary. The goal was two-fold: to illuminate one element of the company's identity and make it as visible as possible, and to gain a simultaneous presence in newspapers, magazines, and on the Internet. The initial steps were centered on submitting editorial materials to various local and regional business

[See SMPS on page 12]

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.



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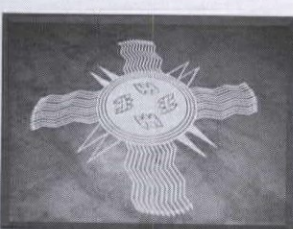
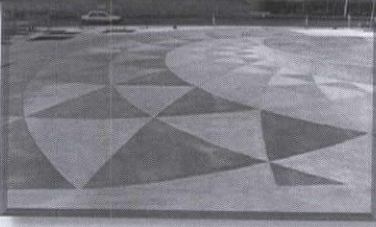
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CONTINUING EDUCATION OPPORTUNITIES



Public Library Planning and Design, July 7-9

Presented by Harvard University Graduate School of Design and intended for librarians and architects, this comprehensive course examines concepts and methods for planning and designing the public library. Call 617.495.1680 for more information.

"Connect in Boulder" Conference, July 10-11

Join your fellow practitioners at the Hotel Boulderado for an active exchange of ideas and best practices, July 10-11. National AIA's Facility Management PIA is sponsoring this two-part weekend workshop. Obtain a registration form either online at www.e-architect.com/pia/facmng, or by fax-on-demand, 800.242.3837 and request brochure 141.

Design of Metal Building Systems, July 15-16

The American Society of Civil Engineers will hold this seminar in Denver, and will cover all aspects of metal building systems from foundation design to available type of metal roofing and wall materials. For more information, call ASCE at 703.295.6155.

Valuation and Ownership Transition, August 6

Zweig White & Associates presents this one-day seminar, discussing the benefits of external versus internal transitions, mergers and acquisitions, valuation methods, buy/sell agreements, ESOPs, bonus compensation programs, and many other issues related to ownership transition. For more information call 508.651.1559.

AIA Denver Leadership Institute, begins September 3

This challenging series of courses is recommended for principals, associates, senior associates, and senior project managers who want to develop their business and leadership capabilities. Call Susan Buchanan at AIA Colorado, 303.446.2266 for more information.

NEW FELLOWS HONORED

AIA Colorado's newest members of the AIA College of Fellows were honored during a luncheon at the Denver Athletic Club on May 20. Fellows from around the state were invited to attend this event. Once again, congratulations to our newest Fellows!



Seated left to right, are the new 1999 Fellows: **Jim Bradburn, FAIA; Fred Hynek, FAIA; Jennifer Moulton, FAIA; and Richard Farley, FAIA.** Standing in the middle row from left to right are **John D. Anderson, FAIA; Gary Desmond, FAIA; John B. Rogers, FAIA; Elizabeth Wright Ingraham, FAIA; Alan Gass, FAIA; and Cab Michael, FAIA.** Standing in the back row from left to right are: **Dayl Larson, FAIA; Michael Brendle, FAIA; Karl Berg, FAIA; Rich von Lührte, FAIA; Ron Mason, FAIA; Marvin Sparr, FAIA; Bob Kronewitter, FAIA; and George Hoover, FAIA.**

[NATIONAL, from page 1]

changing social context. The second goal, "A Unified Profession," which advocates strengthening the educational experience of students during school, creating a more satisfying system of internship, and extending learning throughout the profession. Issues raised at the Summit will serve as the impetus for future discussion about internship

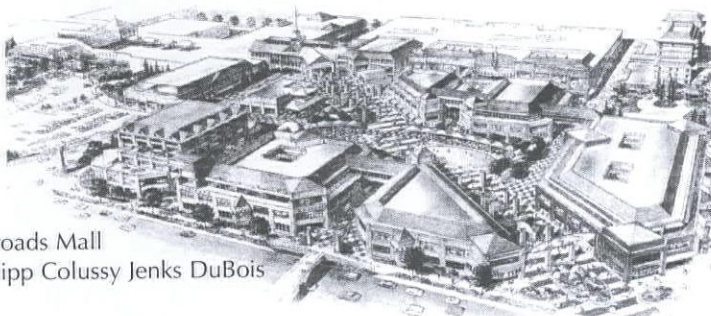
within the architectural community. The five collateral architectural organizations will appoint a steering committee to develop and implement a means to promote these discussions.

For more information on the Summit on Architectural Internship, contact John Edwards at the Association of Collegiate Schools of Architecture, at 202.785.2324.

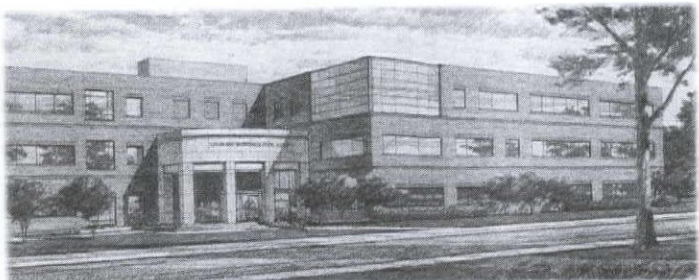


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LOOKING FOR A CONTRACT WITH THE FEDERAL GOVERNMENT???

SOME PERSONAL OBSERVATIONS ABOUT THE PROCESS

—Duane Boyle, AIA

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At one time or another, you have probably at least wanted to pursue work with the Federal government. After all, the Federal government is a major customer that needs architect/engineer (A/E) services. These services run the spectrum from small operations and maintenance projects to large renovations and new buildings. The Federal government also provides the venue for research, development, and implementation of designs that utilize new technologies that might become industry standards.

In my career, I have been a member of numerous A/E selection boards and have a few points to make about successful submittals. In my opinion, there are several issues that, in combination and when well-defined in a submittal, makes a firm competitive. The following discussion relates to my personal experience and may or may not reflect the opinions of others.

There are two main issues: understanding how to organize the firm's submittal and understanding what the client (the government) wants from the firm that is ultimately selected.

The formal notification of the Federal government's interest in obtaining A/E services is advertised in the Commerce Business Daily (CBD). In the announcement, there is a title of the contract, a synopsis of the work included in the contract, and a list of selection criteria.

Most architects will be attracted to those advertisements that have architectural services in the title. They then establish teams that can complete an architecturally oriented project. That approach is fine if the project is related to the design of one specific building.

However, many contracts for A/E services are defined as "open end" or "indefinite quantity." This means that the government can use a single contract to accomplish many design projects over a period of several years using prenegotiated rates.

It also means that an "architectural open-end contract" might be used for things other than architectural. For instance, an architectural firm with an

open-end contract that has included an environmental engineering firm as a team member could be asked to complete an environmental assessment of a proposed project. My point is that a firm interested in an open-end-type project should build a team in its submittal for the contract that will give government project managers the most flexibility in accomplishing their programs. Think out of the box!

The second important part of the CBD announcement is the project description. This description can be specific, yet many times it is vague. An important way to understand exactly what is being requested is to talk to the client ahead of time and get to know them. This has obvious advantages.

Networking is always an accepted way of letting clients know your abilities. It shows interest in working for the agency and hopefully results in a greater level of comfort between agency project managers and firm representatives. It is best for the firm to decide which agencies they are interested in working with and pursue those ahead of time. Do not try to get your foot in the door at the last minute.

Another way to make your firm known is to become a consultant to an engineering firm submitting for an "engineering" contract. In my opinion, firms that make that effort and manage to make favorable impressions are one step ahead of others. Some agencies are reluctant to talk to A/E firms and get to know them. Others, like the Air Force Academy, have always had an open-door approach.

The third issue is the selection criteria. Several criteria are mandatory by government regulation. In the case of the Air Force, mandatory criteria includes:

- ◆ Professional qualifications
- ◆ Specialized experience and technical competence
- ◆ Capacity for timely accomplishment of work
- ◆ Past performance
- ◆ Geographic location
- ◆ Volume of DoD work the candidate has done

In addition, agencies can add criteria they feel will help the selection boards evaluate the qualifications of submitting firms.

Make sure you address each of the criteria completely yet in a logical, easy-to-read format. We usually like to have the criteria addressed in the cover letter or in a section of the submittal dedicated specifically to the project at hand. A firm that takes the time to understand the project and relate their qualifications to the criteria will make the best impression.

A poorly organized submittal will result in this question in the minds of the selection board: If the firm can not organize its submittal to get the job, or does not take the time to do so, how can we reasonably expect it to deal with our projects in an organized manner?

Do not rely on the Forms 254 and 255 to do anything for you. They are required so they must be included in your submittal, but they are not nearly as important as addressing the selection criteria. Try to put yourself in the place of the people on the selection boards.

Emphasis should be placed on your abilities to accomplish the project you are applying for, not necessarily every-

[See GOVERNMENT on page 6]

CRUZ APPOINTED TO BOARD OF REVIEW

George L. Cruz, AIA, is a current Director of the Board for the AIA Colorado South Chapter and past Secretary of the Board. George has been appointed to the Pikes Peak Regional Building Department Board of Review, Advisory Board and Board of Appeals. His term will expire March 1, 2000. The South Chapter of AIA Colorado congratulates George on his appointment, wishes him well in his undertaking, and thanks him for his willingness to get involved on behalf of all the architects from the South Chapter.

NEW MEMBER

Cindy Senger, PA
Senger Design Group

[GOVERNMENT, from page 5]

thing you have done in the past. In my experience, too many firms rely on the 254 and 255 to show the extent of their past work. These forms are hard to read, do not give much information about each project, and in my opinion are too bureaucratic for even a bureaucrat. For me, they are a last resort in getting the information I need to evaluate qualifications.

Three things in closing.

1 Be smart. Make your presentations relate to the specific agency. I don't know how many times we get submittals from firms for work at the Academy and there is a photo of a B-2 bomber on the cover. We have nothing to do with bombers so why use one on the cover????

2 Be creative. With most submittal packages being mundane—where one looks like the next—creativity can be the edge that gets you selected. This is true also if your firm makes the final three and you are called for an interview.

3 Know what the client wants. Some agencies need firms with a high degree of technical knowledge and they are not interested in planning and design. Others are the opposite and expect design quality that transitions into competent implementation documents.

Know what the client is expecting and make sure it happens. Federal agencies (despite popular belief) do know where they need to go with their programs and they usually have the people on staff to ensure that programs develop to meet program objectives and mission needs.

Unless you are asked to, never go into an interview assuming your role is to tell the agency what they should be doing or what they need. The role of the A/E is to provide expertise and to become a reliable extension of staff.

JEAN SEBEN ASSOCIATES WINS ASID INTERIOR DESIGN AWARD

On May 5, the Colorado Chapter of the American Society of Interior Designers (ASID) awarded Jean Seben Associates, Commercial Interior Design Firm, the Interior Design Award for the new Mission Control Station at Buckley Buckley Air Force Base in Denver.

The firm also received a "Special Recognition Award" for the newly renovated Italian restaurant, Trattatoria De Angelo, in downtown Colorado Springs. This was the first time ASID recognized peers for outstanding projects in commercial and residential design.

COLORADO CONSTRUCTION UPDATE

FW Dodge, Division of The McGraw-Hill Companies, has reported on February contracts for future construction in the state of Colorado. Based on its findings, construction activity followed this pattern:

	1999	1998	% Change
Nonresidential*	\$ 205,637,000	\$ 178,891,000	15
Residential**	\$ 369,931,000	\$ 409,811,000	-10
Nonbuilding***	\$ 49,084,000	\$ 53,332,000	-8
Total Construction	\$ 624,652,000	\$ 642,034,000	-3

For the year-to-date on a cumulative basis, the totals were:

	1999	1998	% Change
Nonresidential*	\$ 313,847,000	\$ 359,090,000	-13
Residential**	\$ 736,294,000	\$ 768,795,000	-4
Nonbuilding***	\$ 126,154,000	\$ 97,968,000	29
Total Construction	\$ 1,176,295,000	\$ 1,225,853,000	-4

- * Nonresidential buildings include commercial, manufacturing, educational, religious, administrative, recreational, hotel, dormitory and other buildings.
- ** Residential buildings include one and two family houses and apartments.
- *** Nonbuilding construction includes streets and highways, bridges, dams and reservoirs, river and harbor developments, sewage and water supply systems, missile and space facilities, airports, utilities and communication systems.

NEW ADA GUIDELINES

The US Access Board has developed a 143-page interpretive manual as a companion to the ADA Accessibility Guidelines (ADAAG) for buildings and facilities. It explains some of the basic considerations for accessible design and clarifies specific ADAAG provisions.

This manual must be used with a copy of ADAAG, since it does not address or reprint all the information contained in the ADAAG. For a copy of this manual, call the Rocky Mountain ADA Technical Assistance Center at 800.949.4232 (\$10 including postage and handling).

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PARADE OF HOMES: OPPORTUNITY FOR CREATIVITY AND CRAFTSMANSHIP

—Sears Barrett, AIA
 Principal, Sears Barrett Architects, Inc.

Each year for most of this decade, more than a million new single-family homes have been built. Approximately a third of the entire housing stock of this country was built in the last 20 years. The construction of new homes and renovation of old ones represent a vast potential market for architects, yet most of what is built today—the vast suburban omelet we see spreading around our Front Range cities—is not designed by architects.

Professional interest in home design today seems to be polarized by two divergent approaches: the design of homes as “product” to serve the mass market, and the design “theoreticians” we often see in our profession-



Illustration of Sears Barrett Architects-designed 1999 Parade of Homes.

our normal practice when we are given the opportunity to design a “show house” every two or three years. With more than 125,000 paying visitors to the Parade of Homes, it is one of the

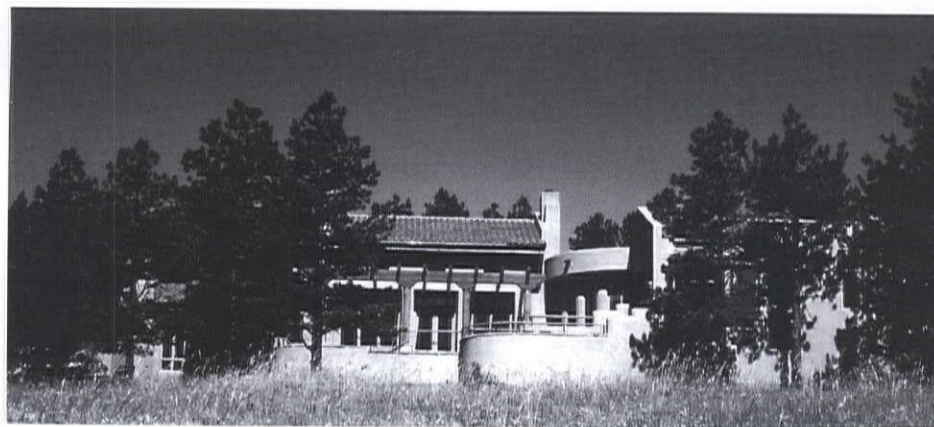
very tight schedule that allows only nine months from start of design to a fully landscaped and furnished home.

Craftsman style complements golf course setting

We are fortunate this year to have a builder client who shares our goal of bringing something a little different to the home show. This year we have designed a Craftsman-style house that involves extensive interior and exterior wood detailing. Given a treeless prairie setting adjacent to a new golf course, we felt the low roof massing, deep overhangs and generous porches of the Craftsman style were appropriate. Equally appealing was the notion of introducing new finish materials as an alternative to the universal acrylic stucco and concrete tile.

The plan is designed to make the most of the area's temperate climate by offering two U-shaped courtyards: one trellised outdoor space faces the golf course to the south-southwest; the second space is a landscaped garden at the entry. The southern orientation, combined with the use of high-performance glass, sustainable and recycled materials, and a high-efficiency mechanical system earned the house a “green-built” designation. Most important, however, was our focus to design a home that is inviting, comfortable, and a joy to live in. If we accomplish that, then many of the visitors to the show may leave sensing that architecture can speak to them, and that there are choices beyond the sameness around them.

The home show is a chance to bring the private world of residential home design to the public's eye. It also pro-



Super residence, Sunshine Canyon in Boulder, Colorado. Architect: Sears Barrett Architects.

al publications who pursue personal design ideologies. Between these viewpoints are most residential architects who focus on designing homes for individuals who desire original, creative work, but not necessarily a design exploration.

One drawback to residential design is that even if you create an outstanding design, only the friends and relatives of your client will have the opportunity to experience it. This is truly very private work. So it's a pleasant departure from

largest architectural shows in the region and obviously an exceptional marketing opportunity.

Sadly, much of what is built for home shows is fairly predictable, driven by the inherent speculative nature of the show and by conservative builders who are often more comfortable rehashing old approaches. There are others, however, who truly have architectural goals and want to demonstrate both creativity and a high level of craftsmanship. A major challenge for all involved is a

EVERYONE'S INVITED TO THE FIRST AIA PICNIC!

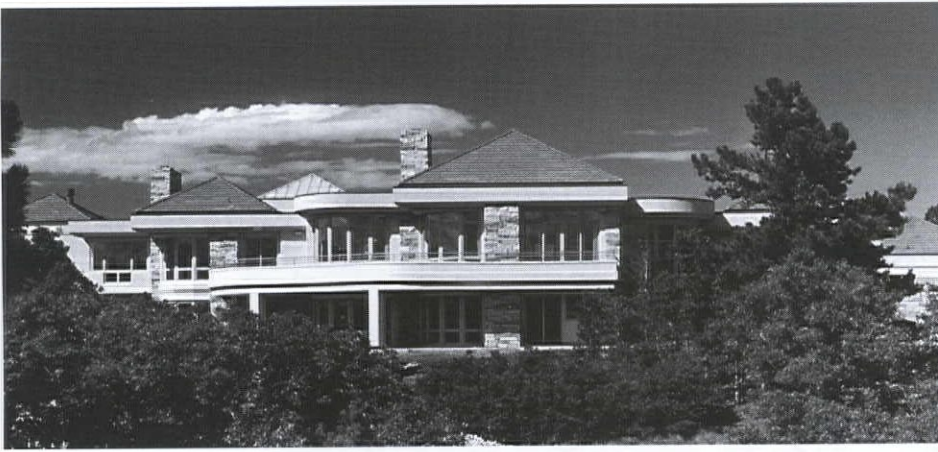
AIA Denver is creating its first of what promises to be an annual AIA Summer Picnic. Mark your calendar! All members statewide are invited to attend the picnic at Bergen Park on Sunday, July 11 from Noon to 4:00 PM. Best of all, it's free!

A volleyball competition among firms will take place. Firms should create their teams and sign up with the AIA. Typical picnic foods and beverages will be provided. Bring the kids! RSVP by July 8: 303.446.2266. Directions and maps are available to the park in Evergreen. See you there!

[See PARADE on page 8]

NEW MEMBERS

Joseph Calabrese, PA
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 Stacey Soukup, SA



Private residence in Douglas County, Colorado. Architect: Sears Barrett Architects.

photo: Sean Barrett



Silfverskiold residence in Evergreen, Colorado. Architect: Sears Barrett Architects

photo: Sean Barrett

[PARADE, from page 7]

vides the architect the unique opportunity to receive immediate feedback. Many people do not feel qualified to comment on large-scale architectural projects. Everyone, though, feels qualified to express opinions on residential design because everyone is a user. The

home show provides literally thousands of chances to overhear what people really think of your work, for better or worse.

Client defines residential architecture design

In our firm, the Craftsman style exhibited in this year's home show is just one of the many different architectural approaches we use. We may be simul-

taneously working on a Southwestern ranch house, a curved glu-lam contemporary, and a Post-and-Beam lodge. It is the variety of architectural languages that keeps the work interesting. The materials we use, the sites we are given, and the budgets vary widely. The driving element, however, always remains the same—our client. That is the defining component of residential architecture—the level of intimate involvement with those who will live within the spaces you create.

Perhaps Joseph Esherick, FAIA, said it best in his introduction to *The Good House*: "The tradition of the house as a central part of architectural practice is long and important—and for good reasons, reasons beyond the obvious essential ones of satisfying particular needs in particular settings... When one designs a house, the user is not imagined or removed, but rather real and there, a participant at one's shoulder."

FIRM UPDATE

Martin/Martin, Inc. Consulting Engineers announces the following promotions: C. Ben Nelson, PE to principal; Jack E. Petersen, PE to principal; and Arnie H. Niemeyer, PE to associate.

Palace Construction Co., Inc. announces the addition of Dan Goodhart to its Restoration Division as Project Manager/Estimator. Palace Construction is a full-service general contractor providing preconstruction services for new construction and renovations.

Calcon Constructors, Inc. recently received a first place AGC National Safety Award in the building division from the Associated General Contractors of America (AGC). Calcon received the award for having the best safety record in its size category for the building division for 1998.

The Boulder office of OZ Architecture has relocated to a former motorcycle shop, at 1820 Folsom in Boulder, a 9,500 square foot facility that opened in the early '60s. The new "architectural workshop" includes an open workstation plan, green materials, and a sustainable design, patios and trellises, and other landscape features.

**Save the Dates:
November 19-21**

Mark your calendar now for the 1999 AIA Colorado Design Conference! The event will take place Friday evening, November 19 through Sunday evening, November 21 at the Broadmoor Hotel in Colorado Springs. Watch your mail soon for registration information!

Two interpretations of "shingle style"



In Redmond, Washington, Baylis Brand Wagner Architects of Bellevue, Wash., created this award-winning "shingle style" custom residence.

In Denver, Sears Barratt Architects of Englewood took another approach in a home built by Sunshine Carrington Homes of Littleton in the 1999 Parade of Homes. We invite you to see it at 4360 Augusta Drive in Broomfield.

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ARCHITECT AS DEVELOPER?

—Jonathan Saiber
Principal, Saiber Saiber, Inc.

We've all been warned. Architects should practice architecture. They shouldn't build and most certainly, they shouldn't develop.

How does one deal with this mandate when the love of building is part of the attraction to the profession? Add to this the frustration of seeing your design homogenized by developers' efforts to ensure the marketability of the project. Saiber Saiber has participated in 30 residential units in the Cherry Creek North neighborhood.

Its involvement has ranged from providing classical architectural services for owners and developers to acting as architect, developer, and contractor on two, four-unit projects, a duplex, and a single-family residence.



2707 East Fourth Avenue

The first multi-family commission was a ten-unit traditional row house development on Columbine Street. At the time, these townhomes were a departure from the typical offering. Density was reduced in favor of a plan that would be relatively generous, affording the occupants the areas and functions they might normally have to give up when making the adjustment to townhome living.

The project was so well received, the developer repeated it a few blocks away. Ironically, this success was troublesome. Did it reinforce the doctrine that the consumer would fund only traditional design? Or did it suggest that because this is what was offered, this is what sold? There certainly was one way to find out.

A four-unit project was designed for Madison Street. Actually, it was designed three times, well into construction documents each time. To date, the design time spent on our own development projects supports the warning that architects indeed should not develop.

However, coming to terms with the realization that an architect's motivation to produce his or her own building may force the exchange of greater profitability for increased satisfaction seems to make this acceptable.



400 Clayton

The intent was to pre-sell two of the four units and then start construction. When the time spent on marketing became excessive and no sales made, the project was split in half so that two units could be built at a time.

The first unit sold before backfill and the second one before drywall. Although the economies of one construction sequence was lost on the two-phase project, there was a comfort level—and most importantly—an assurance that even in the speculative market, there were people looking for something different.

Although thought of as successful, the time and energy expended on this first endeavor bordered on sacrificial. In an effort to maintain a growing architectural practice that had taken 11 years to establish, the development and contracting was relegated to an extracurricular activity. It took a three-year hiatus before all the motivations for the first project were once again so prevalent that a second development was undertaken. Pre-sales came from buyers who had considered the original project. Guided by the experience gained, it appeared the four-unit development on Detroit Street

[See DEVELOPER on page 10]



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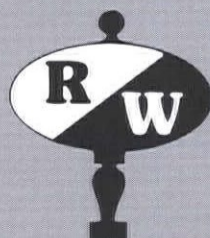
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[DEVELOPER, from page 9]

would be a simpler exercise.

A portion of our practice is tenant finish. It is a good balance to the development, the residential renovation, and new construction work, and the variety

The most recently completed townhome is 400 Clayton Street. This unit is the larger portion of a duplex, the thesis of which was to integrate the needs and budgets of two dissimilar markets and to allow the owners their own identities. The Clayton Street side is geared to the couple looking to downsize, but still



421, 423, 425, 427 Detroit Street
A mural of Egrets flying overhead is painted on the underside of the archway leading to the entry courtyard.

of other project types. Commensurate with the start of the Detroit townhomes, a tenant finish job exploded from a small expansion to a \$7 million project. These, along with some other projects, were produced by six people. We couldn't even find time to draw interior elevations so the last of the four buyers on Detroit Street agreed to wait six months while their townhomes were ignored, so that we could finish the other three and keep up with our architectural clients.

requires space to host their growing extended family in a gracious setting. The program for the unit facing Fourth Avenue is a single occupant or the couple who needs a base of operation during the work week. Fit into the 30' height restriction are three levels that provide entry, garage, and guest room on the first floor; living, dining, kitchen, and outdoor use area on the second floor; and a master suite on top. Adequate ceiling heights were found in an assembly of concrete cast on metal decking supported by open web bar

joists. The structural elements are expressed both inside and out, further emphasizing the autonomy of the neighboring units.

Architectural services continue to be provided to developers. Although they are reluctant to deviate radically from their market-driven approach, they do now recognize there are viable alternatives. With the support of a maturing and extremely capable staff, the maintenance of the architectural practice and continuance of intermittent development projects has become our way of life.

CHAIRS! CHAIRS! CHAIRS!

The Center for the Visual Arts is pleased to present Chairs! Chairs! Chairs!, July 11-17. The exhibition, which will include chairs in all media by Colorado artists, is being sponsored by the Colorado Council on the Arts, Wolfgang Puck Grand Cafe, XBX Inc., and AR7 HooverDesmond Architects. The Center is located at 1734 Wazee Street in Denver. Call 303.294.5207 for more information.

AIA LEADERSHIP INSTITUTE—AN INVESTMENT IN THE FUTURE OF ARCHITECTURE

Growing in your project roles, getting promoted to increasing operational responsibilities, feeling that your firm is growing faster than you can manage it, dreaming of your name on a door... Read on; we'd like to introduce the first series of seminars of the AIA Leadership Institute, because you are not alone in these architectural predicaments.

Organized by Sandy Blaha, president of Blaha Associates, an A&E performance consulting firm, the Leadership Institute was created to give the future leaders and owners of architectural practices business and leadership capabilities they will need for success.

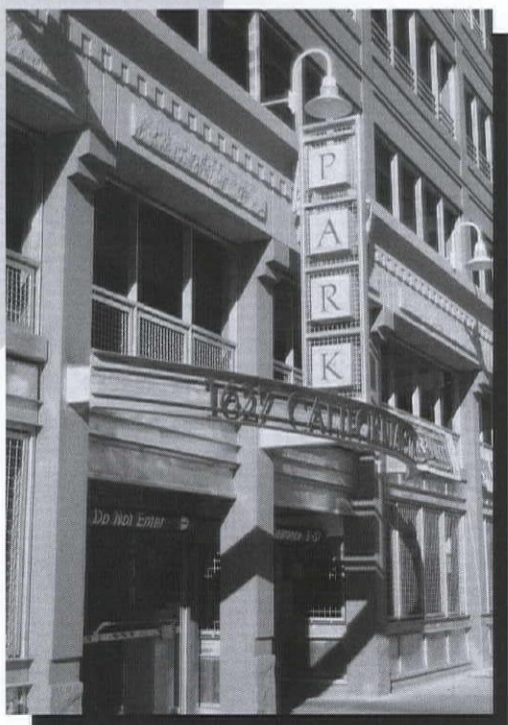
Sandy brought the idea to AIA after counseling numerous design firms in Denver and many other cities around the country and Canada. She found they had one thing in common: "It is amazing to see the untapped potential that exists within each individual at the middle management level. If they were given the proper training, they could second the existing management in their firms more efficiently, some could also eventually start their own practice successfully."

Sandy specializes in addressing a firm's key performance concerns. Leadership

[See AIA LEADERSHIP on page 14]

HISTORIC INSPIRATION

1627 California Street Parking Garage



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LETTER TO BOULDER COUNTY COMMISSIONERS RON STEWART, JANA MENDEZ, PAUL DANISH:

BOULDER COUNTY SLOPE REGULATIONS A CONCERN FOR COMMUNITY

May 20, 1999
Dear Commissioners,

Recently members of the architectural community in northern Colorado have become concerned about many aspects of the current design review process in Boulder County. We understand the need for regulation and review to achieve better design and higher quality construction, but believe that those processes need the assistance of persons trained in the design and construction fields.

We must also question why the County Commissioners have proposed this type of regulation at all. It is the primary function of the City & County Building Departments to ensure that all life safety issues for each individual structure is appropriately addressed. Recent testimony by the Chief Building Inspector for Boulder County spoke directly to this point. This official made it clear that all engineering criteria, including soils characteristics, slope stability, rock fracturing, foundation design, use of materials, and nearly every other significant scientific aspect of building on a steep slope is already being considered as part of the building permit process. The building department already requires all the appropriate engineering studies as part of the plan check, just as they always have.

While the intention of this type of regulation may be founded in life/safety issues, the reality is, that by utilizing today's technology both in design and construction, the life-safety issues have already been addressed. We do not believe that the proposed regulation is based on fact or scientific criteria of any kind.

If it is truly the intention of the County Commissioners to effectively study this type of regulation, they should assemble a committee comprised of design and construction professionals working in concert with the private sector and the appropriate governmental agencies. Only through this type of collaboration can an effective and meaningful Mountain



A Charles Haertling, AIA-designed home on a slope.

Development Regulation be set forth and adopted by the local government, as well as the private community.

The board of the Colorado North Chapter of The American Institute of Architects, representing over 200 design and construction professionals, sincerely urges you to consider calling upon us to assist you in these important decisions.

Sincerely,

Rebecca E. Spears, AIA
President, Colorado North Chapter of The American Institute of Architects

Editor's Note: This is important! Your letters to the commissioners can be mailed to P.O. Box 471; Boulder, CO 80306.



Conlin Residence. Architect: Charles Haertling, AIA

The recent discussions surrounding the proposed Boulder County slope regulations are cause for concern by both the private and professional communities and must be addressed by both. As a means to address this issue, and to their credit, the Boulder County Commissioners have formed a committee to study the proposed regulations. Unfortunately, the committee is comprised of individuals solely from the private sector. Of these individuals, none has any professional training in the areas of architecture, geo-technical engineering, structural engineering, hydrological engineering or environmental engineering. This again, is cause for alarm. We must question how it is possible for either the Committee or the Commissioners to appropriately study this issue without any form of professional expertise.

NEW MEMBER
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RETAINING EMPLOYEES IN A BOOMING MARKET

—Terence Kramer

It goes without saying that architectural firms have benefited from the economic prosperity in the 1990's as much as any industry. With many firms in lockstep with each other in terms of work acquisition, creativity, and profitability, employees have ample opportunities to align their talents & interests to a variety of employers.

Whether it is the firm's architects that may consider leaving, or even drafters, designers, project administrators, or production personnel, the threat of losing an architectural firm's greatest resource—its people—can make the difference in generating success each year. What can principals do to retain this talent pool? Why should your competition be able to acquire resources that you have spent time developing?

Higher Compensation Can Be a Stopgap Measure

For many firms, the common erroneous assumption made is to pay everyone more money in order to keep them. This may work in the short-term, but the reality is that the issues that bothered those individuals previously will resurface and firms end up just delaying the inevitable.

In fact, although there have been individuals within architectural firms that

have had their compensation significantly increased during the 1990's, large increases across the board have not materialized. The conclusion one could draw is that employees are not leaving for money, and that's exactly right!

It's the Say, Not the Pay

In many ways, to principals, it may be more insulting for employees to leave for managerial, cultural, or leadership reasons. That is far more directly reflective of the firm's operations than the individual who simply wants higher pay. It's gets a little more personal. But that is the truth. Employees leave environments because they:

- ◆ Did not receive recognition for their work performance
- ◆ Did not achieve anything meaningful & growth potential was limited
- ◆ Weren't involved in decision making and wanted more responsibility
- ◆ Wanted to be involved in determining the direction of the firm and to be part of a work team atmosphere

From Doer to Delegator

In a never-ending search for ways to retain employees, it is the most basic, obvious motivating mechanisms that keep employees in place. The work environment needs of employees are no different from that of the principals. It's just that the principals get to create

their own excitement and the employees are left with the scraps.

A lesson for all principals and management of architectural firms to learn is that no sooner do we develop the individual talents to create, design, produce, and administer projects, that the time to begin to delegate has arrived simultaneously. That can be difficult to adjust to, however, the sooner principals can delegate and involve employees throughout the firm in meaningful work tasks, the higher the likelihood that those employees will be with your firm tomorrow. It's not about pay, it's about the say!

Terence Kramer is the President of TK Management Consultants, Inc., a firm based in Arizona that serves a broad range of Intermountain-area companies within the construction industry. He can be reached at 602.443.0859.

[SMPS, from page 3]

journals to hopefully increase credibility as an expert source on space planning and interior architecture. The design goal was to produce a very brief, open message with a clever reference through use of a catch phrase, and repeat it throughout the life of the campaign."

Category: Special Events Winner: BRW Inc.

Category Criteria: A printed piece or unusual item representing a one-time effort for a special event. This can

include an anniversary, a new name, a new office, staff promotions, etc.

Winner's Statement: "A multi-faceted image campaign specifically targeted toward maximizing the firm's exposure at the annual conference for the National Association of Installation Developers (NAID) held in Denver. As a recognized expert in the field of Base Use and Realignment (BRAC) with over 20 completed projects, BRW developed seven 'BRAC Beers' to highlight some of these completed projects. Each beer featured a specially-designed label that was specific in color and theme to the former use of each installation. Each conference attendee who stopped at BRW's booth was given a seven-pack of the beer. BRW's success at this marketing strategy was acknowledged by having the highest booth attendance of all the exhibitors, with calls that continue to come in asking for more beer!"

The Judging

The jurors for the 1999 SMPS/Colorado Awards Program consisted of a Denver Chapter past-president, representatives from AIA and AGC, an editor from an industry publication, and a design/marketing specialist. All entries were judged on the criteria identified in the Call for Entries, which included:

- ◆ Overall creative approach, appeal and impact
 - ◆ Clearly stated purpose
 - ◆ Design, illustration, production and content
 - ◆ Writing style and readability
- Effectiveness of achieving measurable goals

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1999 AWARD NOMINATIONS

—Skip Doty, AIA

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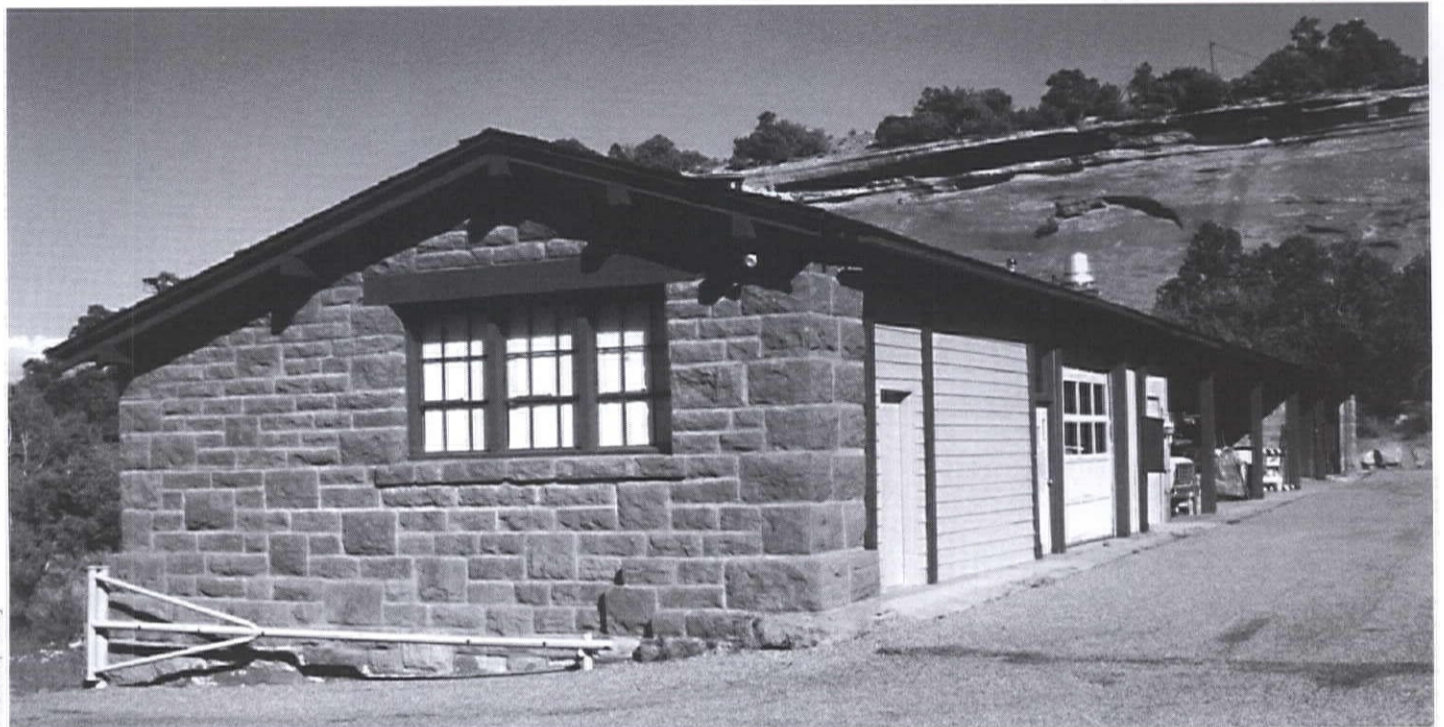


photo: Skip Doty

Built during the '30s, this maintenance building at Colorado National Monument is on the National Historic Register.

The two major elements that comprise Western Colorado are the land and climate; and the different groups of people that live and thrive on the land. Our modern, technology-driven society has lessened some of the impacts exerted on us by the physical forces of the land and climate, but they still have to be dealt with on a daily basis.

This year, the AIA Colorado West Board nominated for AIA Colorado awards a visitor center and an organization that has been very involved with the interpretation of these forces for most of the century.

The Quarry Visitor Center at Dinosaur National Monument was nominated for the 25-Year Award. This center has served its original purpose of interpretation of the monument for visitors and a laboratory for research since it was built. It was designed with an essential modern language that is as fresh and timeless today as it will be in the future.

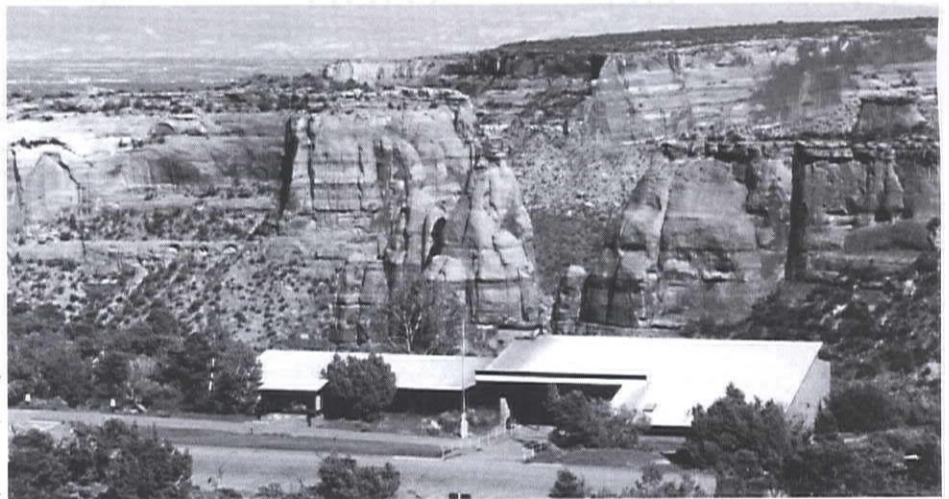


photo: Skip Doty

The Visitor Center at Colorado National Monument

The Colorado National Monument has been nominated for the Contribution to the Built Environment Award. This monument, since its inception in 1911, has maintained a high level of quality for what has been built there while working with a diverse group of users.

This architecture on the edge is quite sympathetic to its rugged environment.

The Rim Rock Drive route through the monument is an historic district, and several of the maintenance buildings built during the 1930s are on the National Historic Register. This attention to detail is true today as it has had to focus on the needs of a recreation-driven populace.

We think that these buildings and organizations reflect much of what is right about working and living with the natural environment. The future award nominations will reflect upon architects and the communities they are involved with in the West.



photo: Skip Doty

View from the road to the Colorado National Monument

BENEDICT COMMONS: AFFORDABLE HOUSING IN ASPEN

—Brad Zeigel, AIA
Harry Teague Architects

In the midst of townhouses that sell for millions of dollars sits Benedict Commons, a publicly subsidized housing project for working residents who could not otherwise afford to live in Aspen. Benedict Commons consists of 27 studio and one-bedroom units of affordable housing above a 58-car underground parking garage in the heart of downtown Aspen.

When first proposed, Benedict Commons was opposed by neighbors, who thought that affordable housing should not be located in their neighborhood. However, the completed complex has been well received with little ongoing controversy.

The project is the result of a team effort with architects Harry Teague, Olivia Emery, and Joede Schoeberlein of Harry Teague Architects who work closely with Jim Curtis and Jonathan Rose of Curtis/Affordable Housing Development Corporation.

This corporation represents the development interests of the City of Aspen. They responded to neighborhood concerns by making the multi-family building read as an aggregate of small parts scaled to the existing fabric of the city. Sunken gardens and separate entrances along the street help the

passer-by understand the building as a group of individual dwellings. In fact, the project is highly communal, organized around a shared, south-facing courtyard with spectacular mountain views. All upper floor units enter from the courtyard, which is only glimpsed from the street, but contains garden plots and a small grass area.

Part of the intention of the project was to encourage residents to use their cars less. Residents are allocated 27 parking spaces, but most say they walk everywhere except for a once- or twice-a-week excursion. The other 31 spaces are leased on a yearly basis and help subsidize the project.

Building this way in the heart of downtown provides economic diversity for the city, helps reduce dependence on the automobile, and helps Aspen meet its goal of having 60 percent of its working residents live within its boundaries. Approximately 450 applicants entered a lottery for the 27 units and once-skeptical neighbors are now accepting a design that provides housing at 78.4 units per acre.

[AIA LEADERSHIP, from page 10]

transition and development, growth, quality control and retention of personnel—she has trained and consulted clients in those areas for the past 20 years. For the Leadership Institute project, Sandy has gathered other consultants to teach classes in the full spectrum of business practices. Kathryn Alexander for systems thinking and change, Steven Levey, CPA, and Isabelle Matteson, for marketing approaches and techniques, were selected for their teaching skills, practical experience, expertise and work with professional service and architectural practices.

This seminar will challenge capabilities and perceptions. It is geared to give principals, associates, senior associates and senior project managers the basic tools for critical thinking in management while exposing them to some innovative processes already successful in other industries. The Leadership Institute will unfold in six sessions, each covering a specific area of business and leadership and focusing on practical application of concepts:

- ♦ September 3: identifying leadership strengths and areas of challenge; develop a learning plan for areas of weaknesses.
- ♦ October 3: if it ain't broke, break it—marketing for designers using brand building concepts and tools;

identity/image applications.

- ♦ November 5: financial management issues; P&L statements; balance sheets; importance of cash flow; develop performance indicators and understand metrics.
- ♦ December 3: systems and quality management; systems thinking, learning organizations, Kaizen and Hoshin tools.
- ♦ January 7: human resource issues; what it takes to hire, review and develop your staff members to their full potential.
- ♦ February 4: basics of strategic planning; how to identify your firm's vision and values, understanding your winning formula; developing one-year action plans; concepts of breakthrough performance.

Neil Dunbar of Martin/Martin knows the benefits of this course first hand: "The seminar series really opened this company up to a new way of working and thinking. Armed with the new knowledge, our next generation immediately began contributing at a much higher level."

To allow for workshop formats and in-depth learning, the class size is limited to 18 participants. Classes will be held at the Pear Commercial Center at Park Central Building, Tower I at 15th and Arapahoe Streets from 8 am to 4 pm. Continuing education learning units will be earned. For AIA members, early registration is \$1,000 and \$1,200 after the deadline. Non-AIA members can attend for \$1,300 if they register early and \$1,500 for late registration.



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GAC MONITORS STATE LEGISLATURE



Representatives and 21 from the Senate. Of these, seven merited Support by the AIA, including the amendment to our State Licensing Law.

At the time of this writing, House Bill 1349, Architect's License Number Use, was not signed into Law by the Governor, although it quickly passed through the House and Senate. This bill is written to eliminate the requirement to include our license number in advertising, most notably the Yellow Pages. As you may know, U WEST would require an additional line in the Yellow Page listing to include the license number and therefore, would charge an extra fee for the listing.

Other bills that were supported are: HB1072, Employer Protection in Reference Checks, signed into Law March 30, 1999; HB1145, Local Plumbing Inspection and Permitting, postponed indefinitely (PI'd); HB1185, Colorado Responsible Growth Act, PI'd; SB107, Local Government Growth Management, PI'd; SB114, Pre-tax Dollars to Pay for Health Insurance, signed into Law April 15, 1999; SB124, Small Group Health Insurance, signed into Law May 20, 1999; SB128, Tax Credit for Historic Preservation, PI'd; and SB143, Consumer Protection Act, signed into Law May 20, 1999. You can see these laws and others at the State of Colorado General Assembly web site, http://www.state.co.us/gov_dir/state-leg.html. We encourage you to become involved with the politics of your

The Government Affairs Committee's Legislative Affairs Subcommittee has been charged with monitoring the bills introduced into the Legislature each year. Bills of note this year pertained primarily to the business and practice of architecture, as well as issues relating to construction, the environment and other related fields. On occasion, members of the committee may be called to testify before various committees, either as individuals or representatives of the AIA.

This year, the Legislative Subcommittee members were Stan Andrews, Eileen Koenigsberg, Mike Wisneski and Jim Zavist, with our lobbyist, Jerry Johnson moderating. The committee met biweekly during the height of the Session to review the status of the bills and any new bills that were introduced in the interim, then prepared a report for the monthly GAC meeting. Overall, we identified 58 bills to monitor, 29 initiated in the House of

profession. One easy way is to join the Government Affairs Committee!

Jerry Johnson and Joe Jackson, provided insight to the nuances of the Legislature during the Session. Their intimate knowledge of Colorado politics and issues outside of Colorado provided the subcommittee with a greater understanding of what underlying themes were running through the bills being presented in the Legislature. Without their help, our group could not have functioned as well as it did. Thank you, Jerry and Joe!

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ON THE BOARDS

Denver-based Brad Adams Walker Architecture, PC has been chosen by the Hamilton Company, a manufacturer of precision, medical measuring instruments in Reno, Nevada, to carry out a \$10-million renovation, expansion, and rebuilding of the four-building corporate headquarters. One building will be torn down and rebuilt to meet state-of-the-art manufacturing requirements; the other three will be expanded and fully renovated to modernize the space and create a unified campus image. BAW is a 25-person architecture and interior design firm with an

international reputation for cutting-edge, control room building design.

Palace Construction Co., Inc. is working on the following projects: The Gardens of Columbine, a \$5.9 million Signature Assisted Living Project; the Trovare City Romance project, a \$5 million eight-story/24 loft building in Denver's Golden Triangle; and the Mapleton Manor project, an \$800,000 remodel and addition to the existing medical facility. Lantz Boggio Architects, which specializes in the design of health care facilities, is working on the Mapleton Manor project with Palace Construction.

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JULY EVENTS

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
5 AIA Offices Closed	6	7 Noon, Committee on the Environment, AIA Office ◆ Noon, 2001 Convention, RNL Design ◆ Public Library Planning & Design (through 9th). See page 4	1 5:00 pm, Denver Board, AIA Office	2 4 SATURDAY Independence Day
11 SUNDAY Noon -4 pm, AIA Picnic, Bergen Park, Evergreen	12	14 7 am, South Chapter Board, Desks Inc., Colorado Springs	8 Cliff House Tour, Colorado Springs	9 2-5 pm, Government Affairs, AIA Office
19	13	15 7:30 am, Design/Build, AIA Office ◆ Noon, Design Communications, AIA Office ◆ Design of Metal Building Systems (through 16th). See page 4	15 7:30 am, Design/Build, AIA Office ◆ Noon, Design Communications, AIA Office ◆ Design of Metal Building Systems (through 16th). See page 4	10 SATURDAY Connect in Boulder Conference, Hotel Boulderado (through 11th). See page 4
26	20 7:30 am, Housing, AIA Office ◆ 3 pm, North Chapter Board, location TBA	21 7:30 am, Urban Design, AIA Office	22 7:30 am, Historic Preservation, AIA Office	16 11 am, Editorial Board, AIA Office ◆ 12:30 pm, Finance Committee, Dixon's ◆ 12:30 pm, President's Lunch, Dixon's ◆ 2 pm, Colorado Board, AIA Office
	27	28	29	23
	27	For more information on any of these events, call AIA Colorado at 800.628.5598.		
	27	28	29	30

AUGUST HIGHLIGHTS

- 4 North Chapter Golf Tournament
- 6 Valuation and Ownership Transition
- 27 Denver Chapter Golf Tournament
- 26-28 Western Mountain Region Conference in Tucson

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Opportunity for
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of Homes



PAGE 7

Architect as Developer?



PAGE 9

Boulder County Slope
Regulations a Concern
for Community



PAGE 11

West Chapter's 1999
Award Nominations



PAGE 13

Mark your calendar now for the 1999 AIA Colorado Design Conference, November 19-21! By popular demand, we will return to the Broadmoor Hotel in Colorado Springs. The conference will begin Friday evening, November 19 with the AIA Colorado Awards Gala, and will wrap up late Sunday afternoon, November 21.

Plan to attend this incredible opportunity to hear national-caliber speakers, participate in dynamic programs and roundtables, network with your colleagues, and visit with more than 75 exhibitors... all in the scenic setting of the Broadmoor Hotel and Resort.

This year's event has been scheduled so it doesn't require extensive time out of the office, so bring the whole staff—and the whole family, for that matter! Watch your mail soon for more information!

