



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

FEBRUARY 2000

NATIONAL AD CAMPAIGN UPDATE

[contents]

North Chapter	PAGE 7
109th Meridian	PAGE 8
Denver Apogee	PAGE 9
Lines & Columns	PAGE 10
President's Message	PAGE 2
Certification countdown	PAGE 2
Continuing education	PAGE 4
Other events	PAGE 5
Gensler wins AIA's 2000 Architecture Firm of the Year	PAGE 6
Design/build teaming agreement effort continues	PAGE 7
Networking key to success	PAGE 8
Denver member news	PAGE 10
Call for entries	PAGE 12
Sheltering profits from tax	PAGE 13
Legislature has convened	PAGE 15

As we end the first full year of AIA's three-year national advertising campaign, an update for AIA membership is appropriate. As you know, the campaign integrates network and cable television, magazine, and National Public Radio (NPR) advertising with a consumer Web site and national Yellow Pages listings for all AIA components.

In all, the national component campaign—budgeted at \$3.5 million annually for TV, radio, and magazine advertising—is targeted to U.S. households with income of \$75,000 or above, headed by individuals between the ages of 35 and 64. These highly educated individuals are likely to be involved in community and civic activities, own homes valued at \$250,000 and above, and are interested in news and public affairs (accounting for our media selection). The consistent message being put forward is that AIA members are high-value partners in creating better places in which to live and work.

Media

Current television advertising includes: *NBC Nightly News* with Tom Brokaw, *CBS Sunday Morning News*, *CNN's Larry King*, and *NBC's Saturday Today Show*.

This line up is scheduled to continue into this year.

In addition, AIA sponsors "Morning Edition" on National Public Radio; and runs full-page ads in *Newsweek* and *Business Week*. This year, we will add to this schedule *Inc.*, which reaches owners of high-growth, mid-sized companies. The reach of this schedule is 72 percent of households matching our target audience. The current TV commercials and print ads will continue to run in 2000, with the dollars used to create the ads this year directed to increased media exposure. The media schedule can also be found on AIAOnline at e-architect.com, the "members only" column on the right-hand column.

Advertising effectiveness study

In each year of this current campaign, an independent market research company will gauge the effectiveness of the advertising with the targeted sectors of the public. This tracking study measures attitude trends over time including awareness of the AIA "brand," changes in value perception of architects, and the influence of AIA membership on selection of an architect. These changes are compared to a benchmark study

fielded in February 1999, just before the start of this advertising.

Started in early November and finished in December, the research company conducted in-depth phone interviews with business executives and owners, public and private board members, government officials, and homeowners throughout the country. (This activity will be conducted again in years two and three of the campaign.)

Web site activity

Traffic to AIA's consumer Web site, which is promoted in the advertising, is markedly up, corresponding to the ad schedule. At the start of the fall ad schedule, our weekday average of 9,000 page views jumped to 15,000 page views a day. The section of the site devoted to commercial projects is viewed most frequently, with residential pages being a close second and institutional page views coming in third with consumers. Activity in the architect search function: 34,000 such searches in October (the latest period available).

Yellow Pages

Through October, 37 percent of all scheduled directories were renewed for 2000, which accounts for listings for 26 percent of all components.

No boom, no bust

NATIONAL CONSTRUCTION IN 2000 TO EQUAL 1999 LEVEL

—David S. Chartock
McGraw Hill

The pace of construction activity in 2000 is expected to equal 1999's pace, according to the McGraw-Hill Construction Information Group's *Construction Outlook 2000*. The outlook forecasts a \$429.3 billion market for 2000, compared with a \$428.1 billion estimate for 1999.

Industry executives, however, are more optimistic.

The construction boom is national, particularly in major cities such as Los Angeles and Chicago. But, the hottest market is New York City, said John A. Cavanagh, president and chief operating officer of Morse Diesel International of New York.

With a conservative forecast for 2000 in place, Robert A. Murray, vice president for economics of the F.W. Dodge Division of The McGraw-Hill Companies, said that "like the general economy, the performance of the construction industry continues to be robust."

He warned, however, that increases in interest rates could affect capital investments in construction by the private sector. "I think there are some signs the economy may tip in the other direction because it has been such a long expansion," said Stuart Graham, president and chief executive officer of Skanska USA of Whitestone, NY "There is also worry about interest rates. This could affect the

private sector, commercial development, and corporate clients."

Flat, but strong

For 2000, Murray predicts that the construction of single-family dwelling units will slide seven percent. He attributes the expected decline to subdued homebuyer demand and to constraints on homebuilders due to shortages of labor and materials. Murray said he expects public works construction will increase six percent. A greater volume of highway and bridge projects and an increase in environmental public works projects will contribute to the increase. Electric utilities are expected

[See CONSTRUCTION on page 6]

2000 Board of Directors

President:Stephen Loos, AIA
 President Elect:John Williams, AIA
 Treasurer:Jim Morter, AIA
 Treasurer Elect:Martha Bennett, AIA
 Secretary:Rebecca Spears, AIA
 Past President:Ned White, AIA
 Director:Herb Roth, AIA
 Director:Randy Giseburt, AIA
 Director:Suzannah Reid, AIA
 Director:Duane Boyle, AIA
 Associate
 Director:Jesse Adkins, Assoc. AIA
 University
 Director:Dean Patricia O'Leary, AIA
 Public Director:vacant
 Prof. Affil. Dir.:Isabelle Matteson, PA
 Student Dir.:Jason Pettigrew, AIAS
 Jered Minter, AIAS

Executive
 VP/CEO: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 (info@aiacolorado.org). Deadline for all material is the first 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 publication do not necessarily represent the opinions of the AIA Colorado Board of Directors or its membership.

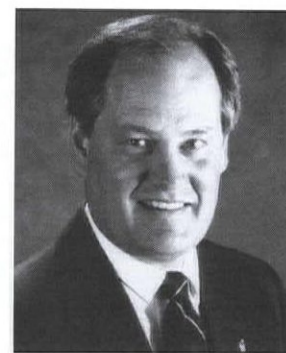
AIA Colorado
 One Park Central
 1515 Arapahoe Street, Suite 110
 Denver, CO 80202
 Phone: 303.446.2266
 Fax: 303.446.0066

Editorial Board

Rick Dominick, AIA, West Chapter
 Joseph Jackson, Assoc. AIA, AIA Colorado
 Kim Jackson, PA, The Newsletter Group
 Jim Leggett, AIA, Denver Chapter
 Carolyn Livingston, AIA Colorado
 Steve Loos, AIA, State Chapter
 Eileen March, Assoc. AIA, The Research Studio
 Mark Quéripel, AIA, North Chapter
 Mark Shaw, Colorado Construction; The Daily Journal
 Vacant, South Chapter
 Published by The Newsletter Group

REFLECTIONS ON FEBRUARY, 2000, AND BEYOND

—Stephen Loos, AIA
 President, AIA Colorado



I think it was T.S. Eliot who said that April is the cruelest month. I may have the quote wrong but I'm sure that the month is right. For me, February is the cruelest month. February is the month when spring time begins to seem like a possibility again, after having had your fill of winter.

However, with March and April ahead, we all know that winter will release its hold very gradually and grudgingly. As I write in late December, February seems even more cruel, because it is two months into my term and nothing has happened yet! Our first State Board Meeting, our Strategic Planning Retreat, AIA Grassroots—all are simply to be anxiously anticipated in the future. With nothing to report on, perhaps some musings on my hopes for 2000 may suffice.

I've said it often enough to be redundant and maybe a bit obnoxious, but I firmly believe that a good bit of 2000 is going to be spent making sure that Colorado's 2001 National Convention is all that it can be. While the National spotlight won't hit us until May, 2001, we have less than 15 months to make sure that Colorado is presented in the best light possible.

This Convention, the first in the state since the late '60s, represents a golden opportunity to showcase Colorado architecture and architects to a national audience. We simply have no alternative but to do everything we can to make sure that the Convention is a resounding success—a memorable, engaging, enlightening, and unifying milestone for Colorado's architectural community.

The Convention must be a statewide event! It represents a once-in-a career

opportunity to celebrate the quality, richness, and diversity of our state and our work. The call is out to our entire state membership to engage in helping to make this a celebration to remember! Each chapter needs to bring the convention home with local events and participation. I urge you to develop those legacy projects, get those tours lined up, and beat the drums to have your membership well represented with attendance. It will be a fantastic convention and the place to be for Colorado architects in 2001!

While giving the convention all the attention it deserves, we must remember that we have a whole year to deal with and to make sure that our membership receives full value. I'm confident that we will come out of our January strategic planning retreat with a year-long schedule full of great chapter events and programs. I've had benefit of some early hints for some of the plans and I'm very excited by what's in store for us.

For AIA Colorado, I've got some very high hopes! I'm confident that April's Young Architects' Gala will be a great event and the beginning of a new legacy of recognition for our students,

apprentices, and young professionals. For the fall, we have already begun dreaming about and planning for a flat-out fantastic Design Conference! I am anxious to make "giving our members the biggest bang for their buck" a cornerstone of my year as president.

Finally, I hope we all take full advantage of 2000 as a great opportunity to get together regularly as a community of Colorado architects. Since my return to Colorado, my involvement with AIA has been both rewarding and FUN! I can't think of any other means where I could have met so many great people or could have participated in so many terrific programs and activities as quickly.

Members who participate in the AIA get hooked on it in no time. Let's work to get more and more of our membership to be active participants. Nobody will regret the effort!

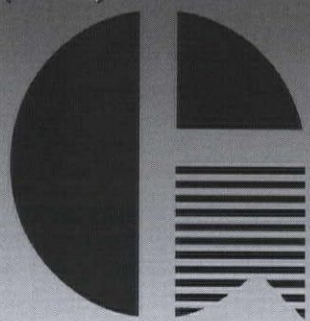
AIA/CES REQUIREMENTS REVISION APPROVED

By majority vote, the AIA Board of Directors approved a revision to the AIA Continuing Education System (AIA/CES) requirements for architect members to complete 18, rather than 36, LU hours a year—8 of which must be in health, safety, and welfare education (HSW), effective January 1, 2000. This will retroactively affect 1998 and 1999 records as well.

Quality levels no longer will be a factor in figuring the total number of credits for each program. Instead, one LU credit will be accrued for each contact hour. This more closely aligns the AIA/CES with state requirements for continuing education for licensure.

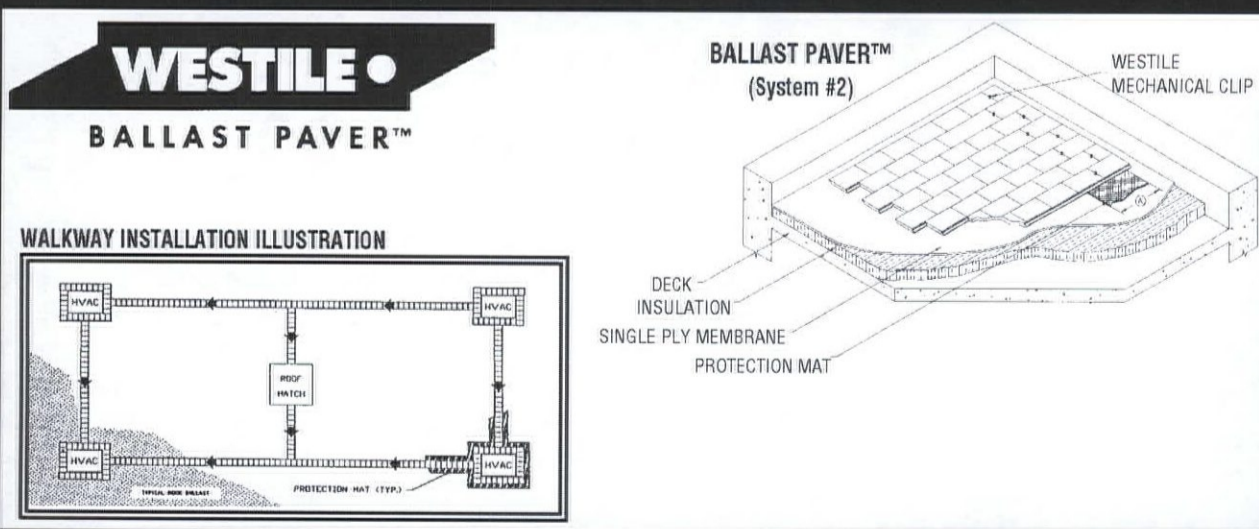
Guy's Floor Service has made excellence our standard for more than 50 years. For the best in commercial carpet, tile, wood and resilient floors.

(303) 371-8900



GUY'S FLOOR SERVICE INC.
 STAPLETON BUSINESS CENTER
 10275 East 47th Avenue
 Denver, Colorado 80239
 Phone (303) 371-8900
 Fax (303) 375-8790

THE UNIQUE INTERLOCKING BALLAST SYSTEM FOR SINGLE-PLY ROOFING



Interlocking Ballast Pavers provide superior resistance to wind uplift. The 12-lb./sq. ft. extruded concrete system effectively secures single-ply roofing membranes, while providing protection against harmful ultra-violet rays. Ballast Pavers are a cost effective ballast solution.



WESTILE

A local manufacturer since 1981
 8311 W. Carder Court, Littleton, CO 80125
 303-791-1700 Fax 303-791-9906
 www.westile.com
 An Oldcastle™ Company

CONSERVATION DESIGN CONSIDERATIONS FOR RESIDENTIAL COMMUNITY MASTER PLANNING

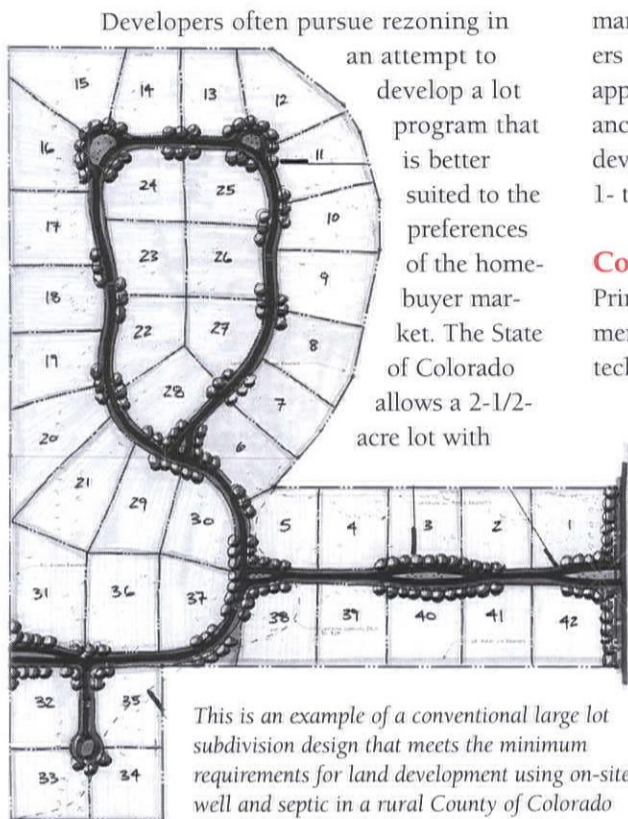
—Kenneth J. Puncerelli, MLA, ASLA and Thomas E. Kupcho

Suburban sprawl. It's a problem that has some solutions. New Urbanism and other infill types of solutions provide a couple of alternatives. The recent trend has been to move to the outlying areas to get away from the perception of densely populated neighborhoods and have more open space.

The pressures of development in rural counties have never been greater. Senate Bill 71, which governs development of 35-acre lots, was intended to preserve open space and ensure adequate water rights, and in turn, discourage sprawl. However, this process in today's planning climate allows for a rather unbridled approach to the development of large acreage subdivisions. Subdivisions of large tracts of land are threatening our open spaces and placing greater pressure on municipal services than ever before. Once developed, these tracts of land are strung along standard gravel roads and the sprawl is perpetuated.

For most suburban dwellers 35 acres is "too large to mow, yet too little to plow." This typical style of

rural land development consumes land and "privatizes" open space, which provides accessibility for only a limited number of property owners. The lack of an integrated open space system fails to satisfy the needs of the community and thus continues the cycle of sprawl.



This is an example of a conventional large lot subdivision design that meets the minimum requirements for land development using on-site well and septic in a rural County of Colorado

on-site well and septic, but many rural jurisdictions prefer to default to planning regulations that allow a 5- or 10-acre lot with on-site well and septic. This is typically the next zoning designation with lot sizes less than 35 acres, so this is the direction many developers pursue. However, this lot size is also larger than many consumers prefer. Many developers find this a fairly cost-prohibitive approach to development. A more balanced approach for a rural estate lot development would be to consider a 1- to 2-1/2-acre lot size.

Conservation design

Principles applied to residential development suggest the following planning techniques and strategies:

1 Rezone the land from 35-acre lots to a 5-acre lot gross density and actually develop 2-1/2-acre lots with restrictive building envelopes. However, the number of residential units cannot exceed the 5-acre gross density on a 500-acre parcel. i.e.; 99- to 2-1/2-acre lots or 99- to 5-acre lots.

2 Develop 5- or 10-acre lots and place 50 - 75 percent of the acreage of each lot into a conservation easement so the development meets the requirement of 5- or 10-acre gross lot sizes.

3 Cluster neighborhoods to reduce road lengths, earthwork, water lines, the quantity of storm drainage structures, and other required infrastructure.

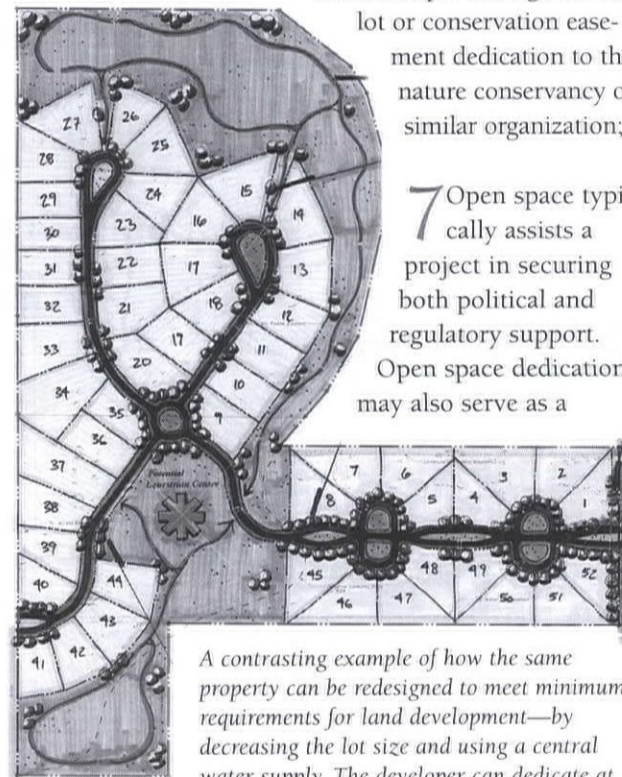
4 Preservation of 40-50 percent open space is not uncommon with this approach to development and can greatly aid both the plan processing and marketing of the project. This amenity also allows the developer to command a lot premium for all lots that back up to open space, much the way homes do on a golf course.

5 In the event that percolation rates are not satisfactory to the health department for septic replacement areas, placing septic replacement areas in conservation easements is an alternate approach to the conventional approach of replacement area occurring only within the lot area.

6 Since many rural jurisdictions do not require open-space dedication, a potential tax credit may be obtained by the developer through an out-

lot or conservation easement dedication to the nature conservancy or similar organization;

7 Open space typically assists a project in securing both political and regulatory support. Open space dedication may also serve as a

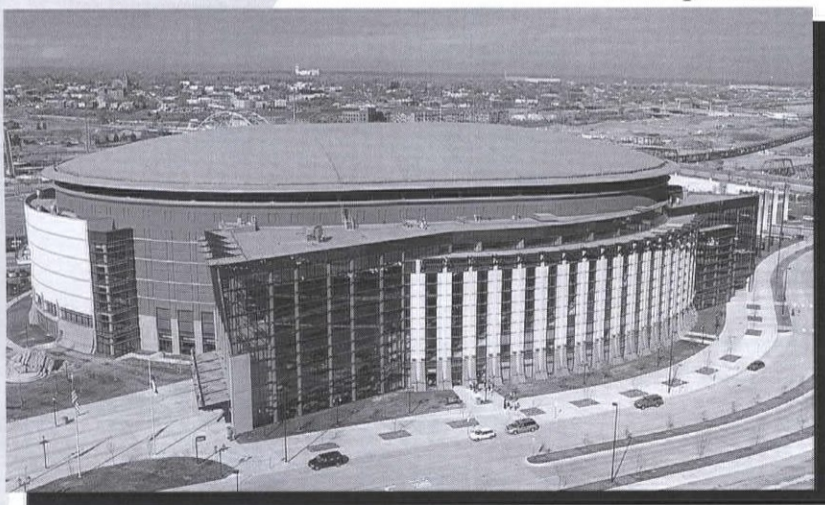


A contrasting example of how the same property can be redesigned to meet minimum requirements for land development—by decreasing the lot size and using a central water supply. The developer can dedicate at least 40 percent of the land to open space and maintain similar density in a rural county of Colorado

[See CONSERVATION on page 11]

SCORE WITH PRECAST

The Pepsi Center



Owner: Ascent Entertainment Group Inc. General Contractor: MA Mortenson Co.
Architect: HOK Sports Facilities Group Engineer: Thorton-Tomasetti Engineers

■ Rocky Mountain Prestress provided the precast bleacher units, raker beams, walls, stairs and architectural precast for the 18,980 seat arena. The arena is home to the Denver Nuggets and the Colorado Avalanche.

■ The seating bowl was erected at the same time the steel roof trusses were being placed requiring close coordination.

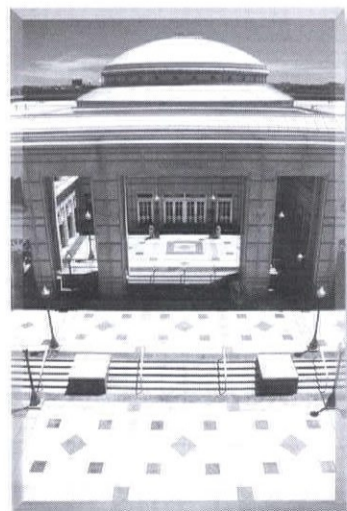
■ The bleacher units were cast upside down on textured rubber mats to provide a consistent quality finish for the walking surface.



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



7803 E. Harvard Avenue
Denver, CO 80231
(303) 750-8200 • 1-800-447-1888
www.coloradohardscapes.com



Colorado Hardscapes brings 50 years of the highest level of professional concrete and rock work services to your next design project, including:

- Municipal Plazas
- Public Art Projects
- Signage & Formliner walls.

Visit our latest work:

- Aurora Justice Center
- Lakewood Town Center
- Grange Hall Creek Improvements
- South Suburban Miniature Golf
- Jetties in Commons Park



Designer-led Design/ Build Workshop Friday, February 25

Design/Build continues to gain momentum, and today is used more than ever. By 2003, the Design/Build Institute of American (DBIA) forecasts that 50 percent of all non-residential work will be built using the Design/Build method of project delivery. To respond to this growing force, the AIA Denver Design/Build Committee is hosting a workshop for design professionals and students who want to understand how Design/Build can be led by architects. The workshop will take place on Friday, February 25, 2000 at Cherry Hills Country Club from 8 am-5 pm.

With the advent of technology, buildings have become more complicated. Keeping the role of the architect and contractor in check has become difficult for the owner. Today, the owner typically contracts with the architect for design services and the contractor for construction. In 1975, the AIA published a report that indicated an interest of owners to create a single point of contact for the entire process. The architectural profession responded by creating a set of design/build contracts.

In the past, architecture was a profession that included both the design and construction of buildings. The term "master builder" was used to describe one who designed and built, as were the architects of the Renaissance. These works will never be matched, but we have the chance to once again be an integral part of the process. Up until the latter part of the 19th Century, architects were as much a part of the design process as they were during construction. Buildings were relatively simple to understand and manage. Today, teaming is necessary to ensure success.

The workshop will be taught by **Bill Quatman, AIA, Esq.**, who currently teaches construction law and design/build law for the University of Kansas. Bill will be joined by **Brad**

CONTINUING EDUCATION OPPORTUNITIES

Buchanan, AIA, of the Buchanan Yonushewski Group, and **Velma Lane** with Van Gilder Insurance. Highlights include an introduction to design/build, aspects of designer-led design/build, key legal and business issues, contracts, risks, insurance, and a case study. Call AIA at 303.446.2266 for registration information.

Fair Housing Workshops

March 30

April 27

May 18

AIA Colorado and Housing for All invite architects, developers, housing providers, local building officials, people with disabilities, and disability advocates to a workshop series designed to explore the legal and design ramifications of state and federal fair housing laws.

Three workshops will be held in different areas of the state offering information about innovative, unobtrusive, cost-effective, and compliant design solutions that meet the needs of all people in multifamily housing.

Dates and locations are as follows:
March 30—Denver Tech Center Colorado Society of Certified Public Accountants, 7979 E. Tufts Ave.
April 27—Fort Collins Holiday Inn I-25, 3836 E. Mulberry
May 18—Vail Valley Manor Vail Lodge, 595 E. Vail Valley Dr.

For business owners only

Are you designing your financial future? Come and find out how!

What: Creating and preserving wealth for architect owners and principals
When: February 1st, 8th, 15th, and 22nd; 7:15 to 8:45 a.m.
Where: Denver Design Center

Featured Guest Speakers:

- ◆ **William A. Magnusson, P.A.** and **Jacquelyn M. Baker, Assoc. AIA**, of the Berkshire Financial Group
- ◆ **Kelly Collier** of the Berkshire Financial Group
- ◆ **Sam Cheris**, Attorney at Law of Hall and Evans
- ◆ **James F. Paull, AIA**, of Slater-Paull & Associates
- ◆ **D.A. Bertram, AIA, Esq.**, of Bertram & Associates
- ◆ **T.J. Agresti**, Attorney at Law, of Agresti and Associates, LLC.

Topics:

Are you really "all set?"

- ◆ Maximizing company dollars for owners' benefit
- ◆ Designing company retirement benefits to favor owners and principals
- ◆ Ownership transition planning
- ◆ Distribution and protection of your assets when you're done with them
- ◆ Protecting your most valuable asset

RSVP: Cost per session is \$10, or \$35 for all four sessions. Watch your mail for a brochure or fax payment information to AIA Colorado 303.446.0066.

Smart Building Seminar

What is Division 17? Why must architects be Division 17 experts? Are you prepared to design the high-tech buildings of the 21st Century? In a one-day seminar, learn the answers to these and other questions concerning the increasing interdependence of architecture and technology. Come hear the experts at an extremely valuable and educational seminar, "Your Future: The Reality of Division 17" on March 23, 2000. This event will be co-sponsored by the AIA, and CEUs will be available to architects.

Tom Rauscher, President of New York based Archi-Technology, in New York, will be the featured speaker. Tom has been the driving force behind the

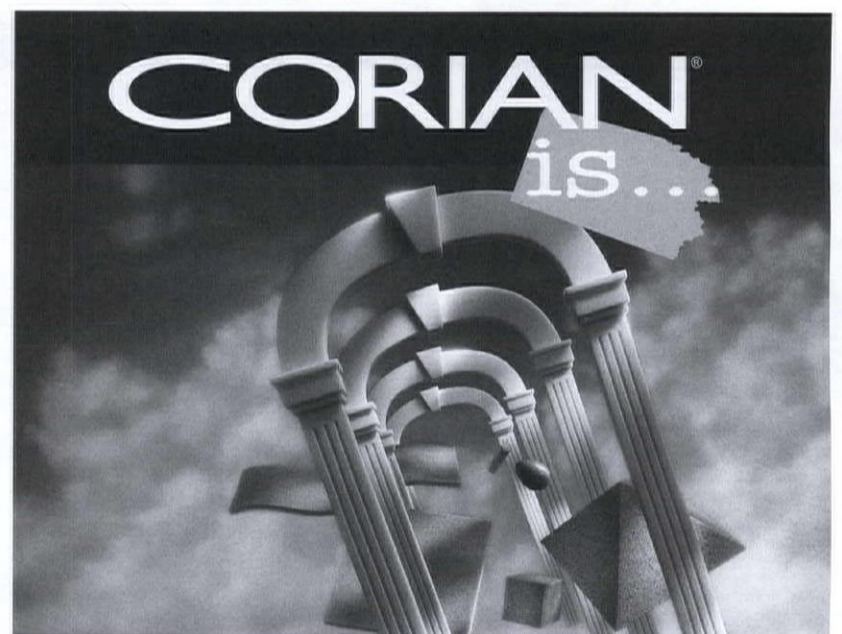
addition of Division 17, the technology component, to the existing construction Divisions 1 through 16. These Divisions organize construction requirements, procedures, products and activities into a standard sequence.

Division 17 is the ridge that finally links architecture and technology requirements. Its goal? To improve efficiency and lower costs by incorporating technological needs at the start of the design process. Division 17 streamlines the process, reducing costly construction changes and delays. Tom will show you how.

A case study and panel discussion will take you through the steps necessary to use Division 17 in your future projects. The moderator is **Dennis Humphries, AIA**, a well-known Denver architect and past president of AIA.

"Your Future: The Reality of Division 17" will be March 23, 2000 at the Inverness Hotel and Golf Club. Don't miss this rare opportunity to learn about smart buildings and the future of architecture. The cost for this seminar is \$225 a person (\$199 a person before February 24, and \$250 the day of the seminar.)

For more information or to register for this event, go to www.office-tek.com.



A great material for...

Partitions

Wall cladding

Work surfaces

Windowsills & door frames

Vanities/Surrounds

Furniture

Columns

Lighting

LONG-TERM VALUE

DURABLE

INVITING TO THE TOUCH

COMPATIBLE

EASY TO CLEAN

VERSATILE

THERMOFORMABLE

TRANSLUCENT

Explore the possibilities...

For more information, current samples, or to arrange for a presentation, please call **Todd Bassett** with MPI at 303-761-1472, ext 342.

CORIAN®
QUIPON®



**PROFESSIONAL
UNDERWRITERS**
PUI Agency of Colorado, Inc.

Allow Us To Deliver The Reliable
Protection And Dependable
Service You Require

Specialized Insurance Placement
Architects / Engineers Errors and Omissions

PUI AGENCY OF COLORADO, INC.

4949 South Syracuse St. Suite 300
Denver, COLORADO 80237
303-843-0229

OTHER EVENTS

Co-housing tour February 12

Co-housing. It's the new word in livable communities. AIA Denver is hosting a tour of Harmony Village, a co-housing community in Golden, on Saturday, February 12 from 1:00 – 2:00 PM. The tour will be led by Claire Lanier, a professor at CU-Denver's College of Architecture and Planning, and a homeowner in Harmony Village. The co-housing concept originated in Denmark, and this unique concept has been brought to life in a foothills location in distinctively southwestern architectural style. All 27 families living at Harmony Village participated in the design process. Cars are kept at the periphery to allow for quiet interior spaces where children play and adults visit. The large mission-style common house provides space for social activities including frequent shared community meals. This is a village lifestyle in a fast-paced world. RSVP to AIA at 303.446.2266 by February 10. Questions? Call Susan Buchanan at AIA.

Saving Places 2000 Preservation Partners for a New Century February 4-5, 2000

Historic preservation, sprawl, and smart growth—hot topics these days for communities large and small. These topics and more are featured at the largest historic preservation conference in the western region. Presented by Colorado Preserva-

tion, Inc. (CPI) the conference will take place Friday and Saturday, February 4-5, 2000 at the Denver Athletic Club, 1325 Glenarm Place in downtown Denver.

The featured keynote speaker at Friday's luncheon is nationally renowned photographer and best-selling author of *Colorado: 1870-2000*, John Fielder, who, along with Congressmen Scot McInnis and Mark Udall, will address preservation issues in Colorado. Friday's luncheon also features the announcement of "Colorado's Most Endangered Places List 2000," which identifies Colorado historic sites and resources in the greatest need of action.

The conference offers 16 educational sessions, 11 workshops, several forums, affinity meetings, and walking tours over two days by more than 50 presenters from Colorado and other states. On-site registration is available with special rates available for CPI members, students and historic preservation commissioners. For conference information, call CPI 303.893.4260.

College of Architecture and Planning, University of Colorado February Lecture Schedule

Denver Campus Events
Call 303.556.3382 for more information

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

**Structural
Engineers
Serving All
Of Colorado**

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

Monroe & Newell
Engineers, Inc.



Monday Feb. 7

John Dixon Hunt, Ph.D., Professor & Chair, Department of Landscape, School of Fine Arts, The University of Pennsylvania "Reinventing the Parisian Park" Lecture, 6 p.m. Room 470
Book Signing / Reception, 5:30 p.m. in Dean's Suite

Monday Feb. 14

Seth Rosenman, AIA, Principal, Root Rosenman Architects, Denver, CO "Root, Rosenman Architects: A Work in Progress" Lecture, 6 p.m. Room 470

Monday Feb. 21

Elizabeth Gill Lui, photographer, Los Angeles, CA "The Order of Beauty, Designs in the Pattern of Life: Comments on the artist's works from Closed Mondays and the Horizon Within" Lecture, 6 p.m. Room 470
Reception, 5:30 p.m. in Octagon Gallery

Monday Feb. 28

Peter H. Dominick, Jr. FAIA, Principal/President, Urban Design Group, Denver "Designing for the Mouse" Lecture, 6 p.m. Room 470

Boulder Campus Events

Call 303.492.7711 for more information

Wednesday Feb 16

Jeff Sheppard, AIA, Principal, Roth/Sheppard Architects Architectural Collaborator/studio SUMO & Assistant Professor of Architecture College of Architecture and Urban Planning, The University of Michigan "The Diagram, From Concept to Construction" Lecture, 6 p.m. ENVD Building, Rm. 134

Thursday Feb. 24

Steven J. Strong, President, Solar Design Associates, Inc., Harvard, Massachusetts "Solar Electric Buildings" Reception, 5 p.m. ENVD Building, Rm. 134
Lecture, 6 p.m. Chemistry Building, Room 142

1999 AIA Honor Awards on display

From the immense Denver Central Library, whose design defies the traditional institutional character, to a "green infrastructure" master plan for managing

growth in South Florida, the 50th anniversary of The AIA Honor Awards saluted 29 architectural achievements that best exemplify design solutions in service to clients and communities.

The 29 honor award-winning projects will be on display at a public reception in the new gallery space at Fentress Bradburn Architects' office at 421 Broadway in Denver. The free reception is on Tuesday, February 15 from 5:00 to 7:00 p.m. and is open to the public.

The 1999 AIA Honor Award-winning architects and clients were recognized for excellence in architecture, interiors, and urban design. The projects exceeded jurors' expectations with built and planned environments that answer the specific ambitions of clients and entire communities. The design scales encompass everything from a home/office environment for a single family to the restoration of a monumental national library and an ingenious approach to preserving and revitalizing a world-famous New York City streetscape.

SPECIFICATION SERVICES CELEBRATES 30 YEARS

Specification Services, Inc. with its Architectural Specification Manual (also referenced as ASM) and its Inspection and Warranty program is celebrating its 30th year of providing one of the most successful programs of its kind in the painting industry. It has been a leading reference and inspection program in the nation to standardize systems, procedures, and products.

Specification Services, Inc. has completed another update to its manual and the entire Architectural Specification Manual is now available for viewing and downloading on-line through its Web site at www.paintmanual.com. Specification Services, Inc. thanks the manufacturers that made the Architectural Specification Manual and conversion to the Website possible. Direct links are available to these manufacturers' Web sites by accessing the Architectural Specification Manual on-line.

Expanded polystyrene with polyethylene skinned surface

R-GARD
by **INSULFOAM**

R-Gard Exterior Sheathing

R-Gard Masonry Cavity Wall

R-Gard Perimeter/Foundation/Underslab

R-Gard Exterior Stucco/One-Coat Finish System

R-Gard Fan Fold

R-Gard Roofing

12601 East 33rd Avenue, Suite 114 • Aurora, Colorado 80111 • e-mail: ggibson@premier-industries.com
303/366-7730

GENSLER WINS AIA'S 2000 ARCHITECTURE FIRM AWARD

Michael J. Stanton, FAIA, president of the American Institute of Architects (AIA), has announced that Gensler will receive the 2000 Architecture Firm Award, the AIA's highest honor to a firm that has consistently produced distinguished architecture. "Gensler is America's foremost collaborative practice," Stanton said. "The firm exemplifies how the creative mix of disciplines, all with 'place' as their focus, adds richness and value to buildings and their settings."

Founded in 1965 in San Francisco as a three-person office, Gensler ranks today among the world's largest architecture and design firms, with 17 offices and 1,860 people. Fast Company magazine calls it "one of America's most influential design firms." Corporate office design was an early focus, and Gensler is widely credited with making interior design an integral part of architectural practice.

Workplace design quickly led to office building commissions. Last year, Gensler won a coveted Business Week Design Award for 901 Cherry, an office campus for long-time client Gap Inc. Cited for its exemplary support of this fast-moving company, the building is one of many Gensler has designed that incorporate sustainable design features. "Gensler has led our profession in bringing sustainability into mainstream corporate practice," Stanton said, noting Gensler's pioneering work in building energy conservation, indoor air quality, and sustainable building design.

As building architects, Gensler now also specializes in airport terminals, film/television studios, theme parks and retail/entertainment centers, hotels, and urban-scale mixed-use developments. In 1999 alone, Gensler designed building projects worth more than \$1.6 billion in

construction value—in cities from East Asia to Western Europe.

In 1998, Gensler became the first architecture firm to win Arthur Andersen's National Best Practices Award. Calling the firm "the benchmark of the profession and a true learning company," Andersen cited Gensler as an enlightened employer that invests systematically in learning, training, and technology. More than 30 percent employee owned, Gensler has one of the lowest employee turnover rates in its industry.

"The year 2000 is an appropriate time to honor a firm that has consistently pushed the boundaries of architecture," Stanton said. "Gensler people are comfortable moving across the building cycle. They understand how its phases tie back to the client's strategy, and are prepared to lead the process. Knowing that our largest firm produces architects with this capacity gives me real hope for our profession as it moves into the next century. The design expression of Gensler's buildings reflects its clients' renewed understanding that place matters, that architecture has strategic value. Gensler's example points to architecture's central importance in a new and global economy."

As the Year 2000 AIA Architecture Firm Award winner, Gensler joins such distinguished company as I.M. Pei & Partners; Cesar Pelli & Associates; and Skidmore, Owings & Merrill. Gensler was given the award on January 28th at the AIA's "Accent on Architecture" award ceremony in Washington, DC.

Gensler established a Denver office in 1973. Currently, with a staff of 70, Gensler/Denver is among the top four largest design firms in the state. Significant clients include Lucent Technologies, Sun Microsystems, TIAA-CREF, MCI Telecommunications Corp., Will Rogers

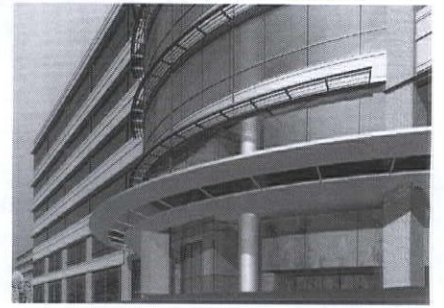


380 Amber Drive in Interlocken Business Park

World Airport, Denver International Airport, PrimeWest Development, The Patrinely Group, TeleTech Corp., AT&T Broadband and Internet Services, and Ultimate Electronics.

In addition to its core architectural and interior design practices, the Denver staff

also provides services in site master planning, adaptive reuse, ADA renovation, strategic facilities planning, Gensler information solutions and design of large-scale graphic programs, with a particular focus on corporate headquarters and speculative office buildings.



Lucent Technologies, South Campus in Highlands Ranch

[CONSTRUCTION, from page 1]

to rise 10 percent because more states are enacting deregulation laws.

Murray also said that income properties will rise one percent in 2000 as multi-family housing continues to be a strong investment target by the real estate and financial communities. However, suburban office construction, stores, and warehouses are expected to decline in 2000. "Manufacturing building in 2000 will see moderate growth after a lackluster 1998-99. It will be helped by strengthening export markets," he predicted. Institutional building "should rise two percent, reflecting a mixed performance by its various structure types. School construction will continue upward, while religious building and airport terminal construction stay strong. However, healthcare facilities will recede, given the tight fiscal environment faced by the managed care industry."

"Courthouse projects will also subside because of reduced federal funding and the amusement category, which includes theaters and sports arenas, will settle back in a softer economy," he added.

Regional pictures

According to the outlook, geographically, the Northeast will show the strongest percentage of growth in construction as it continues to catch up to the earlier progress of other regions. The Midwest, South Atlantic and South Central regions will register gains close to the national average, while the West will see a more subdued increase for total construction, due in part to some leveling off in its commercial building structure.

"Other measures of building activity reveal a similar pattern to the Dodge contract award data," Murray said, adding that "the Commerce Department's construction-put-in-place series climbed six percent during the first nine months of 1999 and appeared to plateau during the summer months. Shipments of building materials rose six percent, while construction employment rose five percent. The slightly smaller increase for construction employment is partly the result of labor shortages in various markets around the country."

Murray also predicted that "the construction industry will face higher

[See CONSTRUCTION on page 7]

WE ARE READY TO HELP IN ANY SITUATION!

WHOLESALE DISTRIBUTORS OF SPECIALTY ITEMS FOR THE BUILDING INDUSTRY

FOR 33 YEARS, RW SPECIALTIES HAS SUPPLIED ARCHITECTURAL PRODUCTS FOR INTERIOR AND EXTERIOR SPECIFICATIONS.

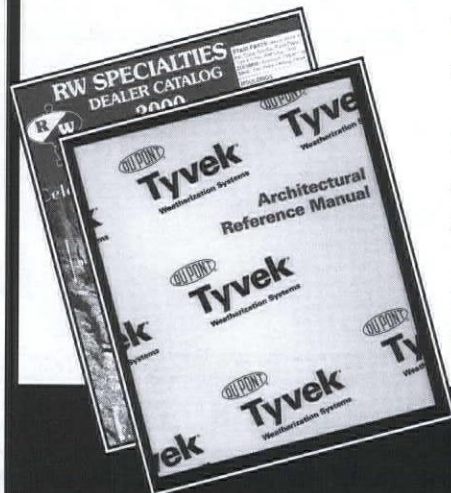


RW Specialties, Inc.

CALL TODAY FOR YOUR FREE RW 2000 CATALOG AND YOUR TYVEK ARCHITECTURAL MANUAL

303-289-2226

1-800-332-6682



Tyvek HomeWrap™

Tyvek StuccoWrap™

Tyvek CommercialWrap™

Denver Headquarter

9000 E. 96th Ave.

Henderson, CO 80640

Grand Junction

465 30 Road

Grand Junction, CO 81504



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

Lines & Columns

AIA Colorado
South Chapter

2000 AIA Colorado South Chapter Board of Directors

President:Duane Boyle, AIA
 President Elect:vacant
 Secretary:Pat Ziuchkovski, AIA
 Treasurer:Michael Cook, AIA
 Past President:Marvin Maples, AIA
 Director:Richard Cherry, AIA
 Director:James Childs, AIA
 Director:George L. Cruz, AIA
 Director:Dempsey V. Currie, AIA
 Director:Rhonda Boger-Linder, AIA
 Director:Doug Canright, AIA
 Associate
 Director:Carol Sundstrom, Assoc. AIA
 Public Director:Lynn Ellen Braley, Allied ASID
 Public Director:Quinn Peitz, APA
 Executive Director
 Local Chapters:Susan Buchanan, CMP

[CONSTRUCTION, from page 6]

financing costs in early 2000, and perhaps greater scrutiny from leaders. In addition, he said the federal budget surplus offers "the potential for more growth in federal construction spending over the long term. However, the debate over fiscal 2000 appropriations has been shaped by the budget caps that were enacted as part of the 1997 balanced budget accord. As a result, this year's budget debate has been protracted, as Congress and the Clinton administration missed the Sept. 30 deadline for passing 13 federal appropriations bills."

Overall, the transportation market is expected to lead the way to a new U.S. construction volume record, but Murray maintains that a decrease in the home-building market will make construction activity in 2000 nearly the same as estimated for year-end 1999.

Certification countdown: Apply now for certification

If you were an architect before July 1, 1984, you may qualify for NCARB Certification without an NAAB-accredited degree; but you need to apply before July 1, 2000.

Beginning July 1st, architects will be required to hold a professional degree from a program accredited by the National Architectural Accrediting Board (NAAB), or the Canadian Architectural Certification Board (CACB), or have a CACB-certified professional degree from a Canadian university to meet NCARB's education requirement for Certification.

If you do not have a recognized professional degree from an NAAB-accredited school, NCARB currently accepts one of four alternatives:

1 A high school diploma and the subsequent accumulation of five education credits before July 1, 1984. You may earn these credits with 10 years' full-time or 20 years' part-time experience in architecture, verified by an architect, or with a combination of such experience and post-secondary education.

2 A high school diploma, registration by an NCARB member board before July 1, 1984, and accumulation of five education credits before or after that date.

3 An EESA-NCARB (Educational Evaluation Service for Architects) evaluation report from Educational Credential Evaluators (ECE) stating that you have met the NCARB Education Requirement with post-secondary education completed partially or entirely outside of the U.S. If you do not meet any of the above alternatives, this clause may apply if you have a pre-professional degree, e.g., Bachelor of Arts or Science in Architecture, plus other acceptable course work; however, such individuals are encouraged to earn the professional degree previously described.

4 Satisfaction of the Broadly Experienced Architect (BEA) evaluation process if you do not meet any of the alternatives outlined above. To qualify for consideration, you must have at least 10 years of substantial and verified post-registration experience in responsible charge of an architectural practice.

After June 30, 2000, the first two alternatives to the professional degree requirement will expire. While the broadly experienced architect alternative will continue to be available, it is a far more complicated and expensive route to certification and NCARB highly recommends that you apply for certification using alternatives 1 or 2 above before July 1st. Council Record applications that are already in process on July 1, 2000 and that meet all certification requirements in effect before that date will be approved for the Council Certificate.

For more information about education requirements for architects registered in the U.S., request a copy of the NCARB Education Standard or direct specific questions to the Council's Operations and Services Department at 202.879.0528. Learn about the benefits of certification at www.ncarb.org/certification.

Design/build teaming agreement effort continues

After meeting last March, the Design-Build Teaming Agreement Industry-wide Coalition reviewed comments drafted by The AIA and Associated General Contractors (AGC). The two associations asked for an endorsement of the teaming checklist developed by their AIA/AGC Joint Committee. DBIA delayed in expressing support for it until the following issues were addressed:

- ◆ All edits from the coalition were included (or deliberately considered) by AGC and AIA.
- ◆ How the coalition's collaboration in the checklist would be portrayed on the document to indicate to the industry at large the agreement by all coalition members.
- ◆ The extent of participation by all coalition members, including AIA and AGC in the checklist commentary and the model template teaming agreement.

Additional edits were made that satisfy the first item above. After another review, AIA and AGC agreed to include virtually all the coalition's comments in a very satisfactory manner.

The endorsement of the checklist by all coalition members was extensively discussed. All agreed that if there is one, universally supported checklist, it is in the best interest of the industry. With that as the goal, the representatives recommended that all coalition members should support this checklist provided all supporting organizations had their organizations' names and logos prominently displayed on the front cover of the checklist.

Since AIA and AGC did develop the initial checklist, they would be given larger recognition, as well as holding the copyright on it.

Finally, AIA and AGC agreed to fully participate in the development of the follow-up documents that include a commentary elaborating on the checklist and template for a teaming agreement.

Each participating group will review the final checklist this month so that the final document can be presented at the AIA convention in May. As long as all edits are contained in the document to be provided by AIA and AGC, DBIA urges a positive endorsement of the checklist.

As the next objective of the coalition, DBIA will begin writing the guidance for the follow-up commentary document that will elaborate on the checklist. DBIA appreciates this cooperative effort to improve teaming on design-build projects.



AIA Colorado North Chapter

2000 AIA Colorado North Chapter Board of Directors

President:Randal J. Giseburt, AIA
 President Elect:Mark Quéripel, AIA
 Treasurer:K. David Carson, AIA
 Treasurer Elect:Mike Spearnak, AIA
 Secretary:Ken Field, AIA
 Past President:Rebecca Spears, AIA
 Director:Michael Holtz, AIA
 Director:Linda Kiisk, AIA
 Director:Susan Kreul-Froseth, AIA
 Director:Barbara Rogg Maloy, AIA
 Associate Dir.:Katie Barnes, Assoc. AIA
 University Rep:Randy Ott
 Executive Director
 Local Chapters:Susan Buchanan, CMP

Networking key to success

—Mark S. Quéripel, AIA Denver President Elect
 Terra Verde Development, LLC

Net-work \net-work\ n 1: A fabric or structure of cords or wires that cross at regular intervals and are knotted or secured at the crossings. 2: a system of lines or channels resembling a network. 3: an interconnected or interrelated chain, group or system

When I started Terra Verde Development just three short years ago, the ink on my business cards was barely dry before we had our first client. In fact, we were still working out of our homes, waiting for our office space to be ready.

How did we get off to such a quick start? We were wired. By wired I mean that we had our networks in place. Buzz was everywhere. Word quickly spread through our networks that we were starting a new design/build firm and our office and projects quickly fell into place.

Now I'm not saying this to boast, or that we haven't had to work hard to get where we are today. But rather I want to emphasize the importance of networking as the primary activity of our sales and marketing efforts.

Active in AIA

Before starting our firm, I was (and still am) an active member of the AIA. I attended as many meetings as my schedule permitted. I listened to what other members told me about themselves; I learned about their areas of expertise, products, and services. I wondered how I might help them and how to create beneficial long-term relationships.

Many people operate under the mistaken belief that networking, after-hours receptions, chamber, or association meetings are all about how many leads, sales, or business cards you can get. Networking at its best is not about what you get—it's about what you give. Think about it. How many times have you dodged phone calls or encounters with people who want to "get" something from you? And how many times have you willingly lended a hand or an ear to someone who has "given" you good advice or a business lead?

Networking and building relationships is the foundation of our marketing efforts. Not everyone we meet is a potential client, but they probably know someone who is. Most of our clients and staff have come to us through referrals and recommendations.

Networking is really more about "telling" our story rather than "selling" it. And coming together on a regular basis with our networks like the AIA gives us an opportunity to tell our story to an audience with far-reaching possibilities. Frequently, important business contacts are made through several layers of referrals. Someone told someone, who told someone else, etc. This "viral" marketing approach is powerful, and best of all, it's free!

Clear vision is key

So how do you tell the world, and especially your target market about your products and services? First you must have a clear vision yourself of what you do. This may sound simplistic, however most people don't clearly and succinctly communicate their purpose or unique selling proposition and you have a 30-second "commercial" about your business or products? For example:

"At Terra Verde Development we design and build high-end custom homes in Boulder County and the Vail Valley. We walk our clients through every phase of the home building process. We're committed to designing quality, environmentally friendly homes."

There you have it. You know that our firm specializes in the custom home market—not tree houses or skyscrapers—you know where we build our homes, you know that we're committed to quality design, and we hope we didn't bore you with information you don't need or force ourselves on you like a flesh-eating virus. We are simply sharing information about who we are.

Spend some time developing your "infomercial" so the next time you're asked "what do you do?" you'll have a story to tell.

Marketing campaign

Once you've clearly defined what you do and know your target market, the rest of your marketing campaign will quickly follow. Your business cards, letterhead, brochures, Web site—all of it reinforces your purpose and the benefits your

products or services can provide. Advertising, while sometimes expensive, can be very effective as long as your ads are reaching your target market. For us, advertising in a daily newspaper is not as effective as a design magazine that focuses on homes and lifestyles.

Frequency of advertising is a key factor too. A great ad that runs once is just that—a one-time chance to hit the mark. Your ad should visually draw the reader in. Too much copy or extraneous detail can detract from the visual first impression.

Regular communications about your firm or products through press releases, speaking engagements, or articles you've written (like this one) can keep you positioned in front of your potential and current customers. Press releases should communicate newsworthy and timely information, such as new contracts or awards you've received; new product announcements; and staff additions and promotions.

Sales and marketing are the lifeblood of any business, and frequently the most neglected activity. Networking is an effective business-building tool. You do it already and you're probably not even aware of it. When was the last time you recommended a movie, a restaurant, an architect, or a new product?

Being prepared to network is the next step; know your story and listen to the stories of your business associates. It could just land you that first, or next, client.

Mark S. Quéripel, AIA, is a managing member of Terra Verde Development LLC, a design/build firm in Boulder. He can be reached at: 303.530.3232 or <http://www.terraverdeusa.com>

NEW MEMBERS

Marcus Ziedses des Plantes, Assoc.
 AIADowning, Thorpe & James
 Dana Joseph McBride, AIA
 Dana McBride Homes, Inc.



109th MERIDIAN

colorado west chapter

2000 AIA Colorado West Chapter Board of Directors

- President:.....Suzannah Reid, AIA
- President Elect:.....Rick Dominick, AIA
- Treasurer:.....Marina Florian, AIA
- Secretary:.....Michael Oney, AIA
- Past President:.....Wendell "Skip" Doty III, AIA
- Steamboat Coordinator:.....Bob Ralston, AIA
- Grand Junction Director:.....Frank Wagner, AIA
- Summit County Director:.....Chris Green, AIA
- Durango Director:.....Carolyn Hunter, AIA
- Executive Director
- Local Chapters:.....Susan Buchanan, CMP

Gondolas solve transportation, capacity concerns

—Richard Dominick, AIA
AIA Colorado West Chapter

As we look this month at the ski industry and its infrastructure, public transportation is a primary area of concern. From Aspen to Vail, Steamboat Springs to Telluride, ski mountain access and public transportation have been hotly debated.

Two ski areas, with somewhat different goals in mind, stand out for the design and use of their gondola systems. Telluride and Vail recently opened gondolas that provide interesting examples of how ski areas can tailor their gondola's look and service to meet their unique needs.

Vail's Eagle Bahn

In 1996, Vail Resorts began service of its Eagle Bahn gondola in Lionshead. Aimed to appeal to an upscale clientele, the gondola connects Lionshead Village with Adventure Ridge at the top of the ski mountain.

Designed and built by CTEC of Salt Lake City, Garaventa of Switzerland, CWA, and Vail Resorts, the spacious 12-person cabins have set the standard for luxury gondola service throughout the world. Painted in metallic gray, green and bronze to match Mercedes and Lexus car colors, the cabins are heated and lighted to provide comfortable mountain access.

Each cabin is constructed of welded aluminum and glass with interior seats of finger-jointed cherry wood and leather cushions. The Eagle Bahn is one of the first gondolas in the world to meet ADA requirements for accessibility by providing flush, no-step access into the cabin.

The gondola has a capacity of 2,000 skiers an hour with five service cabins for material transport and tower repair. Each cabin moves at 6 meters a second and weighs approximately 2,000 pounds. Hours of operation are 6 a.m. to 1:30 a.m. Five hours are required each evening to recharge the two 800 HP DC electric motors.

Telluride's Gondola & Chondola

The Telluride Gondola and Chondola (a high-speed quad lift with a four-person gondola cabin every 10th chair) are the result of extensive studies conducted by the Telluride Golf and Ski Company and the Forest Service. Their goal was to create a unique public transportation system to reduce air and noise pollution in the valley.

Designed and built by CTEC of Salt Lake City and Garaventa of Switzerland, the

gondola's 32, eight-passenger cabins provide pollution-free mountain access. Solving many of the town's congestion and parking problems, the gondola moves quietly below the tree line from valley floor to mountain top.

The gondola provides visitors and locals with

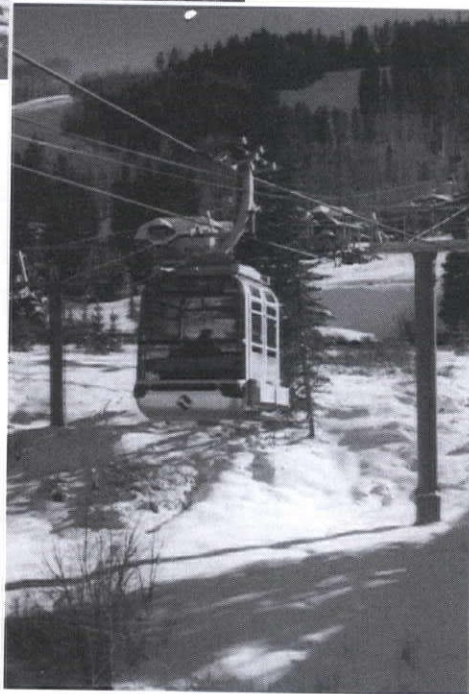
Both Telluride and Vail are good examples of how gondola service can provide transportation that is functional, environmentally beneficial, and aesthetically pleasing. As resort development continues, gondola transportation may increasingly appeal to a greater number of mountain communities.

By providing clean, efficient, and safe transportation, gondolas may prove invaluable when solving some of the growing traffic and congestion problems in resort communities.

Members in the news

JVA, Inc. has been selected to provide civil and structural engineering services for the historic preservation and adaptive reuse of the 1890 Power Plant, which originally generated electricity to Steamboat Springs.

The historic structure will be incorporated into a new Citizens' Hall, which is being developed in a public/private partnership to incorporate new technology into the local planning process. JVA Civil will concentrate its efforts on providing a working drainage design and utility connections on this very tight site.



convenient public transportation from 7 a.m. to 11 p.m. The gondola's 32 cabins can move 480 people an hour along its two miles of cable. Future expansion allows for transport of 1,200 people an hour if needed. In comparison, the bus system handles approximately 80 people an hour. The service is free to foot travelers, but skiers must purchase a lift ticket.

NEW MEMBERS

- Delmer Cox, Assoc. AIA
K.H. Webb Architects
- Ralph Louis Dupps III, AIA
Consortium Architects
- Hilary Grace Stevens, Assoc. AIA
K.H. Webb Architects



Denver member news

2000 AIA Denver Chapter Board of Directors

- President:Herb Roth, AIA
- President Elect:Jim Leggitt, AIA
- Vice President:Rick Petersen, AIA
- Secretary:Ben Wilking, AIA
- Treasurer:Michael Murphy, AIA
- Treasurer-Elect:Cheri Gerou, AIA
- Past President:Jim Paull, AIA
- Director:Eric Bartczak, AIA
- Director:Sylvia Deye, AIA
- Director:Paul Hutton, AIA
- Director:Carla McConnell, AIA
- Director:Bill Moon, AIA
- Director:David Pfeiffer, AIA
- Director:Joe Poli, AIA
- Associate Director:Chris Murdy, Assoc. AIA
- SDA Director:Debra Massop, SDA/C
- Public Director:vacant
- Prof. Affiliate Rep:Bart Deitrick
- Student Rep:Gina Wilson, AIAS
- Executive Director
- Local Chapters:Susan Buchanan, CMP

Roth + Sheppard Architects recently increased the size of its Denver office with the following people: Janny Chaiyavet, Josh Vogel, Ashlee Bebak, Casey Schmitt, Chris Smithberg, Gabe Cullen, Jennifer Brody and John Carrol.

Jason Loving has joined S.A. Miro, Inc. as a design engineer. Before joining the firm, Mr. Loving was a research assistant for the Department of Civil and Environmental Engineering at the University of Kansas, Lawrence. Mr. Loving also had several engineering internships, including work for Butler Manufacturing Company as a structural design intern, and for the Kansas Department of Transportation as an engineering intern.

John Williams Architecture PC has promoted **Christopher T. Stumm, AIA**, to Associate. Stumm, who joined the firm in 1992, has more than eight years of professional experience. Stumm received his bachelor's degree in Environmental Design at the University of Colorado at Boulder in 1992, and his Master of Architecture degree from the University of Colorado at Denver in 1994.

John S. Lund, PE, rejoined the **Martin/Martin** engineering staff. John has more than 17 years of experience in structural engineering, 10 of which have been with Martin/Martin.

QBS Colorado presented a plaque to Michelle Lawrence, Jefferson County Commissioner, for her commitment to excellence and her continued support for using QBS to select design professionals. Lida Citroen (formerly Lida C. Saltz)



Photo: Ed Bernsten Photography

Noel Copeland, AIA, right, presented Ms. Lawrence with the plaque at the Jefferson County Economic Council meeting.

joined RNL Design as Director of Business Development. Ms. Citroen will be responsible for internal and external business development strategies and programs, including national public relations management, presentation coaching, client relationship management and new business generation. Based out of Denver headquarters, Ms. Citroen will support the business development efforts for the firm's three offices.

OZ Architecture has appointed three new interns at the firm's Denver studio: Michael Mowry, Ann Laura Ruesjas, and Michael Melun.

RNL has been chosen to master plan the new campus for the Colorado Christian University to be located on a 200-acre site situated between US 285 and Belleview. RNL will master plan the entire site and provide conceptual design for the first phase of building, which will begin in about two years.



In designing the new Colorado Christian University campus, RNL Design envisions a traditional setting with a central quadrangle and a series of contextual buildings organized to create a "mountain village."

AIA COLORADO YOUNG ARCHITECT'S GALA

Get ready for The Young Architects' Gala—scheduled for April of 2000. This is a new event for AIA Colorado. The Gala will honor our state's young architects (licensed 10 years or less), interns, and students studying architecture. It will combine several existing programs and develop some new ones to create a dynamic new event honoring the youthful spirit of our profession. The focus will be on our state's up-and-coming generation of young architects, interns, and students. It will be an evening full of celebration, praise, and lots of excitement.

The Gala will incorporate AIA Denver's Young Architect of the Year Award and the AIA Colorado/University of Colorado Educational Scholarship Fund Awards. It will also create a new body of awards specifically aimed at young architects and interns around the state. These new awards will not be conventional design awards, as we know them. Rather, they will honor skills and pursuits often more accessible to young architects and interns—technology achievements, construction document skills, craftsmanship, graphic and 3D presentation skills, model-making etc.

The event is timed to take place at about the same time as the AIA Colorado Educational Scholarship Fund Awards reception to ensure students' presence. By having this event in the spring, AIA Colorado intends to honor the sense of rebirth and renewal inherent in the season and the profession. It will also bring a major event to AIA Colorado in the spring.

So mark your calendar for late April. You will hear more details as the date gets closer. Meanwhile, if you want to participate on the committee contact the chair of the committee, David Tryba, AIA, at 303.831.4010.

NEW MEMBERS

- Sarah Davison-Tracy, SA
- Scott Thomas Hedglin, Assoc. AIA
- Audrey Hitchcock, Assoc. AIA
- Hamid Khellaf, Assoc. AIA
Doug Walter Architects
- Edward J. Ladwig, AIA
Marketplace Architects
- Michael S. Marsh, AIA
Marsh & Associates, Inc.
- C. Daniel Miller, PA
C/V LAN, Inc.
- Brian Michael Ray, AIA
H + L Architecture
- Steven D. Rohrer, PA
SDR Construction Company
- Ian Howard Roth, Assoc. AIA
H + L Architecture
- Bradly J. Wonnacott, Assoc. AIA
John Williams Architecture, P.C.
- Kurt Worthington, Assoc. AIA
Carl A. Worthington & Assoc.
- Edyta Zawisza, Assoc. AIA
John Williams Architecture

PLANNING FOR PUBLIC FACILITIES: AN INTEGRATED APPROACH

—Amy Tabor, Associate, RNL Design
AIA Denver Chapter

The facility planning process is becoming increasingly complex, as the issues and factors involved are difficult to neatly categorize into distinct disciplines. Architecture and consulting firms offering facility planning services are being called upon to be knowledge providers across multiple disciplines, including technology, human resources, environmental psychology, ergonomics, and strategic business planning. The interconnectedness of planning information is even more broad when conducting facility planning for public entities where additional areas of expertise, such as public policy, economic and real estate development, urban planning, and community-based planning are added to the mix.

Recognition of this has led to the development of the fully integrated and multidisciplinary planning approach described here. Take the typical corporate issues and add factors including the political process, citizen input, service delivery of essentials such as fire and police, city or county infrastructure, and urban community planning and you have some of the key elements in a public facilities master plan.

There is increasing pressure on cities and counties to operate more as a private business does: to improve efficiencies, public

service, and their bottom line. These public entities must answer to citizens and political leaders when making operational, and consequently, facility-related decisions.

Key components to an integrated public facilities planning approach are consensus building, understanding the political process and players, and creating a comprehensive database of facility, operations, work process, relevant trend, and benchmarking information.

Facilities master plan

This Citywide Facilities Master Plan, recently completed for a rapidly expanding city in Colorado, provided an opportunity to synthesize the concepts of corporate and public planning using an integrated model to develop a comprehensive strategic facility plan.

Background

City personnel began working with RNL Design in 1998 to develop a city-wide facilities master plan. The goals of the project were to define space needs for all primary city functions based on growth, operational, service delivery, and technological requirements through 2020.

Another goal was to develop strategic alternatives that will guide the city in making short- and long-term facility-related decisions over time.

The team

The comprehensive nature of the project required a diverse team that consisted of a core project team and variety of consultants who were involved in the project during different project phases. The integrated planning model (right) illustrates the relationship between the core project team members, client and adjunct team members, and consultants. Team members included:

- ◆ Planner/programmers
- ◆ Research coordinator
- ◆ Database coordinator
- ◆ Landscape architects/urban planners
- ◆ Real estate consultant
- ◆ Telecommunications consultant
- ◆ Library consultant
- ◆ Engineering team
- ◆ Cost estimating consultant

The process

The work process was structured around three distinct phases: data collection, data analysis, and development of alternatives. Each phase included input from varying team members; feedback loops back to other project phases were developed as the project progressed to address additional information or changes. The data collection phase included information gathering by using questionnaires and interviews with key city personnel. Interviews focused on critical factors that affected each department's operational issues such as:

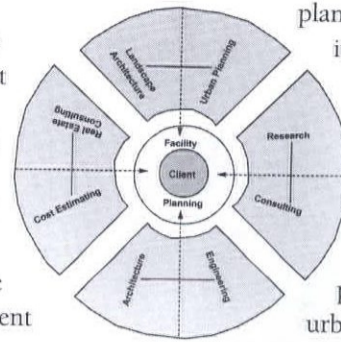
- ◆ Organizational changes
- ◆ Geographic location requirements
- ◆ Service delivery areas/zones
- ◆ Service delivery response time requirements (e.g., fire, police)
- ◆ Use of technology and technology improvements needed
- ◆ Available real estate
- ◆ Areas of economic and real estate development
- ◆ Current building conditions/locations
- ◆ Public support
- ◆ City council/political support

- ◆ Cost implication
- ◆ Current trends affecting specific groups/operations

A planning data base and Geological Information System were the primary planning tools used to manage the information and analyze data.

The product

Participatory work sessions were held with the city and project team to develop alternatives and explore the effects of proposed solutions including urban planning, costs, staff space needs, public needs, real estate, and site issues. The resulting master plan is a road map for facility-related decisions outlining phasing and cost implications. It is viewed as a living document; the groundwork is laid to easily update and modify the plan as priorities, economic conditions, political climates, and demographics change.



Integrated Plan Model
—Courtesy of RNL Design

[CONSERVATION, from page 3]

powerful negotiating tool for the entitlement process.

8 Open space linkages where the entire community can garner a benefit is likely to bode well in gaining neighborhood support during a rezoning.

9 A critical mass of open space can support such amenity-based features as equestrian facilities, hiking and bike trails, and wildlife corridors for the larger community.

10 Larger open space areas maximize groundwater recharge into the aquifer by reducing storm water run-off. Open space also increases water quality and minimizes environmental impacts by limiting live stock. It also controls associated uses through the use of covenants, controls, and restrictions.

For more information on these and other environmentally sensitive approaches to site and land planning, contact Land Architects, Inc. 303.734.1777 a land planning, urban design, and park planning firm with offices in Littleton. Members of our firm have worked on land and site planning projects throughout the Midwest and Western United States.

International Marble & Granite

CAUGHT BETWEEN A ROCK AND A HARD SURFACE?
CLICK!

IMG's entire product line (\$8 million dollars in inventory, featuring 190 distinct stones from 27 countries) can be viewed online at www.imgstone.com. Natural marbles, granites, slates and limestones-polished, honed, tumbled or finished to your specifications. Available in sizes from 4" x 4" to 24" x 24" tiles, with an additional 12,000 slabs in stock. This easy-to-navigate web site gives you all the tools you'll need to specify your next natural stone project.

www.imgstone.com
Wholesale purchasing and delivery from coast to coast.

Corporate Headquarters • Denver, Colorado
1-800-IMG-2511 • (303) 722-1023 Fax
Colorado • Kansas • Ohio • Italy

ARCHICAD 6.0

"ArchiCAD 6.0 could very well be the first truly no compromise architectural CAD software."
Jerry Latserin CADence Magazine

Graphisoft® Authorized Reseller & Trainer

CADDesigns
Colorado's #1 ArchiCAD® Source

Call for a FREE Demonstration and Evaluation Package of ArchiCAD 6.0

Specializing in ArchiCAD Sales, Training, and Support for over 10 YEARS. Call for more information on seminars and the services CADDesigns provides.

7500 W. Mississippi Ave. • Suite E-236 • Lakewood, CO 80226
303.742-0100 • Email: kevin@cad-designs.com

Call for entries THE 2000 DUPONT BENEDICTUS AWARDS, RAIL~VOLUTION 2000

The DuPont Benedictus Awards is an annual international architectural awards program to recognize innovation in the use of laminated glass in outstanding commercial and residential architectural projects, or in significant and enterprising architectural projects in which laminated glass is an essential component.

Scope

The competition is named after Edouard Benedictus, a French chemist who discovered the process for laminating glass. The program includes a student design competition in addition to recognition of completed projects in the two professional categories, commercial and residential.

Prizes

Both a commercial and a residential architectural project will be selected for award. The winning architects will each be presented with a glass sculpture designed by renowned German artist, Hans Godo Frabel. The winning projects will be displayed at the AIA Convention and will also be published in international professional publications of architecture and construction, as well as in a summary publication.

Eligibility

This program is an international competition open to all architects except members of the jury or their firms. Entrees may be submitted by individuals or a group of individuals contributing to the design. In addition, the entry

can be a collaborative effort representing work of individuals from several firms. Projects must have been completed since January 1, 1995.

Deadline for submitting entries

Entry deadline for the professional category is March 6, 2000.

Information

For more information, see the AIA's home page at www.aiaonline.com under professional interests, or contact the AIA; 1735 New York Avenue NW; Washington, DC 20006, USA. Phone: 202.626.7446 or 7451, FAX: 202.626.7424,

community solutions to tie in inner-city development parcels to existing communities, connecting growing suburban communities to emerging neighborhoods, or protecting natural resources, Rail~Volution provides the perfect forum for collaborative discussion.

The conference, slated for October 4-8, 2000, attracts a broad cross-section of concerned citizens, business leaders, academicians, elected and federal officials, planners, and transit operators. No other conference provides for such diverse exchange, problem solving, and discovery. The conference focuses on how transit can be used to reinforce and provide viable choices to moving in and around our communities. It seeks to promote the concept of transit-oriented development by showcasing built projects that can be examined and replicated and is a virtual breeding ground for building new coalitions and fostering innovative ideas.

For more information about the conference or to request a presentation nomination form, please call 503.823.6870. Presentation nomination forms are due March 20, 2000.

RAIL~VOLUTION 2000 BUILDING LIVABLE COMMUNITIES WITH TRANSIT

The Mile High City and its adjoining front range communities provide the perfect backdrop as Rail~Volution 2000 explores the issues and opportunities surrounding the national challenge to connect our regions. Rail~Volution 2000 will explore the interface among economy, environment, and community connectivity. Whether seeking livable

HISTORIC DENVER RELEASES FOUR NEW HISTORIC GUIDES

In December, Historic Denver, Inc. released four new Historic Denver Guides that explore the rich history of Denver's buildings and neighborhoods through entertaining walking tours. The project was partially funded by a State Historic Fund grant award with the assistance of Historic Denver, Inc. The

authors include Tom Noel (Dr. Colorado), Bill Hansen, Michael Paglia, Nancy Widmann, Diane Wray, Rodd Wheaton, and Annette Student.

Baron Walter von Richtenofen founded one of Colorado's model suburban towns back in the 1880s. He designed his castle as the centerpiece and show home. A quaint neighborhood clustered around the castle serves as a catalog of architectural styles from the Queen Anne to Wrightian. Tom Noel and Bill Hansen, co-authors of *The Montclair Neighborhood*, will guide you through this neighborhood's many historic architectural delights. ISBN 0-914248-24-3, \$9.95.

Cheesman Park and the neighborhood around it abound with history that reaches back to the founding of Denver City, as Denver was named in 1859. The guide book takes the reader through three designated historic districts, two parks, former cemeteries, the Denver Botanic Gardens, and homes along the way. Annette Student's book, *Historic Cheesman Park Neighborhood*, provides a small sampling of that history and the "movers and shakers" from the highest social circles and the middle-class residents. The book will also describe how Denver's economy had a visible effect on

[See HISTORIC DENVER on page 13]

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



Different by Design®



Is there a roadmap to cyberspace?

We chart safe courses.

- We know Computers.
- We know Networks.
- We know the Internet.
- We know Architecture.
- We live for Productivity.
- What else do you need to know?

Strategic Planning
Network Administration
Intranets / Extranets
Web Development
CAD Management
Onsite Support
Outsourcing



A POST-INDUSTRIAL CONSULTANCY
www.thegeckogroup.com
Boulder • Denver
303.415.2052 • 800.413.4552

[HISTORIC DENVER, from page 12]

the occupants, sizes, and architectural styles of single- and multi-family residences in the area. ISBN 0-914248-21-9, \$9.95.

During the past couple of years, the Baker Neighborhood has transformed and become another hot Denver neighborhood. The author of *The Baker Historic District*, Nancy Widmann, encourages the reader to imagine the neighborhood as it was in the early 1890s. Broadway (the eastern boundary of the neighborhood) was home to many large houses, a few small stores, and a couple two- and three-story business buildings. Cable cars ran along Broadway, replacing earlier horsecars. They shared the street with bicycles and horses and carriages. The streets were not paved. Some of Denver's prominent women resided in Baker, including Saidie Likens, Alice Polk Hill, Dr. Elizabeth Bates, and Mary Coyle Chase. ISBN 0-91428-22-7, \$9.95.

Among the old Victorian, Tudor, and bungalow homes of Denver's historic neighborhoods, there are architectural masterpieces in the modern style. Michael Paglia, Diane Wray, and Rodd Wheaton introduce the reader to the impact that commercial booms and busts have had on Denver's architectural timeline. In the 1950s, Denver buildings, which in the past had been designed primarily by local architects, began to

transform with the additions of world-renowned architects such as I. M. Pei, Skidmore Owings and Merrill, and Kohn Pedersen Fox. *Denver: The Modern City* guides the reader through a chronological tour of modernism in Denver. ISBN 0-914248-23-5, \$9.95.

The Historic Denver Guides project is partially funded by a State Historical Fund grant award from the Colorado Historical Society, with the assistance of Historic Denver, Inc. The mission of the State Historical Fund is "to foster historical preservation through tangible and highly visible projects for direct and demonstrable public benefit." Revenues are collected from taxes collected on gaming activities in Cripple Creek, Central City, and Black Hawk and then awarded to projects such as the *Historic Denver Guides series*.

Other titles within the *Historic Denver Guides series* are; *The East Seventh Avenue Historic District*, *Geology Tour of Denver's Capitol Hill Stone Buildings*, *The Potter-Highlands Historic District*, *Molly Brown's Capitol Hill Neighborhood*, *Denver's Architectural Styles and Terms*, *Geology Tour of Denver's Buildings and Monuments*, *The Wyman Historic District*, and *The Lower Downtown Historic District*.

SHELTERING PROFITS FROM TAX WHILE FAVORING OWNERS

—William A. Magnusson, CFP, MBA, PA and Jacquelyn M. Baker, Assoc. AIA

Like most professionals, you're probably so wrapped up in the day-to-day affairs of your business that thoughts of your long-term financial goals may not have gone beyond a few investments whose earnings may come in handy some day. Now you're faced with such questions as, "Will I really have enough to live on? Where will the money come from?"



—William A. Magnusson, CFP, MBA, PA



—Jacquelyn M. Baker, Assoc. AIA

There's a real need to control your future, not just look forward to it. Most financial planners agree that you should be able to maintain your—and your family's—lifestyle on a post-retirement income equal to 80 percent of your pre-retirement earnings. Now comes the question of how do you accumulate dollars for retirement?

Profit sharing plans have been the favorite choice of financial and tax advisors because of the great flexibility such plans allow regarding annual contributions. Unfortunately, until now, they've suffered from a serious flaw: compensation was the chief criterion used in allocating yearly contributions for participants. Age and service didn't count, thus, older employees (which owners usually are) have found their contributions unduly restricted under profit sharing arrangements. Defined benefit plans are great for the owner who wants to contribute more than 15 percent of payroll and wants a relatively stable deposit each year. But if flexibility is the main concern, a different approach is needed.

Cross-tested profit sharing plans

So the trick is to combine the flexibility of profit sharing with the age-weighted allocations of the defined benefit plan. And that is precisely what cross-tested profit sharing plans do. To give you an idea of how effective these plans can be,

here's an example. Take a small firm with two owners and three employees. The owners aged 47 and 45, are paid \$100,000 and \$80,000, respectively in salary. The first employee, age 35, receives \$25,000; the second, age 30, \$20,000; and the third, age 25, receives \$15,000. The total plan contribution is set at a maximum of 15 percent of compensation, or a total of \$36,000.

Under a regular profit sharing plan, the owner's share of the contribution would amount to \$28,400, or 78 percent of the total deposit. Therefore, they have lost 22 percent of the money they are willing to set aside for retirement. That, in combination with today's tax brackets, may be unacceptable. They might lose less by depositing after-tax dollars in a personal fund. Under an age-related, or new comparability plan, their share can be boosted to \$32,700 or 91% of the total plan contribution. Now, they've got something to show for setting up the pension plan, and are still able to "do something" for their employees.

William A. Magnusson and Jacquelyn M. Baker specialize in working with owners and principals of architecture firms in a number of different retirement and business planning areas. If you have questions, contact them at 303.221.2100.

Wind2 for Windows

Is Your Financial Management Software Taking You Where You Really Need To Go?

You expect your current software to help improve your profitability, but

is it really capable?

Does it have the advanced

features, the

flexibility, and the custom

options you need? Wind2

for Windows has all of these

and more. From custom on-time

invoicing and informative project reporting, to

accurate financial accounting, we not

only have what you need today but

what you'll need

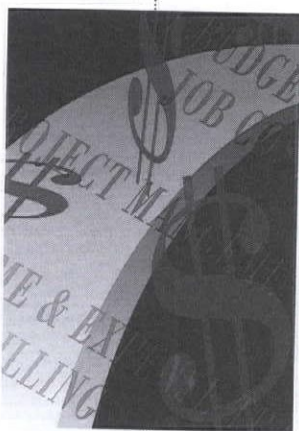
tomorrow. Call us

for a CD demo and let us show

you how to get

to where you

really want to go.



Wind2

The Number One Provider of Time/Billing, Project Management, and Accounting Software for the Professional Services Firm.

Call 1.800.779.4632 today for a CD demo or visit us at www.wind2.com

Enhance Your Image...

With a range of traditional photographic and progressive digital technologies, Pallas can address a variety of presentation requirements.

Services available include:

- Film Processing
- Color Print Services
- B&W Print Services
- Display Size Prints
- Color Laser Copies
- Hi-Res Drum Scanning
- Digital Retouching
- Flat Art to Transparency
- Digital Slide Imaging
- Mounting & Laminating
- Large Format Ink Jet Printing

Pallas Photomaging

700 Kalamath, Denver, CO 80204 ♦ (303) 893-0101 Fax (303) 893-1927
email: pallas@rmi.net ♦ (800) 875-7875

MARKETING VS SALES: ARE YOU TOO BUSY FOR YOUR OWN GOOD?

—Hank Harris, Vice President FMI

The market for professional design services is at an all-time high. In fact, for many firms right now, it's almost in a state of frenzy. Along with all of the usual problems that come with a long bull market, one of the issues that

persistently haunts many firms is the tendency of many clients to relegate design services to commodity status.

So, everybody is really busy and most people are making money. However, the

risk/return ratio of the industry remains inadequate. This seems to be the case, whether looking at reported returns or simply talking with principals about results. One of the reasons for the inadequate risk/return ratio is the fact that volume is high, but competition in its pure form keeps the pressure on fees. In this type of climate, it's tempting to cut down on marketing and sales efforts, under the premise that, "We have more work than we can deal with at the moment." However, marketing and sales are two distinctly different issues, and cutting back on them unilaterally is a bad idea.

There are numerous definitions of "marketing" floating around. The classical definition is the process of determining what people need and developing goods and services that meet those needs. Noted consultant Peter Drucker once defined marketing as everything you do as seen through the eyes of your customers. One of my favorite definitions of marketing came from an engineering firm principal who simply said, "Oh, that's all that stuff that you do so that you don't have to sell so hard." Actually, these are all pretty good definitions of marketing, and they each address why marketing must exist as a functional area of the business and should not be compromised, no matter how busy the market is. Here are some of the top reasons why cutting the marketing budget and process is a mistake.

Fee Commodification. Clients will buy based on price if you let them. You cannot differentiate yourself successfully without an aggressive marketing strategy and program in place.

Positioning battle. There is a massive battle taking place among different

service providers to get the attention of your clients and potential clients and take over their decision-making processes. Participants in this battle range from contracting and design firms to the Big Six accounting firms. Design firms who cut marketing will win a short-term margin battle, but will lose the war.

Marketing misunderstanding. The belief in many design firms that marketing exists only to increase sales is erroneous and reflects a fundamental misunderstanding of marketing. Your marketing program should constantly increase the volume of opportunities from which you have to choose. Increased margin comes from being able to pick and choose.

RFP-chasing inefficiencies. Most design firms have become quite expert at structuring departments to constantly respond to the continuous flow of requests for proposals (RFPs). RFP departments are a perfect application of Parkinson's Law, which says that work always expands to meet the time allotted. After all, there is no such thing as a "perfect" proposal, so the RFP departments simply work on proposals until they're due. Sound marketing is the only way out of this spiral of inefficiency. The marketing program is what makes the telephone ring. It is the difference between chasing RFPs as another commodity and serving clients who are interested in doing business with your firms. You do not want to give up that kind of edge in any market.

Economic cycles. If you live long enough, you do become a believer in these. A sound marketing program is critical to riding through the down times. A rising tide lifts all ships, which describes the current state of the industry. Only well-positioned, well-marketed firms will thrive during the down times, which inevitably will arrive. A major value driver in any design firm is the firm's ability to generate consistent earnings, even in the face of declining markets. So you need to keep the marketing engine going at all times. That means continuous marketing that keeps your firm positioned in the minds of your target-market participants. It doesn't mean "let's-add-more-horsepower-to-the-proposal-department" marketing. The more business you bring in without jumping through the hoops of an RFP process, the better.

Selling is a subset of marketing. It's one of the things you do to pull business in the door. Selling involves the face-to-face work of meeting with prospects and clients to convince them to do business with your firm. Frankly, it is one of the things that design firms often do poorly. Marketing ends up "state of the art," but not enough principals' time goes into developing relationships that directly create business. It can be tempting in today's environment to cut back on those sales hours, because, after all, we have more business than we can handle.

Maybe you do have too much to keep up with to allocate the time to the sales process that you would in a tight market. To decrease direct sales time might make

FOR EVERYTHING OUTSIDE THE BOX

LAND ARCHITECTS

2681 W. Alamo Ave.
Littleton, Colorado 80120
303-734-1777

Site Planning • Urban Design • Park Planning & Design

Pushing the envelope...

JD Edwards Corporate Campus - Denver, CO

ELWARD CONSTRUCTION CO.

Specializing in exterior metal, glass & stone applications.
(303)-239-6303

...come see what we can do.

www.elward.com



LEGISLATURE HAS CONVENED—LAND USE, TRANSPORTATION BILLS INTRODUCED

—Mike Wisneski, AIA

February finds your Government Affairs Committee and the legislative subcommittee very busy with the new legislation of the year. This year's bills are exciting, mostly because of the renewed interest in controlling rampant growth and resolving our transportation woes. But first, congratulations to our own **Jim Zavist, AIA!** He was recently appointed to the

RTD Board. We look forward to having an architect's voice in the transportation discussions to come this year. The 2nd Regular Session of the 62nd General Assembly of the State Legislature convened January 5, 2000 and the deadlines for introducing bills were January 21st for Senate and January 26th for House bills. At this time, the legislative subcommittee is meeting weekly to monitor the bills proposed by the Senate and House that affect our profession.

We expected from the legislature a variety of bills pertaining to land use and planning, under the umbrella of "Smart Growth." During the interim session, our legislature prepared ten preliminary

bills on this subject alone! There were several bills introduced to alleviate the transportation problems of the state, such as defining RTD revenues and appropriating money for highway infrastructure. We are reviewing bills relating to the improvement of the state capitol and the customary capital improvement bills to fund public construction projects. Your legislative subcommittee is monitoring these bills very closely, as well as others that affect the business of architecture, the environment, and planning.

We invite you to be involved this year! Contact your state Representative and Senator, especially regarding issues pertinent to the profession of architecture. You

can visit the state legislature Web site at: http://www.state.co.us/gov_dir/stateleg.html At this site, you can follow the bills as they are introduced and amended, find information on your state legislature, and be connected to your government at work. Don't know who your elected officials are? Click on the "Who are my elected officials?" link, enter your ZIP+4 code and you'll have their names! It's simple, fast, and easy!

Finally, a warm "thank you" to those firms that sponsored our Champion's program last month and to those who participated! We look forward to seeing you at Champions lunches this year.

sense, because the firm doesn't need as many leads during a boom time. But you should be cautious about cutting out so much of the face-to-face time that your firm is at a disadvantage when the market turns. The main reasons that some degree of sales effort needs to be maintained are:

Emotional bank balance. Steven Covey first articulated the idea of relationships having "positive and negative balances." Failure to invest in relationships just because "you don't need somebody" in

the short run can prove disastrous in the long term. Clients don't like to be abandoned, and they will remember if you abandon them.

Defensive strategy. Your clients were all someone else's before you got them. Some degree of continual presence is required to keep any relationship fresh.

Over-reliance on client base. Repeat business is a wonderful thing, but it is more valuable to be in a position that frees you from the fear of losing any one

account. Also, any business needs a continual inflow of new leads and business to stay viable. The best quality of new business will not be found without a concentrated business-development effort that focuses on new accounts.

Anchor for marketing. The best marketing program in the world will be ineffectual without a vibrant sales effort. Far too many design firms have built great marketing plans but fall flat in their efforts because not enough people are willing to get out and generate client relationships. Sales are ultimately the harvesting of the marketing investment.

Competition for client control. The delivery system and service provider that a client selects on a given project will often be determined by which firm has invested the most time in convincing the client which way to go. Most design firms are functional businesses. Simply put, that means they must do three things well. They must get the business, produce it, and have systems in place to keep score on the results that they achieve. Most design firms are culturally attuned to the production side of the business. Getting the business is sometimes seen as a necessary evil, even in a

tough market. It becomes especially easy to let business acquisition slide in a strong market. However, most firms would be well served to keep the marketing engine humming and make sure that at least a minimum degree of sales contact is maintained.

The market today is about as healthy as it can get. The temptation for many firms is to maximize every ounce of their resources to produce a return on today's business. This is an understandable notion, but caution is advised. Many firms are so busy right now that they're not taking the care they should with their fundamental health and infrastructure needs.

A rising tide lifts all ships, but only the well-tended will survive the inevitable downside of the cycle. It takes tremendous discipline to sacrifice today's return for the long-term health of the business. However, unless you are only in business for the short term, a solid marketing and sales program is an essential part of making sure that you continue to thrive in the future.

Reprinted with permission from the summer 1999 issue of FMIdeas, FMI Corporation 919.787.8400.

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: With most .PLT Files

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 42" Wide
- ✓ Free Pick-up & Delivery
- ✓ Oversized Color Scans
- ✓ Oversized Color Copies

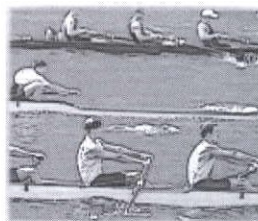


297-9191

KEN'S REPRODUCTIONS LTD.

2220 CURTIS STREET • DENVER, COLORADO 80205
E-MAIL: SALES@KENSREPRO.COM NET: HTTP://WWW.KENSREPRO.COM

WHAT IS "WUTTER?" (Choose One)



- a) A 15th century German Protestant cleric.
- b) The start of a love song, i.e., "Wutter you doing for the rest of your life ..."
- c) The stuff flowing in the Delaware & Schuylkill Rivers and out of Philadelphia taps. ("I stepped in a puddle and got wutter in my shoes.")

Answer: You probably guessed, it's C.

Join us this May at the HOST CHAPTER PARTY during the AIA National Convention, and you can dine in our Reading Terminal Market, dance in our vast train shed and treat yourself to a lovely strawberry wutter ice.

NEW CENTURY
LIVABLE COMMUNITIES
FOR AMERICA'S FUTURE
NEW VISION

CONVENTION
AIA
EX 20
PO 00
PHILADELPHIA

It could only happen in Philadelphia!

The city that invented the cheese steak, American Bandstand and the Fourth of July knows how to throw a party! Come celebrate with us on Saturday night, May 6, 2000, at the Convention.

Visit www.aiphila.org for more information.

FEBRUARY EVENTS

Monday	Tuesday	Wednesday	Thursday	Friday
7 5 pm Denver Foundation for Architecture, AIA Office	1 5 pm Legislative Reception, REI	2 Noon Committee On The Environment, AIA Office ◆ Noon 2001 Convention, RNL Office	3 4 pm AIA Denver Board of Directors, AIA Office	4 11:30 am Preservation Partners for New Century, Denver Athletic Club
14	8 5 pm Legislative Reception, REI	9 7 am South Chapter Board of Directors	10	11 11 am Editorial Board Meeting, AIA Office ◆ 2-5 pm Government Affairs, AIA Office ◆ 3 pm West Chapter Board of Directors, Greenwood Springs
15 7:30 am Housing Committee, AIA Office ◆ 3 pm North Chapter Board of Directors	16	17 7:30 am Design Build, AIA Office ◆ Noon Design Communications, RNL	18 12:30 pm Finance Committee ◆ 2 pm AIA Colorado Board of Directors	12 1pm Co-housing tour, Golden
21	22	23 11:30 am Member Lunch, Tattered Cover LoDo	24	25 8 am Designer-Led Design/Build Workshop, Cherry Hills Country Club
<p>For more information on any of these events, call AIA Colorado at 800.628.5598, unless otherwise noted.</p>				

MARCH HIGHLIGHTS

- 2 "Doing Business in Colorado" Annual program by Hall & Evans
- 30 Fair Housing Workshop

Colorado Architect
One Park Central
1515 Arapahoe St.
Suite 110
Denver, CO 80202

Colorado

ARCHITECT

A PUBLICATION OF AIA COLORADO

FEBRUARY 2000

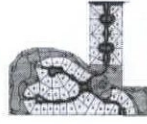
\$5.00

YOU'RE INVITED!

National ad campaign update

PAGE 1

Conservation design considerations for master planning



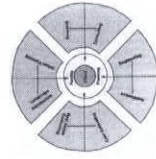
PAGE 3

Gondolas solve transportation, capacity concerns



PAGE 9

Planning for public facilities



PAGE 11

Marketing versus sales: Are you too busy for your own good?

PAGE 14

Plan to join us Tuesday, February 8 for our second annual Legislative Reception, sponsored by the Design & Construction Coalition and Hensel Phelps Construction Co.

The event will be held at the new REI store, in the former Forney Museum in downtown Denver. The Design & Construction Coalition represents the memberships of AIA Colorado, the American Consulting Engineers Council of Colorado and the Associated General Contractors of Colorado.

Last year's event, held pre-opening at Colorado's Ocean Journey, attracted more than 600 architects, engineers, contractors, and legislators. Don't miss this great opportunity to meet not only with your fellow colleagues, but also with your legislators—while helping AIA Colorado enhance its presence on "the hill." Not only that, but you'll be one of the first to see REI before it opens to the public!

Call AIA Colorado for registration information, 800.628.5598.

