Four AIA Colorado Members Elevated to Fellowship

Alan Colin Gass, FAIA

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

Through the early 1960s, he initiated and maintained public discussion of the need for a regional urban transportation plan incorporating mass transit. In 1962 he founded the AIA Colorado's Urban Design Committee, focusing the attention of the architectural profession on possibilities inherent in urban Denver. In 1983, as chair of the AIA Task Force, Alan presented the Downtown Denver Master Plan Committee with five alternatives for rejuvenation of Denver's Central Core. Out of this emerged Denver's Sixteenth Street Pedestrian Mall, a vital heart of the city. In 1969, the Denver Chamber of Commerce Task Force, with Alan serving as representative of AIA Colorado, successfully lobbied the Colorado Legislature to form the Regional Transportation District (RTD).

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

[See FAIA, on page 15]

Partnering on Projects

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

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

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

How does this relate to us as architects? Before we can have a positive effect on the communities in which we live, we need to reflect the community that we serve. First, we need to get out into the communities and recruit minority students. On a positive note for Colorado, Phil Gerou, FAIA, and Cheri Gerou, Assoc. AIA, have organized a year-long series of seminars in conjunction with the Colorado Association of Black Professional Scientists. Since October, they have met every other week with ten high school boys and girls. Many of you have donated time and talent to put on these seminars. Bravo, Phil and Cheri!

What's being done about diversity issues in the AIA? The AIA National Diversity Forum was created to provide all women and minority members with equal access to leadership roles in all levels of AIA and the profession. The agenda of the Diversity Forum is organized into four areas: Education, Design/Visibility, Activists and Practice/Workplace. The Diversity Forum sponsors and organizes the Annual National Diversity conference each year. It is a vehicle for educating those in the majority about diversity issues in the workplace, culturally sensitive design, working with multicultural clients, minority design aesthetics, and how diversity is good for business. This year, the Fifth Annual Diversity Conference will be in Atlanta August 7-9. Call the National diversity office, 202-620-7305.

What can we do as individuals? I believe positive social change only happens when the individual changes. We need to get out of our comfort zones, work with multicultural clients, minority design aesthetics, and how diversity is good for business. This year, the Fifth Annual Diversity Conference will be in Atlanta August 7-9. Call the National diversity office, 202-620-7305.

What can we do as individuals? I believe positive social change only happens when the individual changes. We need to get out of our comfort zones, work with multicultural clients, minority design aesthetics, and how diversity is good for business. This year, the Fifth Annual Diversity Conference will be in Atlanta August 7-9. Call the National diversity office, 202-620-7305.

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

Monroe & Newell
Engineers, Inc.
Access Board
Hearing Coming to Denver

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

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

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

Also, the International Interior Designers' Association and the American Society of Interior Designers are sponsoring a seminar/discussion with Access Board representatives on June 5 from 4:60 p.m. at the Denver Design Center, 595 South Broadway. For more information or to RSVP, call Donna Mullins at 303.674.1600.

[PARTNERING, from page 1]

The Problem

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

The Solution

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

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

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

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

[LETTERS POLICY]

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

[COLORADO HARDSCAPES]

303 750 8200
www.coloradohardscapes.com

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

Custom Hardscape Applications
• Staining
• Bomelite
• Custom Finishes
• Form Liner
• Wall System
• Custom Rock
• Water Features

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

Boulder • Cedar Rapids • Des Moines • Kansas City • San Diego
Continuing Education Opportunities

Design Technologies announces its second quarter class schedule

Design Technologies is offering general AutoCAD, mechanical design, architectural design, civil design, multi-media and graphic design computer classes. All classes include handouts or a workbook, and if you miss a class, you may audit (within 60 days) any AutoCAD class at no charge. Saturday and evening classes are available, and there is a 30-day, money-back guarantee.

Contact Design Technologies at 303.449.2171 or 800.825.1111 for class schedule information, or visit their website at www.dtl.com.

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

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

“Hiring and Keeping the Right People” is a one-day seminar for architecture, engineering, planning and environmental consulting firms. The program is designed to benefit principals, hiring managers, and human resources directors. Attendees will learn dozens of proven techniques to attract, hire, and hold on to great professionals.

The seminar, which has been approved for six Professional Development Hours, will be held at the Westin Tabor Center on Friday, May 28. For more information, contact Jerry Paul at Dept. AS. Zweig White & Associates, Inc., 600 Worcester St., Natick, MA, 01760. (phone) 508.651.1539, (fax) 508.653.6522, http://www.zwa.com.

Architectural study tours to Denmark to begin in September 1998

Building upon Denmark’s international reputation for modern design, a series of professional study tours have been organized by Study Denmark, a nonprofit agency formed by the government and private groups related to tourism. The first architectural study tour will be conducted September 4-16, and is now receiving reservations and inquiries. The itinerary for the tour touches all periods of Denmark’s wealth of architectural history, from Viking forts to medieval cathedrals and modern classics like Arhus Town Hall by Arne Jacobsen. Study Denmark is a registered provider with the AIA Continuing Education System, and the price of the tour includes airfare, hotels, daily breakfast, most lunches and dinners, ground transportation, and the services of guides. The tour is available in a full-length version, September 4-16, for $3,400, and a short version, September 4-13, for $2,900. Registrations received before June 15 will get a $170 discount ($3,230 for short tour). Extension of the tour both before and after may be arranged with the authorized travel agent.

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

Handbook for Design Office Administration

SOCIETY OF DESIGN ADMINISTRATION has published this 350-page handbook of design firm administration which encompasses these five areas

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

Send checks payable to SDA to Judy Ferguson c/o Cooper Carry & Associates, Inc., 3520 Piedmont Road NE, #200, Atlanta, GA 30305

SDA Members $100  Non-Members $150

Congratulations to the Honor Award Winners of the 1998 Steve Dach Awards for Architectural Excellence

Celebrating Outstanding Achievement in Colorado Masonry Design

Fitzsimmons Army Medical Center
Center Energy Plant
& Facilities Engineering Compound
RL Design

Donor Skybox Medical Office Building
Down Partnership

Vailier Perry Branch Library
Adler Design

Dakota Edna High School
Kaja California and Robin Reckten

For more information about the award-winning, cost-saving possibilities of masonry, call the Rocky Mountain Masonry Institute at 303/691-2411.
Partnership: An Architectural Tradition

Richard Higgins, AIA

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

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

Architects' Benefits of Partnering

Jim Johnson

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

Outwardly, the owner, architect and general contractor may seem to have divergent agendas. This can often create an adversarial relationship, with every side making decisions based on their own organization's objectives without considering the effect of the other parties. Through partnering, it is proven that the owner, architect and contractor have similar goals: to complete a quality project that meets the user’s needs, within budget, on schedule, and efficiently, without litigation.

The partnering process helps establish a relationship among the design and construction teams and builds commitment to one another by focusing on a project's specific goals. Through many partnering workshops, and refining the partnering process, GE Johnson Construction Company has found that all parties involved in partnering benefit.

| See BENEFITS, on page 6 |

The maintenance of the partnership continued during the fee negotiations for the facility planning phase of services. An agreement was negotiated between the partners with win-win results being the goal. The school district had limited funds. The project team needed to be compensated for their services and expenses. The agreement tailored the scope of services to match the available funds. Some tasks were performed by the school district, previous studies and conclusions were performed by the school district, the Norwood School District elected to place a capital improvements bond issue on the November ballot.

During the bond campaign the partnership was required to act independent of the independent actions continued to be consistent with the partnership goals. Study information was presented at public forums. Reports and visual presentations were provided to the media for reprint. Questions and inquiries from citizens were addressed.

The team understood the importance of “getting the word out.” The extension of the partnership was offered to anyone who had similar goals and vision for the school district.

The culmination of the team's efforts was the bond issue’s successful passage. The partnership choose to continue its “outreach” initiative. The result was a renewed commitment to addressing the most concerning issues to the opposition.

Support for the project extended beyond the bond campaign.

The facility study addressed the partnership goals. Budget, schedule, function and visual image were jointly established based on the early facility tours, community input, teacher input, student input and the project team’s experience. The public involvement component was extremely important to the partnership's plan. The success of the project depended upon their support. The issue of need was clearly apparent; the resolution of the need was not clearly identifiable. The partnership with its diverse composition was able to identify issues and formulate solutions before being confronted with a challenge. As a result, the partnership was extended to the community “stake holders” of the project.

Pursuant to completion of the Facility Study, the Norwood School District elected to place a capital improvements bond issue on the November ballot. The partnership was required to act independent of the independent actions continued to be consistent with the partnership goals. Study information was presented at public forums. Reports and visual presentations were provided to the media for reprint. Questions and inquiries from citizens were addressed.

The team understood the importance of “getting the word out.” The extension of the partnership was offered to anyone who had similar goals and vision for the school district.

The culmination of the team's efforts was the bond issue’s successful passage. The partnership choose to continue its “outreach” initiative. The result was a renewed commitment to addressing the most concerning issues to the opposition.

Support for the project extended beyond the bond campaign.

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

Pursuant to completion of the Facility Study, the Norwood School District elected to place a capital improvements bond issue on the November ballot. During the bond campaign the partnership was required to act independent of the independent actions continued to be consistent with the partnership goals. Study information was presented at public forums. Reports and visual presentations were provided to the media for reprint. Questions and inquiries from citizens were addressed.

The team understood the importance of “getting the word out.” The extension of the partnership was offered to anyone who had similar goals and vision for the school district.

The culmination of the team's efforts was the bond issue’s successful passage. The partnership choose to continue its “outreach” initiative. The result was a renewed commitment to addressing the most concerning issues to the opposition.

Support for the project extended beyond the bond campaign.
The partnership considered simple aspects of the project. Prebid planning efforts were expended rather than expending fees to recreate the prototype solution. Travel expenses were minimized by cooperative sharing of resources. Site visits by the team were strategically coordinated to maximize efficiency and minimize cost. Value engineering efforts were performed during the design process. The partnership project cost goals were continuously revisited to verify concurrence.

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

Differing views and individual contributions were welcome in pursuing the best solutions for Norwood School District RE-JT.

![Cheyenne Mountain High School](image)

*Cheyenne Mountain High School*

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

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

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

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

---

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

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

Take a walk through time and tradition at IMG—comes in a showroom featuring 170 varieties of stone from all over the world. Than one of 15,000 sq. ft. A natural stone showroom featuring 130 types of stone that range from 6” x 6” to 24” x 24”, including slabs and in stock.IMG.jpg

Naturally divine resources for those rich in good taste!

(303) 722-2900 Fax (303) 722-1023 1-800-464-2511

309 South Sherman St. Pueblo, Colorado 81003

www$imgimages.com

**BENEFITS. from page 5**

The benefit of a partnering team, which can then construct the facility to the quality and intent of the design. If a project has not been fully developed, or is in the schematic or design development phase, the team can look for win-win solutions for Norwood School District RE-JT. Differing views and individual contributions were welcome in pursuing the best solutions for Norwood School District RE-JT.

**TRADITION. from page 5**

Large project or small, we obtain your rezoning, building permits, and other approvals faster and your client on your referral.

You imagined it.
You designed it.
You refined it.

**You don’t have to sell it.**

At Modus Management, government approval is what we do. Full-time. If you've designed a project that works for you and your client, let us sell it to the local jurisdiction.

Large project or small, we obtain your rezoning, building permits, and other approvals faster and more reliably than you can yourself. We work under your contract (at very low rates) or directly for the client on your referral.

Or perhaps you prefer spending all your time in City Hall. You should have considered a career in sales.

**MODUS MANAGEMENT**

(303) 932-8628
PARTNERING: A COLLABORATIVE PROCESS: IT ISN'T FOR EVERYBODY

—Joe Slavin, Vice President, Howell Construction

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

Is Partnering For Everybody?

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

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

Principles Necessary for Partnering to be Successful

A principle is defined as "a fundamental origin or cause of something." Several principles must exist within a system for partnering to be successful. Principles drive our behavior, and behavior ultimately drives a team's performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result. Principles affect our behavior much like foundations affect a building. A building's foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No! Either the project team would remove the bad soil and replace it with something appropriate, or the foundations would be redefined. Partnering is quickly becoming a new concept in an industry and placing the "partnering" label and discount the concept as another "impractical" management theory that does not have any application in the "real world." The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

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

Principles Necessary for Partnering to be Successful

A principle is defined as "a fundamental origin or cause of something." Several principles must exist within a system for partnering to be successful. Principles drive our behavior, and behavior ultimately drives a team's performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result. Principles affect our behavior much like foundations affect a building. A building's foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No! Either the project team would remove the bad soil and replace it with something appropriate, or the foundations would be redefined. Partnering is quickly becoming a new concept in an industry and placing the "partnering" label and discount the concept as another "impractical" management theory that does not have any application in the "real world." The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

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

Principles Necessary for Partnering to be Successful

A principle is defined as "a fundamental origin or cause of something." Several principles must exist within a system for partnering to be successful. Principles drive our behavior, and behavior ultimately drives a team's performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result. Principles affect our behavior much like foundations affect a building. A building's foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No! Either the project team would remove the bad soil and replace it with something appropriate, or the foundations would be redefined. Partnering is quickly becoming a new concept in an industry and placing the "partnering" label and discount the concept as another "impractical" management theory that does not have any application in the "real world." The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

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

Principles Necessary for Partnering to be Successful

A principle is defined as "a fundamental origin or cause of something." Several principles must exist within a system for partnering to be successful. Principles drive our behavior, and behavior ultimately drives a team's performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result. Principles affect our behavior much like foundations affect a building. A building's foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No! Either the project team would remove the bad soil and replace it with something appropriate, or the foundations would be redefined. Partnering is quickly becoming a new concept in an industry and placing the "partnering" label and discount the concept as another "impractical" management theory that does not have any application in the "real world." The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

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

Principles Necessary for Partnering to be Successful

A principle is defined as "a fundamental origin or cause of something." Several principles must exist within a system for partnering to be successful. Principles drive our behavior, and behavior ultimately drives a team's performance. Teams that do not share and operate under the same principles will ultimately become frustrated, and below-average performance will result. Principles affect our behavior much like foundations affect a building. A building's foundation supports the structure above. Without an appropriate foundation, the building will experience stresses it is not designed for and can potentially fall down if the stresses become too great. Would a project team construct a building on soils that could not support the structure above? No! Either the project team would remove the bad soil and replace it with something appropriate, or the foundations would be redefined. Partnering is quickly becoming a new concept in an industry and placing the "partnering" label and discount the concept as another "impractical" management theory that does not have any application in the "real world." The fact is, partnering is not for everybody. Many people either do not understand or believe in the fundamentals that make partnering work. Hence, their implementation will always be substandard. Mediocre implementation of a great idea will rarely produce better results than great implementation of a mediocre idea.

At the heart of why partnering works is the classic argument of motivational theory (Theory X vs. Theory Y). Some believe that people are fundamentally lazy and dishonest, finding no intrinsic value in work (Theory X). Therefore, the only way you’ll achieve the results you desire is by directing and putting controls in place. Others believe that people are fundamentally industrious and honest (Theory Y). If you create the appropriate environment for success and properly define the desired results, workers will strive to meet the objectives set before them. Most people operate either at one end of the continuum or someplace in between. Partnering is basically a Theory Y philosophy. For the hard-core Theory X leader who is used to dominating vendors and doesn’t trust anybody partnering will be a long, tough road. It is very difficult to make a substantial change in people's behavior if their fundamental beliefs are not aligned with the behavior desired. Partnering success will not be maximized unless the leaders of the organizations are committed to the principles of partnering and the underlying management philosophies.
Experience shows that the selection criteria for short-term versus long-term outcomes are quite different. More time and energy spent on a design can quickly equate to a more functional building with lower life cycle costs— even if the initial construction cost is slightly higher than an alternate design. Total cost incorporates several components often overlooked when evaluating initial or up-front costs, including operational and maintenance costs, employee productivity issues, company down time, time to market, life-cycle costs, final design and construction costs, and many others. Long term versus short term affects us everywhere. So why does this industry continue to recommend selection of our downstream suppliers and teammates on the basis of short term criteria and not on a demonstrated history of generating final solutions that maximize all of the client’s objectives—including cost?

Teams Create Better Solutions Than Individuals

Partnering is a process that encourages collaboration among team members to generate solutions to problems and maximize team objectives. Teams bring a diversity of experience and perspectives to a problem and create better solutions than individuals. More solutions are generated by teams and better choices are typically made because teammates will recognize consequences of different options not always obvious to an individual.

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

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

Trust, Integrity, and Credibility Critical to Team Success

Trust and integrity are the glue that hold relationships together. Trust is the “I believe what you say” component of a relationship. Integrity is the measure of “you will do what you say” and credibility is the measure of “what you say is true.” The long run will serve as a litmus test to measure integrity and credibility. Team members with hidden agendas are typically discovered in the long run, which ultimately erodes trust. When credibility is in question or commitments are consistently missed, people who have a history of repeat business, more likely demonstrated consistent trust, integrity and credibility, compared with service providers who do not have a history of repeat business. Remember, “Fool me once, shame on you. Fool me twice, shame on me.”

Historical Issues that Make Successful Partnering Hard

The design and construction industry historically has not established processes that are consistent with the partnering principles discussed above. Over history, contracts and processes have been written to protect people’s specific interests and subsequently establish an atmosphere of “I don’t trust you.” Risk is often unreasonably shifted to parties, which creates unproductive behavior when the party compensates accordingly. Every action has an equal and opposite reaction. In addition, processes have been established that add little value to the actual design and construction, but create documentation to manage the potential disputes and litigation often experienced.

Many contracts and processes have been developed assuming the linear Design-Bid-Build approach (silo management—see Exhibit A) is the best method for delivering design and construction services. These historically developed processes are often flawed given the fast-paced, rapidly changing environment facing businesses today. Behaviors will ultimately be driven by the processes and contracts used by the team. Do not expect good teamwork for over twenty years, CAPCO has presented the state of the art in ceramic tiles from around the world with a heavy emphasis on products from the finest manufacturers in Italy: Tagina, Rex, Imola, Sichenia, Imolages, City, and many others. Now, CAPCO is proud to announce its appointment as the distributor for Fiandre, the name that is synonymous with porcelain, for the states of Colorado and Nevada. Fiandre is another step toward making CAPCO the one stop distributor for ceramic glazed tiles, porcelains, and stone. CAPCO provides easy access to the trade with warehouses and showrooms in seven Colorado locations. 1-800-727-2272 303-759-1919 Denver ■ Colorado Springs ■ Boulder ■ Fort Collins Avon ■ Basalt ■ Grand Junction ■ Las Vegas, Nevada

Now the Distributor of Fiandre Porcelain

CAPCO

We Stand On Our Quality.

At CAPCO, we are committed to providing the best possible service and products to our clients. We strive to exceed their expectations and provide exceptional customer service.

For over twenty years, CAPCO has been providing the ceramic tile and porcelain industry with top-quality products from around the world. Our commitment to excellence is evident in the selection of Fiandre, a trusted name in porcelain tiles for over 100 years. Fiandre is known for its high-quality materials, innovative designs, and exceptional customer service.

Fiandre is a leading manufacturer of ceramic tiles and porcelain, offering a wide range of products for various architectural applications. Their commitment to sustainability and environmental responsibility is evident in the use of recycled materials and sustainable practices in their manufacturing process.

In addition to their high-quality products, Fiandre is also recognized for its customer service and support. Their team is dedicated to ensuring that every project is a success, providing assistance throughout the design and installation process.

We are proud to offer Fiandre porcelain tiles to our clients in Colorado and Nevada. Whether you are looking for a backsplash, floor, or wall, Fiandre has the perfect solution for your project. Contact CAPCO today to learn more about our Fiandre porcelain tiles and how we can help bring your vision to life.

Thank you for choosing CAPCO as your partner in ceramic tile and porcelain. We look forward to working with you on your next project.

For more information, visit www.fiandreporcelain.com or call us at 800-727-2272.
Partnering is a like being pregnant. Either you are or you aren’t. Team members need to spend the time up front to invest in the principles. How you spend your time will demonstrate your true commitment to partnering. Do you have a session at the start of the project? Do you periodically review the team’s performance, discuss process improvements, and make corrections while you are mid course? At the end of a project, do you discuss lessons learned and take action not to learn them again on future projects?

**Case Study—Results and Benefits**

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

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

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

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

**Objectives and Performance Metrics**

**Customer satisfaction**
- Customer satisfaction is measured from a report card survey of internal U S WEST users. In one year, overall satisfaction ratings of 99 percent were achieved (on an A-F rating) substantially above the target of 86 percent C's and above.
- Service outages were substantially reduced. In 1993, 27 major service outages were recorded. By 1996, service outages were reduced to only seven.

**Improve cycle time**
- Project cycle time has been reduced on average by a minimum 20 percent.
- Reduce costs
  - In U S WEST’s 14-state region, occupancy costs have been reduced by 20 percent over five years, resulting in annual savings that exceed $100 million.
  - Costs were reduced by improved space utilization. On one group of projects, the team achieved as low as 122 sq ft. per person—compared to a target of 180 sq. ft. per person—resulting in cost savings of $1 million annually.
  - Design costs reduced through process improvements
  - In some cases, construction costs were reduced 15 percent, compared to single-project, hard-bid contract in similar facilities. (Specific case study)

**Improved minority participation**
- Use of MBE has been substantially reduced on most projects.
- Use of MBE has been substantially reduced on all projects.
- The team implemented electronic drawing distribution to contractors and subcontractors.

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

**Quality Architectural Precast Concrete**

**Colorado Sash & Door, Inc.**

is pleased to announce that it is now the distributor for these fine products. Call for more information.

1-800-775-7887

**Kolbe & Kolbe**

Wood Windows & Doors

Wood Windows

Residential & Commercial

**A Working Definition Of Partnering**

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

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

When asked, many people say, “Yes, we use partnering, but it is informal.” Informal partnering typically means:

1. Team members try to cooperate with one another and meet for beers once a month.
2. They didn’t have a partnering session to discuss and develop the items listed above.
3. No process is in place to monitor team performance.

It’s a fact that millions of projects have been constructed well with “informal” partnering. However, additional benefits can be achieved by using a more formal process.

**DENVER ARCHITECTURAL PRECAST, INC.**

8200 East 16th Avenue
Henderson, CO 80640
303.286.7339 / 303.286.7926 (Fax)

*1996 ACI Award of Excellence*

Architect:
Klipp, Goldeen, Johns, Dubin Architects

General Contractor:
Mortenson Construction

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

The Importance of Team Selection to Partnering Success

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

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

What should I look for when selecting a collaborative team?

Leadership Style

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

Experience with the Partnering Process

People who use a formal partnering process on every project are much more likely to be successful than a team who has partnered once before. Much like technical experience, the learning curve a team brings to the party can be significant, with multiple experiences. Who would you choose to build your clean room? A contractor who has experience building one facility or a specialist who builds ten a year?

Fit with Your People

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

Character issues—trust and integrity

If you believe that character, trust, and integrity are important in business relationships, partnering is probably not a good fit for you. If character is important, you probably wonder how it can be used as a selection criteria.

Long-term client relationships with repeat business are good indicators of these attributes. "The long run" typically calls out those people with marginal integrity. Only vendors with the highest standards get asked back repeatedly by their clients.

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

The result is a satisfied client who will return to you with repeat business.

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

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

Design Communication Committee

Click here for the latest in internet based graphics on the World Wide Web. On Thursday, May 21 the DCC will hold an interactive seminar on interactive media: web sites and project specific web pages on the Internet. Discussions will focus on how to set up your own web page, using web pages for specific projects to improve team efficiency, and the latest in eye-candy graphics. So come take advantage of your peers' discoveries in the AIA conference room, Thursday, May 21, noon, and give it a click.


BEST DEAL IN TOWN

Chevrolet

Designer: G. J. 's General Contractor & Marlin Design

Rocky Mountain Prestress

PCI

5901 Pecos Denver, Colorado 80221

303/480-1 in FAX 303/433-0451

Land-locked owner was able to stay at his great location by utilizing the economies of an all precast structure.

Show room type parking created on all four levels with level decks and exterior ramps.
Partnering Inside and Outside of the Firm

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

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

Working Together Inside the Firm

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

Team decisions are based on which architects and support personnel will provide the greatest strength in experience for the client. It is a real joy to be able to draw in that key person with the critical expertise—someone who will carry a project forward while sharing knowledge with the other studio. Team meetings with the client and all parties are willing to get involved early in the process the overall project benefits. In addition, a

Teaming with Other Architectural Firms

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

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

Creating Strong Teams with Contractors and Consultants

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

See OZ PARTNER page 12
The most recent experience with partnering for Abo Copeland Architecture, Inc. has been the result of our involvement with the competition for the Boulder County Recycling and Composting Authority's proposed recycling facility in Boulder. The project, likely to be one of the most important public buildings contemplated for Boulder County for the foreseeable future, has drawn a great deal of attention, while the process to bring it to reality has been drawn out and somewhat convoluted.

The building's "mission" is actually quite complicated as it will house three primary and distinctly different entities. The first is the recycling facility itself with its industrial materials handling operations, heavy machinery, complicated sorting lines and conveyor systems, and shipping facilities. The second primary component is the Authority's administrative office, support, and educational space. Finally, the facility will accommodate the needs of the Authority's hand-selected operator in terms of office space and recycling center staff facilities, such as locker rooms, training rooms, etc. In short, the building will have to find a way to become an effective and productive office and industrial environment, while proclaiming itself as an important public and educational building. Quite a task!

Three teams of finalists have found that designing for these distinct and contradictory functions on a tight site has proven to be a significant challenge. For us, however, it has been a challenge made easier by the team that was assembled by our primary client, Western Disposal Services, Inc. Our primary team—Western for operations and management; Camp Dresser & McKee Architecture, Inc. for land planning and architectural design; Sax Associates, Architects of Portland for recycling center design; EDAW for landscape architecture; and Smurfit, Inc. for recycling and sales—has worked together very effectively to produce a comprehensive project proposal. Each discipline benefited from its association with the others and the resultant synergy has produced a product that is truly more than the simple sum of its parts.

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

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

While the jury isn't in yet, our team remains very hopeful of winning this important project. Win or lose, our partnering experience has made us true believers in this approach.

Partnership: Building Relationships Beyond a Project

- Reduced Cycle Time
- Team Solutions
- Relationship Focus
- Reduced Costs
- Client Satisfaction

Howell Construction
550 Lipan Street • Denver, Colorado 80204
(303) 825-6257 • Fax (303) 899-1786
Brenner Harr

Architecture Tries its Hand at Construction Management

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

The Tamarack Building is a large brick building that started out in the early 1950s as Berthed Motors. The lower level, entry level, and second floor each have 6,700 square feet, with a third floor of 2,600 square feet. The building was totally remodeled in the 70s with lots of barn wood and stained glass. The brick exterior was covered with wood siding as well. The building was fairly successful with a combination of offices on the upper floors and retail on the two lower floors. In early 1990, both of the big anchor tenants left a large engineering firm and a mountain engineering store. When I was approached in 1996, the building was virtually empty. Through the years as tenants left and new tenants came in, partitions were thrown up in haphazard fashion until the building was a dark, uninhabitable space. The local fire and building department certainly felt so, anyway.

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

I enjoy the construction phase of a project and felt that this could be a project that would actually be built the way I designed it. My approach to getting the project back to budget was to reduce the scope of the project to about two thirds of the original and bid the project out to several subcontractors in each division. We left open the option of a second phase in a couple of years after the building had filled up and the owner was receiving rent. I felt it was best to do part of it and do it right. The owner seemed convinced and we started the process.

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

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

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

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

See Brenner Harr on page 14
As the project got further behind, several of the subcontractors reneged on their contracts, as they had other work lined up. The prices of the new sub-contractors for the same work were outrageous. So I moved from manager to general and started looking for carpenters and laborers. There weren't any. I went to the unemployment agency for day workers and brought the project back to budget (so what if it also had an architectural practice to run).

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

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

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

How to reach the state's top architects: 

**ADVERTISE IN \*Colorado ARCHITECT**

**July's Focus: Public Architects** Public projects get the spotlight this month. Let architects know how your company can help them. 

**August's Focus: Back to School** is on the agenda this month as we highlight school projects around the state. And what a great time to start a new campaign. Plan now to be in the July and August issues.

The Newsletter Group

Call us today for the best rates on your monthly ad in 1998. 303.757.3331

*Sonitrol of Denver*

8775 E. Orchard Rd., Suite 814

Greenwood Village, CO 80111

(303) 762-8500

[Please visit our website](www.sonitrol-denver.com)

Sonitrol is the leader in providing integrated security solutions from coast to coast. Ask about our exclusive performance guarantees.
Clean Surface
Siding has coating applied when it's fresh from the mill.

Weather
Factory finish process is controlled; coatings are applied within specific ranges of temperature and humidity.

Environmentally friendly
Factory finishing eliminates any possibility of contamination to the environment or surrounding structures.

No painting setup and cleanup
Materials are pre-finished. No painting necessary.

Time
Saves precious time on the job.

Why factory finishing is better:

Uncoat coverage
Even, consistent coating over all coated surfaces of the adage.

Clifford S. Nakata, FAIA

H. Alan Zeigel, FAIA

MEMBERS IN THE NEWS

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

Monte S Newell Engineers, Inc., a structural engineering firm, has increased its staff and has expanded its office in Avon, Colo., at 70 Benchmark Road. Monte & Newell's Denver office, at 1600 Seventeenth Street, has also been expanded.

CLASSIFIEDS

WANTED: AN EXPERIENCED AUTOCAD ARCHITECT TO share loft studios in downtown Colorado Springs. Part-time work in exchange for rent. 719.632.0015 or 719.471.8422.


Take the Pain out of Stain

Western Red Cedar siding with a superior factory-applied prime coat! Beautiful, low maintenance siding plus a warranty!

ROCKY MOUNTAIN
PRE-STAIN

(303) 433-7677
Fax (303) 433-5288
5800 N. Pecos St.
Denver, CO 80221

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

Repro Desk Software: Installed at your office, you do all the job preparation & with a click of the mouse - send the job to Ken's Total File Compatibility: Including Autocad,DWG, CalComp 906/907, HPGL/HPGL-2, Microstation, DXF, CALS (1 & 2), & CCITT Group-4 TIFF.

Scanning 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

Diago up to 54" Wide

Free Pick-up & Delivery

297-9191

BRAD ADAMS WALKER ARCHITECTURE, P.C., a Denver architecture and interior design firm, recently promoted Karen Smith to the position of Vice President.

Bochutian Yochonwascki Group is pleased to announce their new office location and latest acquisition at the Brind mansion at 823 Logan Street in Denver, 303.861.4600.

Going to the National Convention?

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

SINK COMBS DETHLEFS
1414 W. Colfax, Denver, CO 80204
580-929-8809
1-800-782-8809
www.sinkcombsdethlefs.com

GOING TO THE AIA CONVENTION?

Sink Combs Dethlefs will be exhibiting at the 1998 AIA National Convention in San Francisco May 15.

MEMBERS IN THE NEWS

H. Alan Zeigel, FAIA, of OZ Architecture in Boulder and Denver, is a member of the AIA Colorado North Chapter. He was nominated for advancing the science and art of planning and building by advancing the standards of architectural practice. His firm was commissioned to orchestrate the Downtown Action Plan for Colorado Springs. Clifford has raised standards for the city in all areas: educational, civic, cultural, business, tourism, and its main industry—the military.

Clifford's firm is vital to his community, and he provides both structure and space for people to do what they do best. This begins in his offices and extends through builders and craftspeople on to his own clients. Yet, he is always present, consistently monitoring and offering clear division of tasks to enable farsighted response to challenge. His Socratic method also serves to lessen the stresses of design exploration. All team members are given confidence to take part in the quest. CSNA is readily sought out as a collaborator by other firms.

Clifford S. Nakata, FAIA, from page 1
Calendar Events

**MAY**

1. North Chapter Gallery Reception, 5:30 PM, AIA Offices
2. ARE Seminars: Materials & Methods, 8:00 AM-Noon
3. National Assoc. of Women in Construction Drafting Competition— Jury 8:00 AM-Noon, AIA Offices
4. Design Conference Committee meeting, 5:00 PM, AIA Offices
5. Committee on the Environment meeting, Noon, AIA Offices: Denver Branch meeting, 5:30 PM, AIA Offices
6. West Chapter Board Meeting, Aspen; Government Affairs Committee meeting, 2-5 PM, AIA Offices
7. 14-17 AIA National Convention in San Francisco, call 202.626.7395 for info
8. Design Conference Committee meeting, 5:00 PM, AIA Offices
9. 3-6 International Design Conference, Aspen, call 970.625.2257 for info
10. Committee on the Environment meeting, Noon, AIA Offices
11. Denver Board meeting, 5:30 PM, AIA Offices
12. 5-6 North Chapter presents “Designing Low-Energy Buildings,” Call AIA for info 800.628.5598
13. 6 South Chapter Membership meeting, “Air Force Academy Tour,” call AIA for info 800.628.5598
14. 12 Government Affairs Committee meeting, 2-5 PM, AIA Offices
15. 12 West Chapter Board meeting, Aspen. Call AIA for info 800.628.5598
16. 16 Design Conference Committee meeting, 5 PM, AIA Offices
17. 16 North Chapter Board meeting, call AIA for info at 800.628.5598

---

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

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

**Demountable/Relocatable Partitions!!**

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

Vinyl Laminators is a custom manufacturer of commercial demountable partitions based in Colorado.

For further information call Charles Davis at 723-2876.

---

**Partnering on Projects**

The International Design Conference in Aspen (IDCA) is dedicated to providing an international forum for the discussion of design, and gives participants the opportunity to discuss design and related issues broadly, deeply and from many points of view.

Held each year in Aspen, the assembly examines the designed environment in the context of the arts, sciences and humanities, and explores issues, ideas and recent accomplishments related to design. For more information or to register, please call 970.925.2257, or visit the IDCA website at www.idca.org.

---

**Calendar Events**

**May 1**
- North Chapter Gallery Reception, 5:30 PM, AIA Offices
- ARE Seminars: Materials & Methods, 8:00 AM-Noon
- National Assoc. of Women in Construction Drafting Competition— Jury 8:00 AM-Noon, AIA Offices
- Design Conference Committee meeting, 5:00 PM, AIA Offices
- Committee on the Environment meeting, Noon, AIA Offices: Denver Branch meeting, 5:30 PM, AIA Offices
- West Chapter Board Meeting, Aspen; Government Affairs Committee meeting, 2-5 PM, AIA Offices
- 14-17 AIA National Convention in San Francisco, call 202.626.7395 for info
- Design Conference Committee meeting, 5:00 PM, AIA Offices
- 3-6 International Design Conference, Aspen, call 970.625.2257 for info
- Committee on the Environment meeting, Noon, AIA Offices
- Denver Board meeting, 5:30 PM, AIA Offices
- 5-6 North Chapter presents “Designing Low-Energy Buildings,” Call AIA for info 800.628.5598
- 6 South Chapter Membership meeting, “Air Force Academy Tour,” call AIA for info 800.628.5598
- 12 Government Affairs Committee meeting, 2-5 PM, AIA Offices
- 12 West Chapter Board meeting, Aspen. Call AIA for info 800.628.5598
- 16 Design Conference Committee meeting, 5 PM, AIA Offices
- 16 North Chapter Board meeting, call AIA for info at 800.628.5598

---

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

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

**Demountable/Relocatable Partitions!!**

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

Vinyl Laminators is a custom manufacturer of commercial demountable partitions based in Colorado.

For further information call Charles Davis at 723-2876.

---

**Partnering on Projects**

The International Design Conference in Aspen (IDCA) is dedicated to providing an international forum for the discussion of design, and gives participants the opportunity to discuss design and related issues broadly, deeply and from many points of view.

Held each year in Aspen, the assembly examines the designed environment in the context of the arts, sciences and humanities, and explores issues, ideas and recent accomplishments related to design. For more information or to register, please call 970.925.2257, or visit the IDCA website at www.idca.org.

---