No boom, no bust
NATIONAL CONSTRUCTION IN 2000 TO EQUAL 1999 LEVEL


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. Cavanaugh, 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 subduced 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 to equalize 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 weekly 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 in 26 percent of all components.
Reflections on February, 2000, and Beyond

I think it was T.S. Eliot who said that April is the cruellest month. I may have the quote wrong but I'm sure that the month is right. For me, February is the cruellest month. 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 1990s, 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 these legacy projects, get these 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 2000.

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.

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.
CONSERVATION DESIGN CONSIDERATIONS FOR RESIDENTIAL COMMUNITY MASTER PLANNING

—Kenneth J. Pancerreili, MLA, ASLA and Thomas E. Kapcho

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.

Developers often pursue rezoning in an attempt to develop a lot program that is better suited to the preferences of the home-buyer market. The State of Colorado allows a 2-1/2-acre lot with 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- or 10-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., 95 Ct 2-1/2-acre lots or 50- 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 planning 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 national conservancy or similar organization.

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

A contrasting example of how the same property can be rezoned 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

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Colorado Hardscapes provides 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 an isolated rubber mat to provide a consistent quality finish for the walking surface.
CONTINUING EDUCATION OPPORTUNITIES

Buchanan, AIA, of the Buchanan Yomushiwski 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, 7070 E. Tufts Ave. April 27—Fort Collins Holiday Inn 1-25, 3836 E. Mulberry May 18—Vail Valley Manor Vail Lodge, 395 E. Vail Valley Dr.

For business owners only
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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:
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Kent Collier of the Berkshire Financial Group
Sam Chetrit, Attorney at Law of Hall and Evans
James E. Pauli, AIA, of Slater-Pauli & Associates
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- 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 303.446.0006.

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 CEOs will be available to architects.

Tom Rausher, 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 theridge 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.

YourFuture: 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-erk.com.

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For more information, current samples, or to arrange for a presentation, please call Todd Bassett with MPI at 303-761-1472, ext 342.
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 Lamier, 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 Preservation, 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 Scott McMenamin 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 303-893-4280.

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

Denver Campus Events
Call 303.556.3382 for more information

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 Oner 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

Boulder Campus Events
Call 303-492-7711 for more information

Wednesday Feb 16
Jeff Sheppard, AIA, Principal, Roth/Sheppard Architects Architectural Collaborator/radio 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 exceed jurors' expectations with built and planned environments that answer the specific ambitions of their 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.

Specifieation Services celebrates 30 years
S pecification 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.


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[5] Colorado ARCHITECT

Colorado ARCHITECT
**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 specializes in airport terminals, film/television studios, theme parks and entertainment centers, hotels, and telecommunications. 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 companies as I.M. Pei & Partners; Cesar Pelli & Associates; and Skidmore, Owings & Merrill. Gensler was given the award on January 29th 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 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]
Certification countdown: Apply now for certification

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

Beginning July 1, architects will be required to hold a professional degree from a program accredited by their National Architectural Accrediting Board (NAAB), or the Canadian Architectural Certification Board (CABC), 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) or EESA-NCARB Transition Member (EESA-NCARB) certification (EEA) stating that you have met the NCARB Education Requirement with post-secondary education completed partially or entirely outside the U.S. or 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 202.679.0528. 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 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 the model template teaming agreement.
Networking key to success

When I started Terra Verde Development just a few 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 if 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—its about what you can 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 lent 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, its free!

Clear vision is key

So how do you tell the world, and especially your target market about your products or 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've 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 "informercial" 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. Queripel, AIA, is a managing member of Terra Verde Development, LLC, a design/build firm in Boulder. He can be reached at: 303.250.2322 or http://www.terraverd.deusa.com
Gondolas solve transportation, capacity concerns

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.

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 gondolas, 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 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.

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.

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NEW MEMBERS
Delmar Cas, Assoc. AIA
K.H. Webb Architects
Ralph Evans Hoops III, AIA
Concordium Architects
Hilary Grace Stevens, Assoc. AIA
K.H. Webb Architects

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 gondolas, 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 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.

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.

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Denver member news

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Eben Zavaroni, Assoc., AIA
John Williams Architecture

Reh - Sheppard Architects recently increased the size of its Denver office with the following people: Jason Chayn, Josh Vogel, Ashley Bick, Casey Smith, Chris Smith, Gabe Cullen, Jennifer Brody and John Carroll.

Promoted 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 Boulder in 1992, and his Master of Architecture degree from the University of Colorado at Denver in 1994.

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 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. Sultz)

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. Sultz)

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 Ruesj, and Michael Metz.

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 Bellvue. RNL will master plan the entire site and provide conceptual design for the first phase of building, which will begin in about two years.

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.
PLANNING FOR PUBLIC FACILITIES: AN INTEGRATED APPROACH

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 interconnectiveness 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 included 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

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 economic conditions, political climates, and demographics change.

The resulting master plan is a roadmap for facility-related decisions outlining phasing and cost implications. It is viewed as a living document; the groundwork is laid to easily update and maintain the plan as priorities, economic conditions, political climates, and demographics change.

CONSERVATION, from page 3

powerful negotiating tool for the entity process.

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

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.

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 creates 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.

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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.

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. Entries 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 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.

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 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 303.823.6050. Presentation nomination forms are due March 20, 2000.

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 Amiste Student.

Baron Walter von Richthofen 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 the Craftsman. Tom Noel and Bill Hansen, co-authors of The Montclair Neighborhood, will guide you through this neighborhood's many historic architectural delights. ISBN 0-914245-24-3, $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. Amiste 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

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FEBRUARY 2000

Colorado ARCHITECT

[See HISTORIC DENVER on page 13]
the occupants, sizes, and architectural
styles of single- and multi-family residen­

During the past couple of years, the Baker Neighborhood has transformed and become more of a hot Denver neigh­
borhood. The author of The Baker Historic District, Nancy Widmann, encourages the reader to imagine the neighborhood as it was in the early
1900s. 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
cable cars ran along.

Wheaton introduce the reader to the
line. In die 1950s, Denver buildings,
Michael Paglia, Diane Wray, and Rodd
Bates, and Mary Coyle Chase.

Likens, Alice Polk Hill, Dr. Elizabeth
horses and carriages. The streets
not paved. Some of Denver's prominent
neighborhood as it was in the early
Historic District,
vorl at the Historic Denver Guides the reader through a chronologi­
ter titles within the Historic Denver
Guides series are, The East Seventh
Avenue Historic District, Geology Tour
of Denver's Capitol Hill Stone Buildings, The
Paters-Highlands Historic District, Molly
Brown 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.

Among the old Victorian, Tudor, and
bungalow homes of Denver's historic
neighborhoods, there are architectural
masterpieces in the modern style.
Michaal Paglia, Diane Wray, and Rodd
influence of the neighborhood. The
impact that commercial boom and bust
have had on Denver's architectural
time-line. In the 1930s, Denver buildings,
which in the past was 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 chronologi­
tour of modernism in Denver. ISBN
0-914248-23-5.

The Historic Denver Guides project is par­
tially funded by a State Historical Fund
grant award from the Colorado Historic Society, with the assistance of
Historic Denver, Inc. The mission of the
State Historical Fund is "to foster histori­
saving through tangible and
highly visible projects for direct and
demonstrable public benefit." Revenues
are collected from taxes collected on
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Profiting from the Tax
While Favoring Owners

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

Like most profession­
als, 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 ques­
tions as, "Will I really have
eough to live on? Where
will the money come from?

There's a real need to control your
future, not just look forward to it. Many
financial planners agree that you should
be able to maintain your—and your fami­
ly'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 dol­
ars for retirement?

Profit sharing plans have been the
favorite choice of financial and tax
advisers because of the great flexibility such
plans allow regarding annual contribu­
tions. Unfortunately until now, they've
suffered from a serious flaw: compensa­
tion was the chief criterion used in alloca­
ting yearly contributions for partici­
ants. 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 con­
tribute more than 15 percent of payroll
and wants a relatively stable deposit each
year. But if flexibility is the main con­
cern, 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 43, 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 23, receives
$15,000. The total plan contribution is
set at a maximum of 15 percent of com­
penation, or a total of $36,000.

Under a regular profit sharing plan, the
owner's share of the contribution would amount to $24,800, or 78 per­
cent of the total deposit. Therefore,
they have lost 22 percent of the money
they are willing to set aside for retire­
ment. That, in combination with
today's tax brackets, may be unaccept­
able. They might lose less by depositing
after-tax dollars in a personal fund.

Under an age-related, or new compara­
bilily plan, their share can be boosted
to $32,700 or 91 percent of the total plan
contributions. Now, they've got some­
thing 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 busi­
ness planning areas. If you have ques­
tions, contact them at 303.223.2100.
Marketing vs Sales: Are You Too Busy for Your Own Good?

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 purest 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 from you based on price if you let them. You can't differentiate yourself successfully without an aggressive marketing strategy and program in place.

Positioning battle. There is a massive battle taking place among different providers to get the attention of 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 margins come 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 department simply works on proposals until they are 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 these 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...
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 the 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. Do you know who your state and fed­eral 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.

LEGISLATURE HAS CONVENED—LAND USE, TRANSPORTATION BILLS INTRODUCED

—Mike Wisesli, AIA

The main reasons that some firms are cautious about cutting out so many leads during a boom time. But you must sense, because the firm doesn’t need as much 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 downcycle of the market. It takes tremendous discipli­nary 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, FM! Corporation 919.787.8400.

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 tops. (“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.

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## FEBRUARY EVENTS

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td></td>
<td>1</td>
<td>2 Noon Committee On The Environment, AIA Office&lt;br&gt;2 Noon 2001 Convention, RNL Office</td>
<td>3 4 pm AIA Denver Board of Directors, AIA Office</td>
<td>4 11:30 am Preservation Partners for New Century Denver Athletic Club</td>
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<td></td>
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<td>7 5 pm Denver Foundation for Architecture, AIA Office</td>
<td>8 5 pm Legislative Reception, REI</td>
<td>9 7 am South Chapter Board of Directors</td>
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<td>15 7:30 am Housing Committee, AIA Office&lt;br&gt;3 pm North Chapter Board of Directors</td>
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<td>7:30 am Design Build, AIA Office&lt;br&gt;3 Noon Design Communications, RNL</td>
<td>12:30 pm Finance Committee&lt;br&gt;2 pm AIA Colorado Board of Directors</td>
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<td>21</td>
<td>22</td>
<td>23 11:30 am Member Lunch, Tattered Cover LoDo</td>
<td>24</td>
<td>25 8 am Design-Led Design/Build Workshop, Cherry Hills Country Club</td>
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</tbody>
</table>

For more information on any of these events, call AIA Colorado at 800.628.5598, unless otherwise noted.

## MARCH HIGHLIGHTS

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

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**YOU'RE INVITED!**

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.