

Colorado

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page 60**





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Mike Branigan & Polly Emmons

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### **On the cover:**

CDOT readies to take residence in the new Statewide and Region 1 Headquarters. More about this project on page, 46.

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## Business is Booming!



Mike Branigan, Publisher



Polly Emmons, Editor/  
Creative Director

Dear Reader,

In this booming construction economy in Colorado, it's good to see industry partners helping to meet the challenges of the shortage of skilled labor in the workforce. The Construction Careers Now program is promoting with TV commercials featuring Governor John Hickenlooper and Channel 7 News Anchor Anne Trujillo in an ad campaign directed at recruiting today's youth, driving viewers to the website, [www.buildcolorado.com](http://www.buildcolorado.com). CITC and members of the electrical contracting industry provide a number of sources for the education and advancement of training apprentices and licensed electricians. More on this later in the magazine, featured in "Today's Electrical Contractor, on page 34.

Also in this issue, Reporter Sean O'Keefe writes a "Round Up" of new office buildings and a special review of the new CDOT Headquarters by JE Dunn. And USGBC contributors provide us with a feature on today's "Smart Buildings." Enjoy. And remember, getting published is easy with Colorado Construction & Design (CCD) magazine. Send your news to our digital newsroom, [news@ccdmag.com](mailto:news@ccdmag.com). We're here to help you build your business!

Sincerely,

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## **RK Electrical Establishes RK as one of Colorado's Few Full MEP Contractors**

Under the direction of new Vice President and General Manager, Rob Cheney, RK Electrical is rapidly expanding. With the addition of the RK Electrical division, RK has grown to become one of the only full-service mechanical/electrical/plumbing (MEP) contractors in Colorado. RK Electrical is located at RK's new 280,000 square foot fabrication and manufacturing facility located in Aurora, Colorado.

RK Electrical was formally established as RK's seventh business unit in 2015. Since Rob Cheney joined in 2017, RK Electrical has hired over 25 new staff members, most of whom are in newly created roles ranging from Shop Technician to Senior Project Manager. Under Rob's leadership, RK Electrical has a focused mission to develop innovative solutions that will set a new standard in building and manufacturing performance as well as electrical repair and maintenance services.

Like RK Mechanical, RK's legacy unit, RK Electrical will also offer preconstruction services, BIM services, design/build services, prefabrication solutions, manufacturing capabilities and facilities services. General contractors, building owners and manufacturing customers can expect them to deliver a progressive approach that will improve projects, products, and building performance.

## **CU Boulder East District Energy Plant Earns LEED Gold Certification | Boulder**

The new East District Energy Plant (EDEP) at the University of Colorado Boulder (CU Boulder) recently earned LEED Gold certification, the second-to-highest attainable LEED certification level. The project was certified through the U.S. Green Building Council's LEED for New Construction (LEED-NC) system. The RMH Group (RMH) served as the project's mechanical/electrical engineer and LEED consultant, and LOA Architecture served as the project's architect. Opened in 2014, the EDEP generates steam and chilled water for much of CU Boulder's Main Campus and serves as the headquarters for the university's Utility and Energy Services division.

By applying a variety of innovative technologies, the project team was able to realize a projected 41 percent water reduction and 25 percent energy cost savings compared with industry standards. To achieve this level of energy savings, a number of sustainable strategies were implemented including underfloor air distribution and energy recovery. In addition, 80 percent of construction materials was diverted from landfills, 20 percent of construction materials utilized recycled products and 20 percent of construction materials was sourced from within 500 miles of the site.

## **Fiore & Sons Inc. Expands Corporate Office to New Location**

Larry Fiore, Jr. (Butch), President said, "We're excited to announce the recent expansion of our corporate office. As a third generation family-owned organization, we take great pride in our thriving legacy that dates back to the inception of the organization by our grandfather, Ed Fiore, in 1959.

Our expansion allows for the continuation of over 58 years of continual operations with the same and intact family-owned business model. We take immense pride in our tradition of delivering consistent and professional services to our customers and the marketplace."



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## Elevations Credit Union Celebrated Grand Opening of Fort Collins Midtown Branch Built by The Neenan Company

Elevations Credit Union celebrated the opening of its new Fort Collins Midtown branch Saturday, Feb. 10. The branch features Elevations' award-winning "Branch 2.0" model, which delivers a new type of experience, combining personal service, the latest technology, and inviting design elements, with a focus on a highly personal, welcoming experience for members. The Neenan Company, a fully-integrated design-build firm based in Fort Collins, applied the Branch 2.0 model as it performed the design and construction of the Fort Collins Midtown branch property.

## Farnsworth Group Project Wins Award

Farnsworth Group and T. Lowell Construction, Inc., were recognized for the "Combined Interceptor Sewer" project that was designed for Boxelder Sanitation District in Fort Collins, CO. The project won for the Wastewater Project of the Year in the under \$5M category.

Twelve projects were recognized for excellence at the Association's First Annual H2O Project Awards Ceremony, on January 25, 2018, held at the Denver Marriott Tech Center. The competition recognizes outstanding water design projects that were constructed with practices that prioritize innovation and contribution to the industry and community; construction quality and craftsmanship; functionality of the design; overcoming challenges, teamwork and safety.

The Neenan Company served as the design-build partner for Elevations' Fort Collins Midtown branch as a redevelopment in an area experiencing resurgence, as the City of Fort Collins has put substantial effort into revitalization. The 4,900-square-foot Midtown branch was built with a modern design reflecting the surroundings and lifestyles of the Northern Colorado community, including interior finishes made of sustainable materials, and local Fort Collins artwork.

## CRMCA Recognized as State Association of the Year

The Colorado Ready Mixed Concrete Association (CRMCA) was recognized last year with the National Ready Mixed Concrete Association's (NRMCA) State Association of the Year Award for 2016. "We at CRMCA were very honored and humbled, as there are many state and regional associations across the country, and I can personally tell you, they are accomplishing great things for their members. In fact, other groups are doing so many great things that I thought there is no sense in applying again this year, as NRMCA will not award the same group back to back," said Executive Director, Todd Ohlheiser.

The NRMCA did in fact, award this recognition to CRMCA again for 2017. CRMCA is the first ever back to back winner of the NRMCA State Association of the Year Award.

## ARCO/Murray Announces New Office in Denver

ARCO/Murray, the leading provider of design-build construction, is pleased to announce the recent opening of a new office under the leadership of Vice President Jeff Meissner in Denver, Colorado, located at 1225 17th Street, Suite 514. Jeff recently relocated from the Chicago area in October. He is leading a team of two project managers, Jonah Wolf and Matt Hardman. Jonah is a Denver native who spent the last several years in Dallas, TX. Matt previously worked in the Denver market as a structural engineer for 5 years.

## Red Robin Headquarters Renews Lease at Tuscany Plaza

Newmark Knight Frank (NKF) announces Red Robin International, Inc. has renewed its lease at Tuscany Plaza, located at 6312 South Fiddler's Green Circle in Greenwood Village. The signing of the 65,000-square-foot office lease renewal signals Red Robin's commitment to the Denver area, the casual dining restaurant chain's choice for its headquarters location since 2000. NKF's Jim McGrath and Tom Pappas provided exclusive tenant representation services for Red Robin, in the lease renewal transaction.



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## GE Johnson Logistics is Launched to Support Growing Construction Activity

GE Johnson Logistics is launched by GE Johnson as a business unit that provides the equipment, services, and materials for a variety of construction projects performed by GE Johnson.

Projects are supported by GE Johnson Logistics in a variety of ways, including purchase and rental of industry-specific equipment such as cranes and small tools; meeting site-specific requirements and regulatory support; and waste removal. Employees of GE Johnson Logistics provide specialized expertise in their subject matter area – from centralized purchasing to materials coordination and safety supplies.

**“This is a natural progression that coincides with our company’s growth and customer needs. It makes**

**sense that we have a business unit that can provide all of the logistical support required for a project,”** said GE Johnson CEO and Chairman, Jim Johnson.

GE Johnson Logistics was launched in January and currently has more than 30 dedicated employees that transitioned from the equipment department of GE Johnson Construction Company.

### About GE Johnson Logistics

GE Johnson Logistics provides construction projects with specialized equipment, services and material management. Focused on serving a variety of project needs that impact quality, schedule, and budget, GE Johnson Logistics provides unique expertise that delivers superior projects.

## Goldberg Brothers, Inc. Completes Move to New Headquarters in Jefferson County

Barn door hardware manufacturer consolidates and expands operations in Ken-Caryl Ranch

Barn door hardware manufacturer Goldberg Brothers, Inc., one of the oldest continuously operating companies in Denver, Colorado, has moved into its recently purchased new headquarters in the Ken-Caryl Ranch Business Center, about 25 miles southwest of its longtime home in the Stapleton neighborhood.

Prior to the move, Goldberg Brothers also ran an auxiliary facility in Golden, Colorado. Now all company operations are located under one roof.

Manufacturing equipment at the new factory includes a custom-made powder coating line from Midwest Finishing Systems. Construction began last summer in Indiana on the large semi-automated system used to wash

and paint steel components of Goldberg Brothers’ award-winning barn door hardware. The equipment took nearly a month to transport and assemble in the new building. Golesh said he anticipates a 30% boost in efficiency with the new powder coating system and a 15% reduction in energy consumption compared to the older equipment used at the previous factory.

The 95,520 sq ft facility at 10488 W. Centennial Road provides the company with an additional 15,000 sq ft of factory floor space. A large portion of the office space in the building will be leased to other small businesses.

## E Light Electric Services, Inc. Celebrates their 20 Year Anniversary!

Over the last 20 years E Light has built strong relationships with their clients by focusing on core values of total service, safety, and customer satisfaction. E Light’s CEO Perry Herrmann said, **“E Light is proud to celebrate 20 years of “Excellence in Electrical” and to be an integral part of Colorado’s growth. We are here because of our incredibly dedicated and committed work force who consistently delivers high quality electrical services. We look forward to another successful 20 years!”**

E Light is also pleased to announce they have reached 6,179,231 man hours in 10 years, without a lost time incident. E Light’s 6,179,231 man hours in 10 years is just the beginning.



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# Project Updates

## The Neenan Company Completes Washington's Music Venue Project in Fort Collins

The Neenan Company, a fully integrated design-build firm based in Colorado, recently completed a new music venue facility in downtown Fort Collins. The venue officially celebrated its grand opening on February 3.

The two-story, 21,256-square-foot historic redevelopment is almost twice the size of the former 11,000-square-foot building. The facility has been renovated to include performance space accommodating a 900-person audience, mix station, two-level lobby and two full-service bars. The adaptive re-use project broke ground in January 2017 and is

located at 132 Laporte Avenue in Old Town Fort Collins.

The Neenan Company served as the design-build partner for the redevelopment, marking its third project with Bohemian Companies. The Neenan Company previously built Bohemian Companies' three-story administrative office and the five-building campus that houses the Music District in Fort Collins. San Francisco-based design firm, Auerbach Pollock Friedlander, provided design assistance; Barbizon Lighting Company and Second Opinion Audio provided support with the project's lighting and sound package.

## Confluent Development's Arapahoe & Nome Retail Project in Metro Denver Gets Underway

Denver-based Confluent Development is pleased to announce the groundbreaking of its retail project within The Ridge development, on the northeast corner of Arapahoe & Nome in Centennial. Developing 2.78 acres within the The Ridge, Confluent's project will total 20,000 square feet to include three freestanding buildings that will house national retail brands Natural Grocers by Vitamin Cottage and Starbucks, as well as a future third tenant.

Confluent Development is partnering with Equity Ventures Commercial Development, a fully integrated commercial real estate development group, to deliver the Natural Grocers location

within the retail development. Colorado-based Natural Grocers is a highly anticipated retailer for the development, filling the city's need for a specialty grocer in the expanding area.

The third portion of Confluent Development's Arapahoe & Nome project will include a 4,200-square-foot facility, adding space for a third retailer in the development.

The Ridge at Centennial, a 15-acre development, is strategically located in the Lincoln Executive Center and currently includes a Holiday Inn, Centennial Gun Club, two office buildings and additional retail/restaurant buildings.

## Large Expansion Project Tops Out at UCHealth Memorial Hospital North

GE Johnson team members, hospital staff, project partners, and community representatives celebrated the topping out of a large expansion project at the University of Colorado Health's Memorial Hospital North in Colorado Springs.

The expansion project will bring a much-needed boost in services at the hospital, and includes the renovation of several thousand square feet of existing tower space within the main facility. The bulk of the project entails a 160,000 square foot addition to the hospital which will realign hospital spaces and programs to continue providing top notch care to the community.

This expansion project represents the latest partnership between GE Johnson and UCHealth, which includes the recently completed Grandview Hospital, Memorial North Cancer Center, and Harmony Emergency Department in Fort Collins. GE Johnson's CEO, Jim Johnson, spoke highly of the project and this relationship at the topping out ceremony.

**"We can't thank UCHealth enough for the continued investment they are making in our community," said Johnson, "I'm grateful to our project partners for their help in making this project a reality."**

To date, the UCHealth Memorial North Expansion has encompassed 811 tons of steel and 7,518 cubic yards of concrete. More than 230,000 cubic yards of dirt were excavated prior to construction, and more than 450 workers have joined the effort, averaging 100 workers on site per day. The project is slated for completion in early 2019.



## Global Down Syndrome Foundation HQ

5-story mixed-use building with retail

3 floors of office space  
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Photo by Courtney Deuschle

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## The Coloradan in Union Station Sells 215 Units, Reaches Major Construction Milestone

East West Partners, a Denver-based developer and its partner Ascentris, a Denver-based real estate private equity firm, announced that The Coloradan has topped out and is on schedule for completion in Q4 2018. The Coloradan is a 334-unit condominium property located directly behind Denver's Union Station and across the street from Denver's recently-opened flagship Whole Foods. This construction milestone coincides with a sales milestone for the building as well, with The Coloradan having recently sold its 215th residence and reaching \$150M in sales volume.

East West Partners, Ascentris and the rest of the project team, including general contractor GE Johnson Construction Company, marked the topping out on January

19th. The final steel beam was signed by the project team and placed on the top floor.

With the recent sales milestone, The Coloradan now has 84 one-, two- and three-bedroom Residences as well as two Penthouses still remaining for sale. Residences are priced from \$575,000 to \$1.2M and the two Penthouses are \$3.3M and \$3.35M. In addition, The Coloradan is one of the first buildings to be constructed under the revised Inclusionary Housing Ordinance (IHO) enacted by Denver City Council in August 2014, with 10 percent of the residences dedicated to providing affordable housing. The Coloradan's 33 affordable homes will be released later this spring.

## Adolfson & Peterson Construction Tops Out Thunder Vista P-8 School

In December, 2017, Adolfson & Peterson Construction (AP) announced the topping out of the new Adams 12 Thunder Vista P-8 School. The school, which is expected to serve about 900 to 1,000 students, was financed through a \$350 million school construction bond which passed in November 2016.

This new 142,000-sf school is located on a 13-acre site which includes three-acre shared play field for the community. The main entry level will contain the administration area and library as well as classrooms for Pre-K and the lower grades. The

second-floor will accommodate the upper grades and middle school. The lower level will include the cafeteria, gymnasium and specialty classrooms.

The new school is anticipated to open in August 2018.

# Project Updates

## RTD Begins Train Electrification and Communications Work for the Southeast Rail Extension



The Regional Transportation District has made significant progress since project contractor Balfour Beatty Infrastructure Inc. began construction in May 2016 on the 2.3-mile-long Southeast Rail Extension in Lone Tree. The project has passed the 75 percent mark, with substantial completion of civil construction along the guideway. Progress includes installation of mainline conduit and three new transit power substations, much of the track, and substantial completion of the 1,300-space parking garage.

A majority of overhead contact system (OCS) poles – a total of 179

– have been installed throughout the Southeast Rail Extension, from Lincoln station to the future end-of-line at RidgeGate Parkway station. The OCS poles are approximately 25 feet tall and weigh an average of 1,800 pounds. Work is now underway to install the OCS, the train control system and the required communication for the new light rail extension. In March 2018, the Southeast Rail Extension project will reach another important milestone relative to project completion: Contractor Balfour Beatty will connect the existing rail system with the new extension. While Lincoln station is the current end of the line, by 2019 the final destination for the E, F and R light rail lines will be RidgeGate Parkway station.

The new Southeast Rail Extension will add 2.3 miles and three new stations to the already popular E, F and R light rail lines. The project extends the line from Lincoln station south to RidgeGate Parkway end-of-line station in Centennial.

## New Youth-Focused Non-Profit Public Tennis Facility Will Feature Indoor and Outdoor Courts

PCL Construction is underway with the construction of the Denver Tennis Park, the first publicly accessible youth-centered indoor / outdoor tennis facility in the Denver region scheduled for completion early October 2018. The tennis park will be located at 1560 South Franklin Street, adjacent to Denver Public Schools All City Stadium complex, and will feature seven indoor courts and six outdoor courts.

The initiative is a collaboration of the Denver Tennis Park, the University of Denver, and Denver Public Schools. The project has been funded philanthropically and Denver Public Schools has provided funds for a portion of the drainage work at the site. Fundraising efforts are underway as part of a capital campaign.

The project scope also includes regrading part of the surrounding athletic fields in order to divert storm runoff to a new 48,000 cubic-foot underground detention system. The 270-space parking lot will also be preserved to serve sporting events, as well as the tennis park.

## Building Blackhawk

Final step in transition from mining settlement to resort and gambling destination.



To keep up with the town's growth, PCL is expanding the Monarch Casino Black Hawk into a full-scale casino, hotel, and spa, which will feature a 23-story hotel tower that includes two levels of casino gaming, and several new restaurants and bars. Roughly 500 hotel rooms will be added to the Black Hawk destination, increasing the current total of 1,000 rooms by approximately 50 percent.

While PCL is managing the construction of the expansion, the existing, newly remodeled casino is in full operation and open to the public.

## Mortenson Completes Festival Park in Castle Rock

Mortenson, a top builder in Colorado, recently completed Festival Park in Castle Rock, and the new park made its debut at the city's Starlighting event on November 18, 2017.



Designed by Design Workshop, this \$6.9 million project offers a public gathering space and amenity for community events. Mortenson provided storm, water, and sanitary sewer improvements along the creek, with the addition of two pedestrian bridges, site lighting, concrete, stream restoration improvements, and landscaping along Sellars Gulch. The design for the park included input from the public and amenities include a pavilion, splash pad, fire pits, and a creek-side picnic area.

## Adolfson & Peterson Construction Announces Grand Opening of Carla Madison Recreation Center

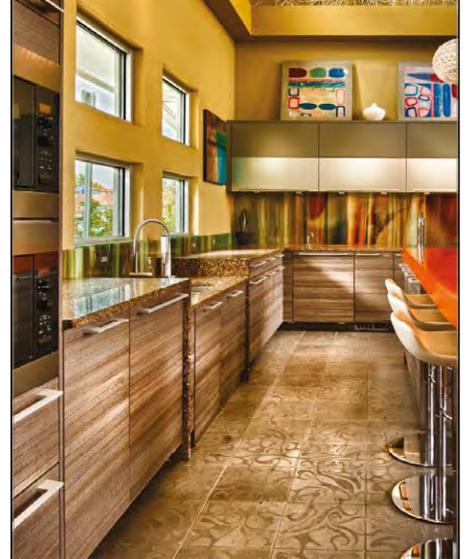
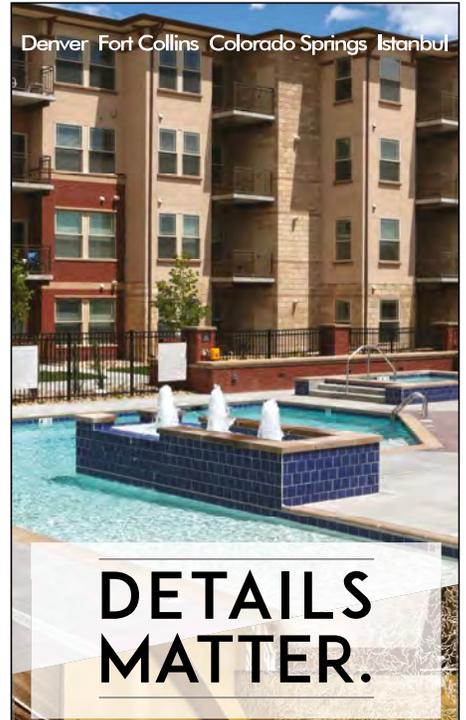
The sun came out just in time on January 8, 2018 for the grand opening of the Carla Madison Recreation Center.

The grand opening was kicked off by Allegra "Happy" Haynes, Executive Director of Parks and Recreation for the City and County of Denver, as well as Michael B. Hancock, Mayor of Denver, in front of approximately 200 attendees.

At 67,522 sf, this is Denver's largest community recreation facility and the crown jewel of the City's community recreation program. With a unique design set as a four-story structure, it offers an eight-lane pool, a leisure pool for families, a large cardio-weight room,

full-size basketball court and diverse programming that promote healthy and active lifestyles. The facility also includes ample community gathering space to support a variety of neighborhood interests.

Located at Colfax Avenue and Josephine Street, the center fulfills the City's long-standing need for a centrally located facility. In addition, the new center serves as yet another catalyst along the Colfax business corridor to help drive economic growth and transform the area into a thriving cultural and residential area. The facility is targeting LEED Gold certification.



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# People News

## Martha Dickenson Named Director of Sales for Colorado Construction & Design



Colorado Construction & Design Magazine (CCD) welcomes **Martha Dickenson** as Director of Sales for its line of construction magazines and specialty publications, including the AGC Member Directory and AGC Annual Report. Dickenson is a graduate of Boston University and has nearly 30 years of media sales

experience in Colorado. "Martha is a perfect fit as we continue to grow and expand our publications and digital marketing offerings," says CCD Publisher, Mike Branigan. "Dickenson comes to us with familiarity to the Colorado marketplace from her previous publications sales experience across the state." For more information or to reach Martha, email her at [mimi\\_nwp@yahoo.com](mailto:mimi_nwp@yahoo.com) or call 303-257-6499. Visit [www.ccdmag.com](http://www.ccdmag.com)

## RTA Architects Congratulates Jessica Massie and Chase Miller on ARE



RTA is pleased to announce that Jessica Massie and Chase Miller recently passed all divisions of the Architect Registration Examination (ARE) and logged the necessary professional hours to earn the title of Architects. **Jessica Massie** joined RTA in 2007 after receiving her Bachelor of Interior Architecture and Product Design degree from Kansas State University. Jessica has also earned certifications from the National Council for Interior Design Qualifications (NCIDQ) and the National Council of Architectural Registration Boards (NCARB) Intern Development Program. **Chase Miller** spent the summer of 2014 as an Intern with RTA and re-joined the firm after graduating from the University of Oklahoma with

Bachelor's degrees in Architecture and Economics.



## Stonebridge Companies Promotes One, Adds Two to Corporate Office

Stonebridge Companies continues to expand its corporate office in order to support its business growth. Stonebridge Companies is pleased to announce the three newest additions to its corporate team: David DiFalco, vice president of operations; John Douglas, director of facilities and engineering; and Richard Hamstead, project manager with the corporate design and construction team.



As vice president of operations, **David DiFalco** oversees seven of the Denver and Manhattan hotels within the hospitality firm's portfolio. He holds a degree in hotel and restaurant management from the University of Delaware.

**John Douglas** (not pictured) joins Stonebridge Companies' corporate team in his role as director of facilities and engineering, where he is responsible for training and leading the facilities maintenance engineers throughout the company. Douglas earned a Bachelor of Science degree in civil engineering from Virginia Military Institute.

Joining Stonebridge Companies as project manager within the corporate design and construction team, **Richard Hamstead** (not pictured) is responsible for supporting all aspects of the hospitality firm's capital projects including the planning, design, pre-construction, construction, delivery and post-completion follow-up. Hamstead earned a degree in architecture from the University of Arizona.

## The Laramar Group Announces Jeanne Schwab as Senior Vice President of Operations



The Laramar Group, a national real estate investment and property management corporation, announced today that **Jeanne Schwab** will assume the position of Senior Vice President of Operations effective January 17, 2018.

Schwab holds a Bachelor of Science degree in Business Administration from University of Wyoming.

## Alliance Announces New Hires



Alliance has also made several notable hires in recent months. **Jeff Allen** was hired as Alliance's newest Superintendent. Jeff brings over 30 years of industry experience to the company. He is currently engaged on the Arapahoe County Fairgrounds Expansion project with project manager Huston Parkhurst.

Alliance welcomes **Joey Hiers** as Project Manager. Joey is managing the Edgewater Civic Center project, where groundwork is currently being completed.

**Scott Usher** was hired as the newest Assistant Project Manager. He is lending aid to our Hilton Garden Inn Denver Union Station project.



Scott Usher



Joey Hiers

## HCC Colorado Selects New Executive Director



HCC Colorado's Diversity Leader, premier construction industry organization since 1991, has announced the selection of **Chris Martinez**, as its new Executive Director. Martinez will fill the vacancy created by Ms. Helga Grunerud who is retiring in December.

Martinez' resume includes over 25 years as an accomplished community leader. As a former Director of Small Business Opportunity (DSBO) for the City and County of Denver and serving eight years on the Regional Transportation District (RTD) Board of Directors, Martinez served as an advocate and consultant for MWBE and SBE companies in the construction industry.

## Design Concepts Promotes Lisa Langer to Associate and Erik Spring to Principal



**Lisa Langer** is a Colorado Registered Landscape Architect. She joined Design Concepts in 2015 with over 20 years in the industry. Her work on Boulder Valley School District's Meadowlark PK-8 school recently helped the design team to win the 2017 A4LE People's Choice Award.

She has a Master's of Landscape Architecture from the University of Colorado-Denver, and a Bachelor of Fine Arts from the University of New Hampshire.



**Erik Spring** is also a Colorado Registered Landscape Architect. Since joining the firm in 2002, he has worked as Designer, Landscape Architect, and most recently, Associate. He has played an integral role on numerous signature projects, notably the award-winning Discovery Park in Wheat Ridge and the Arapahoe County Fairgrounds. Erik has a B.A. in Landscape Architecture from California Polytechnic State University.

## Calcon Constructors, Inc. Welcomes New Project Managers



Calcon Constructors, Inc. is elated to welcome **Anthony Laura** as a new project manager to our Englewood team. He has over 10 years' experience in the construction industry and has a focus on multi-family builds. Anthony is a graduate of the University of Maryland and grew up in his family's construction business on the east coast.



Calcon Constructors, Inc. is ecstatic to welcome **Mark Johnson** as a new project manager to our Englewood team. Mark hails from the land of Hoosiers with over 15 years' experience in the construction industry. Mark is a graduate of Purdue University and is LEED AP certified.

# People News

## AGC of Colorado Targets Workforce Development with 2018 New Board of Directors



AGC of Colorado appointed a new board of directors for 2018 with a focus on workforce recruitment, development, leadership, and mentoring. The seven-member management committee that leads the 550 AGC of Colorado construction members includes, **Scott Van Deren** from Drake-Williams Steel (pictured) as the Chairman and Kurt Klanderud from GH Phipps Construction Companies as the Vice-Chairman. The At-Large members are Byron Haselden from Haselden Construction, Sherri Lindsey from Concepts in Millwork, and Tom Horsting from Adolfsen & Peterson Construction. David Lueders from Haselden Construction serves as the Treasurer and Brian Laartz from Golden Triangle Construction is the Immediate Past Chairman.

## Dick Saunders, Founder of Saunders Construction, Named to 2018 Colorado Business Hall of Fame



Jan. 17, 2018 – Saunders Construction, Inc. is tremendously proud to announce that company founder, **Richard “Dick” Saunders** is being inducted into the 2018 Class of the Colorado Business Hall of Fame.

“I couldn’t be more honored to receive this prestigious award alongside several longtime friends and colleagues,” said Dick Saunders. “It has been my life’s work to create a company that considers its culture the most important aspect of the business and to offer gainful employment to over 500 people in Colorado.”

This well-deserved honor comes after 46 years of growing Saunders Construction into one of the state’s largest and most reputable general contractors. In 1972, with 13 years of experience in the industry, Saunders followed his entrepreneurial spirit and founded Saunders Construction, Inc.

## Weifield Group Announces New Service Division Vice President



Weifield is proud to announce **Anthony Wilemon** (former Special Projects PM) has been appointed to the Service Vice President position at Weifield! As a Licensed Master Electrician with nearly 20 years of commercial and residential experience, Anthony’s career has spanned all industries. He holds a Project Management Professional (PMP) certification and has excelled in his leadership and interpersonal skills throughout his career.

## Kumar & Associates, Inc.’s Jake Cochran Receives His P.E. License



Kumar & Associates, Inc. (K+A) is pleased to announce that Staff Engineer, **Jake D. Cochran**, recently received his P.E. license. Mr. Cochran, who primarily works out of the Colorado Springs office, has been at K+A for nearly 2 years. Jake received his Bachelor’s degree in Civil Engineering from the University of North Florida in 2012. Before moving to Colorado, Jake worked at Universal Engineering Sciences in Daytona Beach, Florida for 3 years as a project engineer.

## Chris Evans Promoted to Vice President of D.L. Adams Associates



January 22, 2018 - D.L. Adams Associates announced that **Chris Evans** has been promoted to Vice President and will serve as an Associate Principal of the firm. Chris joined the company in 2013, bringing more than twenty-five years of audio-video (AV) design and integration experience. He began his career as a broadcast engineer then transitioned into general AV design and integration providing services for a variety of clientele.

Chris spent several years in the role as the Director of Engineering and a member of the senior management team of a large integration company.



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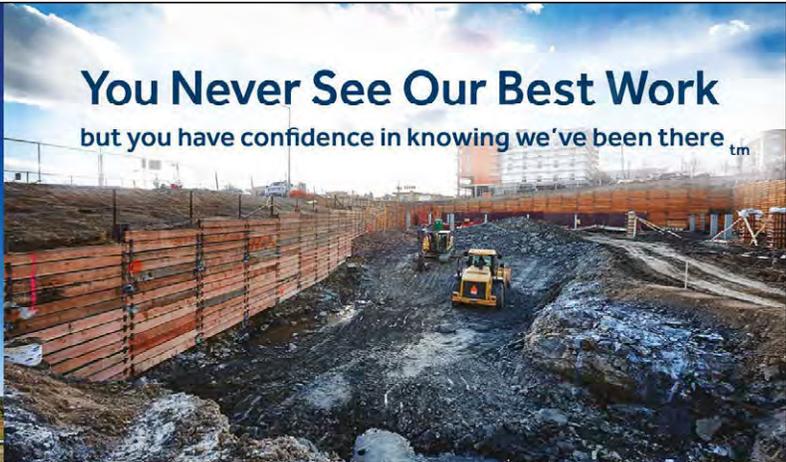
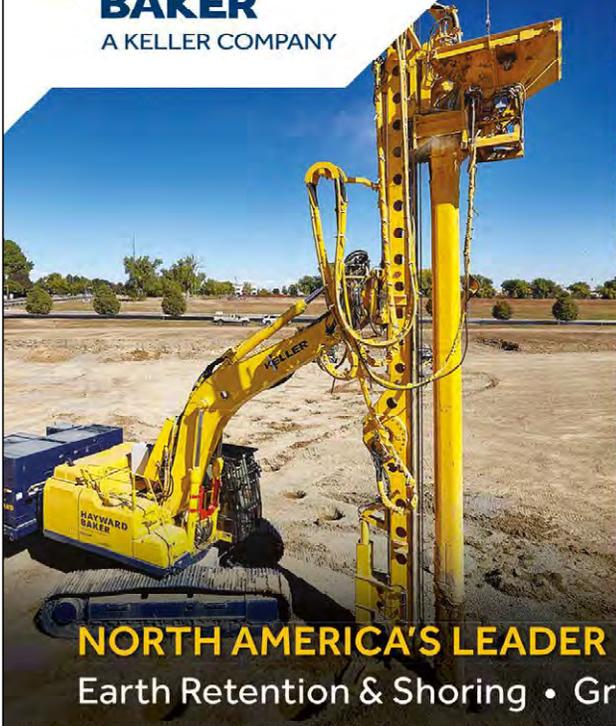
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The best smart buildings use data to help measure and improve their performance. Over the last two decades, the **U.S. Green Building Council** (USGBC) and Green Business Certification Inc. (GBCI) have been collecting more green building data than any

other organization. As a result of tools like LEED (Leadership in Energy & Environmental Design) and other green building rating systems, building managers and operators have a flexible framework for identifying practical, measurable, and sensible green building strategies. With more than 91,000 LEED-certified residential and commercial projects across 167 countries and territories using LEED, the green building sector represents an enormous opportunity for positive change.

That's why **USGBC** and **GBCI** have introduced **Arc**, a state-of-the-art digital platform that allows buildings and spaces to benchmark, measure and improve sustainability performance. From buildings

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It's more important than ever for local communities to take the lead on sustainability efforts. LEED for Cities is the ideal framework to promote smart cities on a global scale as it provides all citizens and their leaders with a detailed view of citywide performance. Again, metrics and transparency are key.

In Colorado, local municipalities are becoming global leaders by pursuing policies to meet the ever-growing threat of climate change. Denver has already implemented a benchmarking ordinance for large buildings, and cities and towns across Colorado are committing to renewable energy standards under the Paris Climate Agreement, independent of Federal support. Arc allows building owners to take that next step, proving that these efforts are paying off economically, socially, and environmentally.

Arc represents a new way forward for smart green building—one that focuses on the interconnections between sustainability, mobility, technology and data. With its aggressive sustainability goals and supportive leaders, Colorado is the ideal place for a culture of data-driven green buildings and green communities to take hold.

to portfolios to cities, users can compare performance against regional and global averages.

Arc tracks data across five categories – Waste, Water, Energy, Transportation and Human Experience – and delivers a performance score out of 100 that helps drive continuous improvement and provides a holistic picture of a building's impact. For example, building owners can enter the results of a waste audit into Arc, and see how much waste the project has generated and diverted from landfills and incineration facilities over time. They can use Arc's survey to log their employees' commuting habits. They can see exactly how much water their building uses for irrigation, heating and cooling, in restrooms and kitchen areas, and other fixtures, and they can record energy usage in order to hit key energy efficiency and carbon reduction goals.

The Arc platform connects all sustainability actions in one place, encouraging teams to make more informed decisions using data. Projects do not need to be LEED-certified or pursuing a green certification to use Arc, but Arc can help buildings understand where they're starting from and how they can move closer to certification through incremental improvements.

Arc goes beyond buildings, though—it is a performance solution for communities and cities, too. A new certification program called LEED for Cities is available through the Arc platform. The idea behind LEED for Cities is to revolutionize the way cities are planned, developed and operated; this has the potential to improve the quality of life of citizens around the world by measuring performance and capturing metrics across Arc's performance indicators.



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Design begins with purpose, an idea embodied in the well-known adage: form follows function. This edition of the Round Up explores the emerging mix of purposes that are being deliberately paired with office components to ensure that 21st Century work spheres offer something for everyone. Walkability, transit options, and lunch-time food services are essential to success in attracting and retaining top talent in 2018's employee-friendly job market. Retail, entertainment, recreation, and fitness are natural amenities that enhance a work, play, live lifestyle. Even single-purpose office buildings are being inserted into existing campus environments in the projects profiled.

# Office and **MIXED-USE** *Round Up*

By Sean O'Keefe

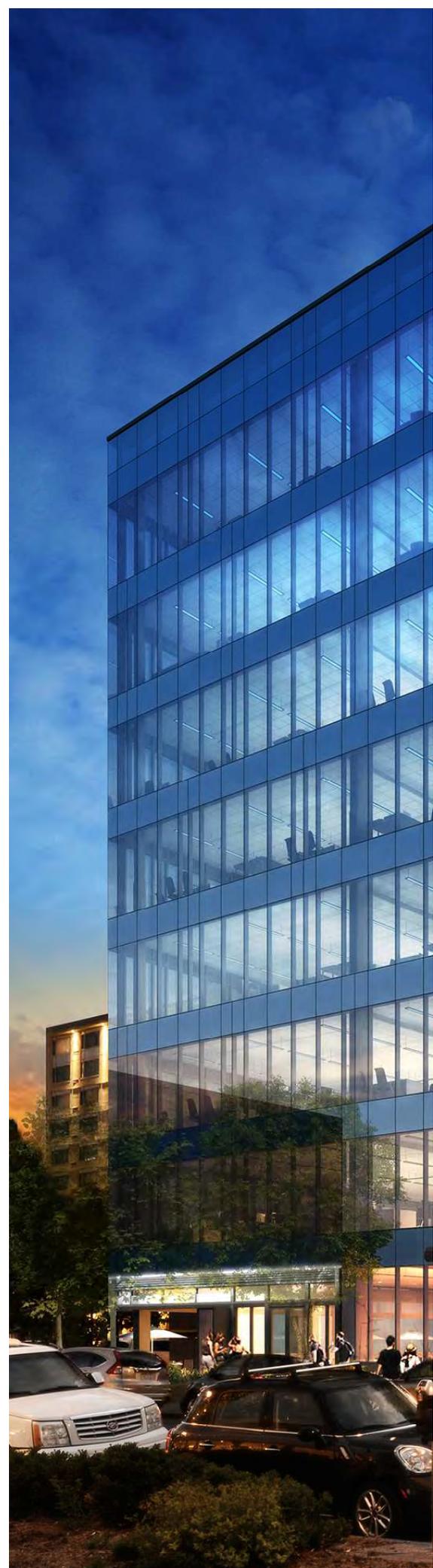
## **BMC Investments Building Mixed-Use Offices in Cherry Creek North**

Developer **BMC Investments** is moving forward with a mixed-use office building to be located at the corner of 2nd and Detroit in the Cherry Creek North business district. When complete a total of 70,000 SF of office space will reside above a 27,000-SF parking garage and joined on site by 5,000 SF of retail space. BMC Investments has been very active in Cherry Creek, today nearing completion on multi-family residential properties 210 St. Paul Street and working toward occupancy on 255 St. Paul in the fall of 2018. Building on the brand's penchant for hospitality-forward design and amenities, the design team at **4240 Architecture** sees this project as an opportunity to elevate standard office building

expectations by including a lobby and courtyard designed for social gatherings connected by a folding glass wall and valet services in the parking garage. Panoramic views in every direction are accommodated by the structure's four-sided glass curtain wall.

Construction began by removing a two-story, 13,500-SF building that has been on the site since 1957. 4240 Architecture is joined on the delivery team by Construction Manager, **Haselden Construction**, in completing this eight-story building. Construction broke ground in December of 2017 and the steel-frame building is expected to be complete by January of 2019.

Image credit: 4240 Architecture





# Office and **MIXED-USE** *Round Up*

## **New Mixed-Use Office Building Ready to Build at 32nd and Vallejo**

Construction has begun on a new mixed-use office project located at 32nd and Vallejo Street in Denver's LoHi neighborhood. A development consortium 32V, LLC led by **City Street Investors** includes **Elevate Architecture**, and **Brent Kimball** with construction being completed by **Bryan Construction**. The 53,334-SF four-story building will include office, retail, and below grade parking in a sleek structure boasting Class A finishes and private tenant balconies. Level one retail opportunities will enliven the street presence and add to this highly walkable area's collection of amenities.

Office spaces will benefit from 10' to 18' ceiling heights allowing plenty of natural daylight in through an exterior sunscreen skin that will minimize harsh glares. The design incorporates a flexible floorplate with limited ductwork zoned for comfort in an open

## **Zeppelin Station Emerges in RiNo**

Merging the design principles and functional programs of two previous successes, Zeppelin Station is Zeppelin Development's latest addition to a suite of edgy urban places along the South Platte in Denver's River North District (RiNo). Designed by **Dynia Architects**, and built by **White Construction Group**, Zeppelin Station presents a total of 100,000 SF composed of 78,000 SF of offices and 22,00 SF of food, beverage, and retail options. Tenant businesses will be well positioned to take advantage of increased commuter rail line traffic at RTD's nearby 38th and Blake Street station.

The design blends raw, urban aesthetics previously seen in Zeppelin's TAXI Community and The Source Hotel + Market Hall. The ground-level food hall provides an opportunity for an around-the-world culinary tour of tastes. Current concepts include Vietnamese banh mi, Italian gelato, and Hawaiian poke, joined by a curated collection of merchants in apparel and designed goods. Above three floors of office suites offer roll-up, glass garage doors that open to terraces with city and mountain views framed by industrial nearness.



Image credit: Elevate Architecture

plan. The clean ceiling plane and limited structural portioning account for both near- and long-term leasing strategies and lower facility maintenance. A Variable Refrigerant Flow (VRF) mechanical system will be whisper quiet while contributing to reduced energy usage and easy facility operations. Elevate Architecture designed the building, which is expected to break ground in April of 2018 and is planned to achieve core and shell delivery in February of 2019.



Image credit: Dynia Architects

The unpunched steel stud exterior and the sawtooth configuration of terraces mimics both tracks and trains, imbuing a continuation of the style of previous Zeppelin places.

White Construction Group broke ground on the project in September of 2016 and tenant and user occupancy began in February 2018. Zeppelin Station anticipates achieving LEED Certification by incorporating daylighting, water efficient fixtures, recycled building materials and many other sustainable practices common to Zeppelin developments.



Image(s) credit: Tryba Architects

## Denver Rock Drill Plans to Redefine the Historic Cole Neighborhood

**Saunders Development** has entered a partnership with owners **Byron, Andy, and Brett Weiss** to develop Denver Rock Drill, a 700,000-SF mixed-use project northwest of downtown Denver. Located along 39th Avenue near the RTD's 38th and Blake Station, the redeveloped site will include 150,000-SF of adaptive reuse of multiple existing historic warehouse and machine shop buildings along with 550,000-SF of new construction. A 175-key hotel by **Sage Hospitality** will be joined by 318,000-SF of office space, 65,000-SF of retail, and a residential community of 180-units. Among the advantageous reuse components of the existing buildings, the varied structures will facilitate dynamic, custom office design on large, flexible floor plates with 28-foot ceilings.

The site's history goes back to 1910 when it was built as the home of Denver Rock Drill Manufacturing Co. whose pneumatic rock drills

were used around the world. Since 1992, the site has been home to Porta Power, a material handling and warehouse supply company owned by developer Byron Weiss. The new development, master planned and designed by **Tryba Architects**, will feature a collection of pedestrian lanes, courtyards, and spurs to blend diverse site purposes, destinations, and discoveries.

**Saunders Construction** plans to break ground on the site in the first quarter of 2018 and begin delivering occupiable space in early 2019.



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## The Prism at 999 17th Street Will Be Unmistakable

To be located on the corner of 17th and Curtis, The Prism will be a glass office cube boasting a unique sculpturally cleaved prismatic exterior. This mixed-use property will feature just under 94,000-SF of office space along with 6,481-SF of retail space within Denver's Central Business District. The building's glass curtain-wall will be instantly recognizable for the five diagonal folds that create six angled panes reflecting the sky and skyline like a shimmering glass kaleidoscope. The Prism represents the second phase of a two-phase site development project that also includes The Quincy, a 28-story, 359-unit, multifamily residential tower that opens in the spring of 2018. Both The Prism and The Quincy, which are being developed as build-and-hold legacy assets by **Shea Properties** will share access to the site's eight levels of parking,

totaling 550 spaces. Combined, the two properties will offer a live, work, play lifestyle to renters wishing to live centrally within the downtown core.

Design services for this interesting project were led by **Davis Partnership** beginning with an overall site master planning process initiated in 2007 before the recession put the two buildings on hold. **GE Johnson Construction** has also been involved since 2007 in a Construction Manager/General Contractor role. The Prism broke ground in November of 2017 and is expected to be ready to accept tenants sometime in the late fourth quarter of 2017.



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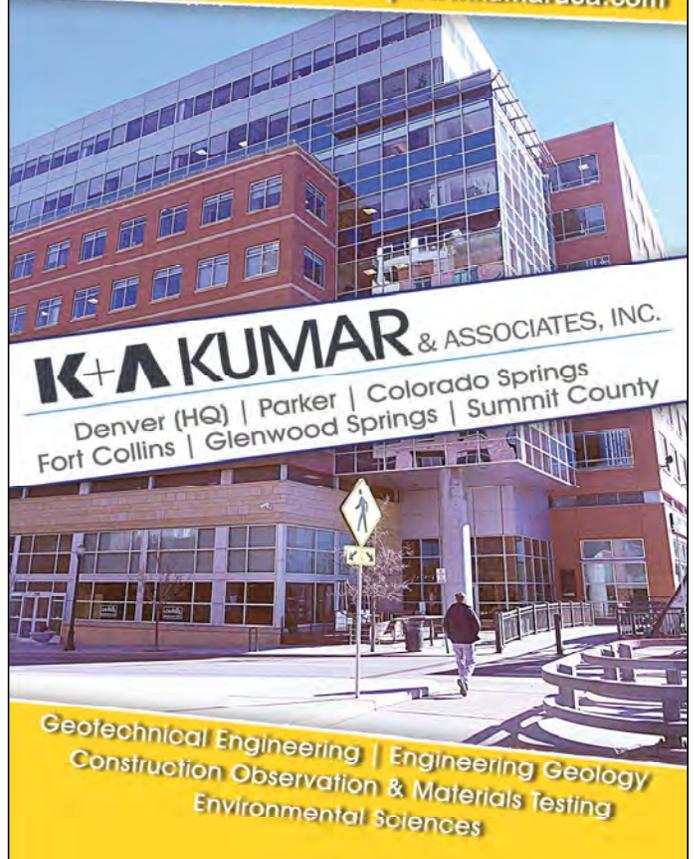


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# Office and **MIXED-USE** *Round Up*

## Partners Group Establishing Corporate Campus in Broomfield the Historic Cole Neighborhood

**Partners Group**, a global private markets investment manager, is in progress on a purpose-built headquarters campus in Broomfield. The new, three-building corporate campus will be a new hub for the company's American activities, building on the success of the firm's European headquarters located in Zug, Switzerland, and the Asia office in Singapore. The campus' collection of buildings is being built on 121.5 acres, which are part of a larger 22-acre parcel Partners Group purchased in June of 2016.

**Open Studio Architecture** led design services for the project, which broke ground in the fall of 2017 with **Swinerton Builders** in charge of general contracting. Construction is expected to extend into the early spring of 2019. **Prime West** is the project developer for the three-building set, which will include an office



Image(s) credit: Open Studio Architecture

building, a training center, and a campus amenity building. Partners Group opened a temporary office in downtown Denver in May of 2016 in anticipation of establishing the new Denver campus, and that group has already more than doubled in size. In choosing metro-Denver as the location for their new offices, Partners Group cited the area's great transport connectivity, welcoming and friendly-business environment, strong local talent pool, and excellent quality of life for employees.

## Bioscience 3 to Join Fitzsimons Life Science District in 2019

**The Fitzsimons Redevelopment Authority** has engaged **Mortenson** in a three-phase contract to develop, design, and build a new 118,000-SF office building as part of the Fitzsimmons Innovation Campus in Aurora. Mortenson Development will act as the project developer and provide leasing services while Mortenson Construction will take responsibility for the design-build obligations in association with **MOA Architecture**.

Located within the campus' Life Science District, Bioscience 3 is the third in a series of bioscience business incubators and educational facilities. Bioscience 3 will offer flexible mixed-use space that can be built-out-to-suit supported by a high-performance building and amenities like the 100-seat auditorium. Tenants will benefit from the campus' sense of community and purpose while being able to tailor spaces for use as wet and dry laboratories, office suites, warehousing, and/or distribution facilities. Spaces will also include capacity for liquid nitrogen and



Image credit: MOA Architecture

compressed air vacuums, fully supported by standby emergency generators.

Bioscience 3 will be accompanied by a 200-stall parking structure and 210 surface parking spaces when the project is complete in July of 2019.

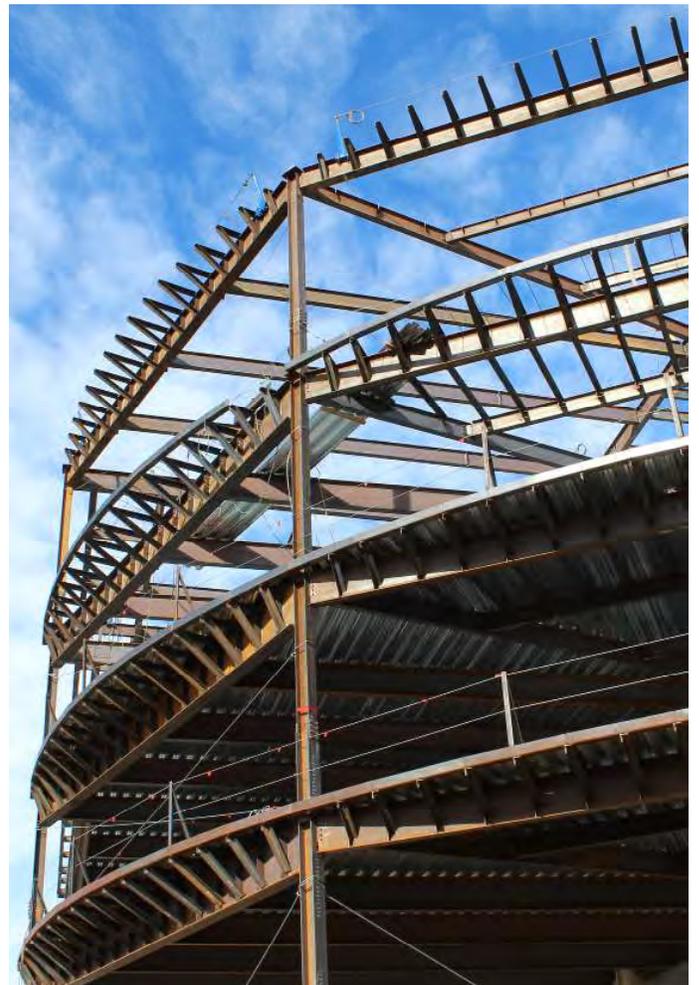


Image(s) credit: GE Johnson Construction

## One DTC West Wraps Up Along the Western Front

Construction is nearing completion on One DTC West, a mid-rise office building located at the intersection of Belleview and Niagara along the Denver Tech Center's western perimeter. The building's sleek radius glass curtainwall exterior covers pre-cast concrete panels supported by a steel frame structure that will provide more than 75,000 SF of new commercial office space. The rear of the building sits atop three-stories of structured parking in a 248-stall garage. In addition to the abundance of daylight afforded by the all-glass exterior, the building also features several easily accessed exterior decks and balconies with great views of the southern Front Range and its namesake development to the south.

**GE Johnson Construction** is leading construction management services in partnership with **Barber Architecture** for design, and owner's representative, **DAE**. GE Johnson will also be providing tenant build out of core and shell spaces in the lobby, first-floor bank branch and new offices as leases are acquired. One DTC West broke ground in March of 2017 and is expected to begin occupancy in May of 2018.





# TODAY'S ELECTRICAL CONTRACTOR

“Electrical contracting is the business of bringing power, light and communication to buildings and communities.”

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## HOT INDUSTRY. COOL CAREER.

Foreword by Mike Branigan, Publisher

Electrical contractors are among the most important and first-to-arrive contractors to enter new construction job sites, supplying power for other construction operations. Lighting, HVAC and a myriad of other activities rely on electrical power to be in place. In buildings, electrical connectivity is essential to many other activities including cooking, refrigeration, lighting, charging stations, integration with solar energy, and the operation of elevators, escalators and personal computers.

Rick Ellis, founder of several electrical contracting organizations including E Light Electric and Tower Electric, has made a career from his passion to bring electrical power to large and notable construction projects. **“Employee development is huge,”** says Ellis. **“Continuing education and ongoing training are essential,”** Tower Electric and a number of other contractors work with the Construction Industry Training Council (CITC), which is supported by both the Associated Builders and Contractors Rocky Mountain (ABC RM) and the Associated General Contractors (AGC Colorado).

With the demand for talent on the rise, the industry is looking for motivated individuals to train and develop the next generation. One company, Hunt Electric is dedicated to giving employees the tools they need to succeed. Some of Hunt’s offerings include tuition reimbursement, in-house training programs and continuing education. This way, employees are able to graduate with no school loans and gain a competitive edge in obtaining a state journeyman license. Employees can then forge their career path into career positions including field supervision, administration, estimating and/or management.

Experienced Master Electrician George Gaudiello is Director of Electrical Training at the Construction Industry Training Council (CITC), located on the AGC campus in Denver. Gaudiello coordinates training curriculum for electrical contractor’s education, helping students meet state requirements to obtain an electrician’s license. CITC offers a wealth of classes and continuing education. Apprenticeships and training leading to becoming licensed electrical technicians is available from CITC, NECA and IECRM. For more about CITC, visit [www.citcinc.com](http://www.citcinc.com).

In this feature, Marilyn Akers Stansbury, CEO for the Independent Electrical Contractors Rocky Mountain (IECRM), talks with IECRM members about the challenges and advances in technology for the industry.

# **LUDVIK ELECTRIC COMPANIES LOOKING FORWARD TO THE NEXT CENTURY**



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# The Next Generation Electrician: Hot Industry. Cool Career.

Marilyn Akers Stansbury CEO, Independent Electrical Contractors Rocky Mountain (IECRM)

## What has changed in the world of electrical contracting over the past 20 years?

From smart homes, smart businesses, smart highways and beyond, much has changed in the electrical industry over the last twenty years. Advances in technology, jobsite practices, legislation and policy, project workflow and training have all played a role in helping to drive efficiency, improve quality, and create a new culture of safety for electricians and all skilled trades professionals on the jobsite.

Gone are the days of paper blueprints; building infrastructure and design specifications are displayed on big screen televisions or workers have their own tablets with the resource tools they need. The timeframe savings from paper to digital has changed the way that teams can work collaboratively, interactively making changes on the spot. Imagine building a room using today's virtual reality and other software technology before actually building the room; you can estimate costs, schedule the project, order the materials you need, better coordinate among other trades and save hours on the job.

*"Of the many changes that have occurred over the last twenty years, technology is the big one,"* according to Dave Pavelka, President of Kenny Electric. *"From a broad spectrum, people think*



*automatically about working with CAD and Bluebeam - and those things have definitely changed the industry - but the sophistication of the tooling itself has also had a dramatic impact. From wire feeders to smart tuggers and benders, hand tools that are so far advanced and ergonomic that it is saving labor costs, improving safety for the employee, and reducing project time."*

Twenty years ago, electricians showed up on the job site with their own set of tools and were ready to go work. Today, many companies invest in and ensure that every employee has the basic hand tools they need to perform the job.

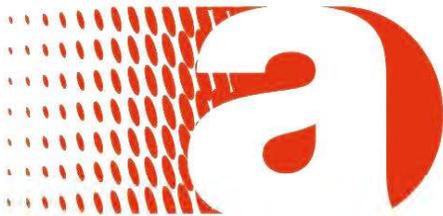
***"Just having the basic hand tools required increases an apprentice electrician's level of confidence and helps them show up on the jobsite ready to succeed,"***

- Pavelka.

Advances in technology have also benefited the end user of electricity and revolutionized homes, workspaces and highways. Cal Blair, a 30 year tenured electrician and 20 year apprentice instructor shared, *"technology over the last twenty years has evolved from incandescent to fluorescent to LED lighting, made electrical systems more efficient and introduced programmable lighting control systems that are doing everything from maximizing energy efficiency, lowering our energy footprint and providing real time communication and analysis of energy consumption."*

Another significant change in the electrical industry from twenty years ago to today is the importance placed on safety. *"The emphasis and demands for safe practices and a safe worksite are all positive changes,"* says Pavelka, *"regulations and training, like NFPA 70E which deals with energized work, encourage safety and protect*

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*the employee. The information available on the jobsite, the development and use of personal protective equipment (PPE), the understanding provided through ARC Flash training have all helped to mitigate serious risks from twenty years ago.”*

And those advances in safety have also made their way directly to consumers through GFCI and AFCI devices that protect people and property. Paul Lingo, Training Director for Independent Electrical Contractors Rocky Mountain (IECRM) says *“the use of electrical energy has become more advanced and strategic; we rely on electricity now more than twenty years ago. And we aren’t going to use electricity any less tomorrow - we may use it more efficiently and through different sources like solar, wind, and hydro – but we won’t use it less.”*

And that is why one additional change over the last two decades that has impacted the electrical industry is so important to the continued growth and advancement of the industry - the level of education and training required to be a licensed electrician.

## Electrician Licensure

To be licensed as an electrician in Colorado, individuals must be registered as an apprentice and complete 8000 hours of on-the-job training – that’s 4 years of work experience – and a minimum requirement of 288 hours of classroom instruction in order to sit for the Journeyman’s exam. Beginning with the 2017 National Electrical Code (NEC) cycle, all Colorado electricians are required to complete 24 hours of continuing education (CEUs) every three years to maintain licensure. Following an electrician’s initial passage of the Journeyman’s or Master’s license exam, re-testing every 3 years will no longer be required but the 24 hours of CEUs every 3 years is required.

## Marketplace Factors

There are 7500 licensed electricians in Colorado but more are needed to meet the demands of the current marketplace as well as address worker shortages as a result of retirements in the industry. The U.S. Department of Labor expects that by 2026,

there will be 59,600 new electrician jobs in the sector, a growth rate of 9%. In May 2016, the median annual wage for all workers was \$52,720 or \$23.35 per hour. Finding candidates for these jobs is a challenge and the industry must market consistently about the shortage, the need, the benefits and the training available.

## Lifelong Learning, Living Wage Occupation

Being an electrician is a professional occupation that provides a living wage and a lifelong learning career opportunity. The goal at Independent Electrical Contractors Rocky Mountain (IECRM) is to raise awareness about the importance of skilled trades to the continued growth and economic health of our community and to encourage more young people – men, women, veterans and minorities - to join the industry. Being an electrical apprentice is an earn-while-you-learn opportunity. In most instances, apprentices are working full time and their employer pays for training.

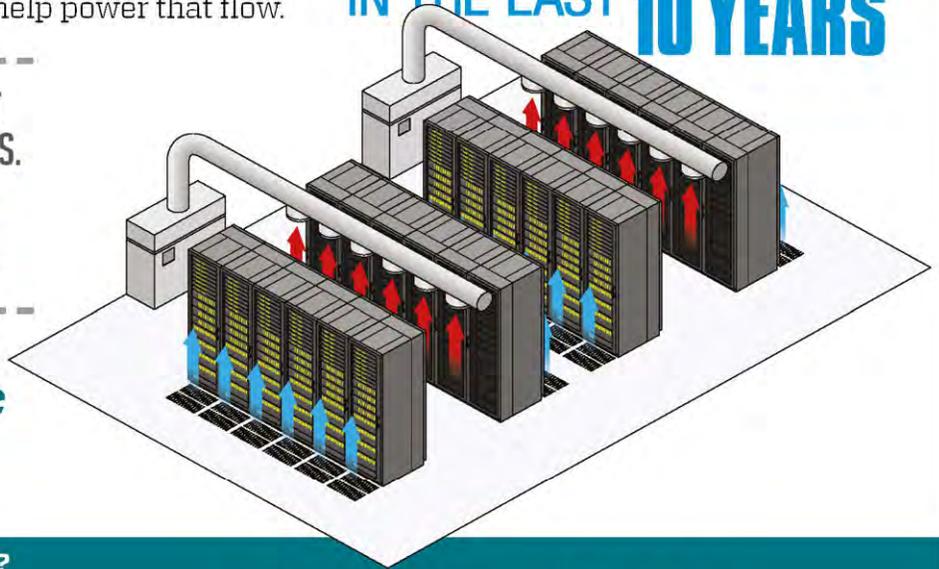
IECRM CEO Marilyn Akers Stansbury says, *“Twenty years ago I worked on a Colorado public/private partnership initiative designed to help K-12 students see the relevance and application of their academic studies related to future career opportunities. Our message was to encourage young people to continue their education beyond high school through an apprenticeship, a community college, a technical certificate program or a four year degree depending on the student’s interest. It did not mean the only path to personal and economic success was a college degree,”* *“No matter where I traveled throughout the state – from rural to urban areas – I heard we have a shortage of skilled trades especially electricians and welders. Advance twenty years and I hear the same thing....we have a shortage of skilled trades.”*

That shortage is compounded now with retirements and a steady, high growth economy. “I want our elected officials and community leaders, our parents, our transitioning military, young women and men to know that being an electrician is a professional occupation, a dynamic career due to evolving technology and electrical code changes, and offers a

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pathway to many other roles in the industry from Apprentice to Journeyman, to project manager, sales and distribution, company operations and even being a business owner.”

## How is IEC Impacting the Next Generation of Electricians?

IECRM is reaching out to schools, parents, industry and the community to create awareness about the opportunities in the electrical industry and change the perception of what is required and what it means to be an electrician. We see it as a professional occupation in the same way that finance, medical, insurance and legal professions pursue continuing education to keep up with changes in requirements, regulations and technology impacting their industries.

*“We are training the next generation electrician for the electrical industry demands of the future by forecasting what’s happening in the industry. Through our relationships with contractor members and industry partners, we adjust our curriculum to what those needs look like,”* says Lingo.

The construction industry has in no way been immune to the significant changes that technology has rapidly impacted in our personal and professional lives. Spenser Villwock, CEO of IEC National says *“We’ve been challenged to adapt and adopt, just like everyone else has. Technology has brought new practices, processes, and products into our daily lives. Companies that have embraced this wave of continual change have, largely, proven to gain efficiencies for their operations and win jobs on cutting edge projects across the country. It’s an incredibly exciting time in history to be*



An IECRM Apprentice competing in the 2017 Wire-Off Competition. The 2018 Wire-Off Competition will be held at IECRM May 18th.



That’s My Project! Electricians often point to a tower crane, a business, a home, or a highway proudly stating “that’s my project.”

*in the construction industry and the evolution of technology will continue to drive what and how we do our work on job sites and in the industry in the months and years ahead.”*

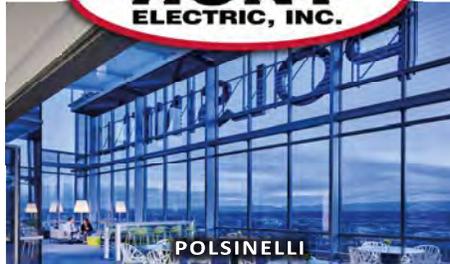
**“For an electrical contractor, you are talking about investing a small amount of money in someone who will, in the field, give you a great return on your investment. Your life will change and things will change for you,”**

- Blair.

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## 12th Annual IECRM Summit Awards: Call for Nominations

Independent Electrical Contractors Rocky Mountain (IECRM) ([iecrm.org](http://iecrm.org)) encourages General Contractors, Electrical Contractors, and Industry Partners to take advantage of the exclusive opportunity to participate in one of the industry's most reputable events of the year. Enter your company for an award, submit a nomination for an award, or simply attend to show support for this year's winners and celebrate the successes of this dynamic growing industry. **Nominations are due Friday, March 16, 2018 by 5:00pm.** See [www.iecrm.org/summit18](http://www.iecrm.org/summit18) for details and the simplified, online form. Don't let the opportunity to shine pass you by!



The 2017 IECRM Summit Awards at the Denver Athletic Club Ballroom.

For 12 years, IECRM has recognized excellence in the energy, electrical, and green building fields through the prestigious Summit Awards. The Annual IECRM Summit Awards Banquet will be held at the **Denver Athletic Club Grand Ballroom on Thursday, April 12th.**



### Independent Electrical Contractors

Independent Electrical Contractors Rocky Mountain (IECRM) is a trade association for the electrical contracting and renewable energy industry and a four-year apprenticeship training program that prepares the next generation electrician for Journeyman licensure. To become a member of IECRM or to learn more about electrical apprenticeship in Colorado, visit [coloradoelectricians.com](http://coloradoelectricians.com). 

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*Figurehead: Designed to enhance CDOT's presence and visibility, encountering the new Statewide and Region 1 Headquarters will begin with a welcoming embrace.*

# Built to Last

By Sean O'Keefe

**CDOT readies to take residence in the new Statewide and Region 1 Headquarters**

Constant consideration of a distant horizon is essential to meeting the mission of the Colorado Department of Transportation (CDOT). Continually working toward enhancing Colorado's quality of life through an integrated, environmentally-responsible, safe, multimodal transportation system, today CDOT is nearing completion on a visible new figurehead in Denver's central core. Located just south of Colfax on what has long been a parking lot in service to Mile High Stadium, the 175,000-SF Statewide and Region 1 Headquarters building will blend CDOT's insistence on thoughtful analysis and strict fiscal responsibility with a recognized need to create spaces designed to attract and retain high-performance talent and ambition.

**"CDOT is about mobility, keeping people, goods, and information moving"**

says David Fox, the Department's Real Estate Specialist who has led the project from analyses to implementation. Fox has been with CDOT for 13 years

and is now responsible for managing the Department's building profile. In addition to the new office building in Denver, CDOT is building new Region 2 offices concurrently in Pueblo and completed a new Region 4 office in Greeley in 2015. Across the new building program, CDOT will accomplish a mass consolidation of assets, reducing almost 30 acres of non-taxable land occupied in Denver to just 3 acres when the new HQ opens.

The completion of the Greeley, Pueblo, and Denver facilities in sequence will certainly mark an indelible turning point in the organization's history when people look back years from now. Until the Greeley building got underway in 2013, CDOT hadn't built new office space since the 1950's. Fox anticipates that the new Denver Headquarters will be in good use for the next 75 years, requiring his team to deliver a building that can stand the test of time. His responsibilities on the project have included leading an assessment of the Department's overall building portfolio; framing a masterplan within a cost model and schedule; site selection and acquisition for each property; selecting

and leading the design-build delivery teams; change management; staffing; and now move management as the Denver and Pueblo facilities ready for spring 2018 openings.

“The current state headquarters building was originally designed based on a school-building template,” shares Fox. “The layout is extremely inefficient with long-wide corridors, dark, siloed workspaces, and antiquated building systems. Trying to rehabilitate that building for today’s workforce simply wasn’t a wise investment.”

Using a decision-making methodology known as Target Value Analysis, Fox and CDOT have endeavored to identify high-value choices and prioritize them to achieve maximum benefit for the resources expended. An excellent example was the early decision to engage a Design-Build team, contracting with JE Dunn and Stantec (formerly RNL) to execute to the Denver project. “Design-Build is a great way to develop a truly integrated team, allow CDOT to stay closely involved, and really fine-tune the project to enhance the value delivered at every chance,” says Fox.

From a design perspective, the goal was to deliver a civic project that can stand the test of time yet has the internal flexibility to adapt to what will surely be many future evolutions in workplace organization and culture. Dominic Weilminster, the Business Center Discipline leader in Stantec’s Denver office, was a key figure in the design and delivery process and understands the importance of creating right-feel, right-flow workspaces.

“This is a long-term asset that needs to accommodate not only the three generations in today’s workforce but a series of generations yet to come,” says Weilminster. Programmatically, before the design-build team was selected CDOT had a solid handle on the amount of space they needed and didn’t want to oversize the building. Though today’s job functions may be different, organizational occupancy analysis revealed that the Department’s full-time employee counts haven’t really increased since the late 1980’s. Given the segmentation that exists within the school-building headquarters, improving the floorplan layout in the new building wasn’t a challenge, but meeting the needs of today’s professionals requires more.

“We worked to create a series of neighborhoods on each floor,” continues Weilminster when asked how the employee’s experience will be different in the new space. “Neighborhoods are supported by team and group collaboration space and casual, coffee shop-like social spaces joining teams at the center of each floor.”



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*Elevated Appeal: Delivering maximum value through Target Value Analysis included incorporating a thoughtful Design-Build delivery and a pre-cast structure.*



*Dominic Weilmminster, Sean O'Keefe, David Fox, Ryan Dorsey.*

### Key Team Members

**Owner:** Colorado Department of Transportation (CDOT)

**Design-Build Contractor:** JE Dunn

**Architect:** Stantec (formerly RNL)

**Precast Concrete:** Stresscon

**Concrete:** Martin Marietta

**Rebar:** CMC

**Mechanical:** Design Mechanical

**Electrical:** Greiner Electric

**Interior Finish:** Phase 2

The combination of a variety of workplace environments, access to incredible city views and daylight, close-to-everything proximity, and the site's multi-modal transit options are expected to help CDOT level the playing field in terms of getting and keeping a top-notch workforce while competing with Denver's booming private sector economy. In addition to providing modern, appealing, and accommodating space for current and future employees, equally important was presenting a positive civic image that welcomes and benefits the surrounding community on the modest budget of a Class B office building. As a team, CDOT, JE Dunn, and Stantec took a holistic, cost-to-benefit approach to the design-build effort by applying Target Value Analysis principles. Built to last using a sturdy structure composed of architectural, insulated precast panels, Ryan Dorsey is the JE Dunn Project Manager responsible for delivering the new facility.

"The land acquisition on the site closed the day before we broke ground," says Dorsey, a CSU grad who has spent the entirety of his 10-year career with JE Dunn. In addition to building in the heavily trafficked parking lot of the state's most beloved home-town team, site challenges included contaminated soil, likely from an old junkyard; and the need to over-excavate the parking garage portion of the building by ten feet, leaving a huge open hole on site for a portion of the build. "The Design-Build partnership has been fantastic," continues Dorsey.

**"Teamwork is what set this project up for success and teamwork is how we're going to close it out down the stretch."**

With the site remediated and ready to accept the new structure, JE Dunn led the sequenced construction of the pre-cast concrete panels by erecting the structure in thirds along 13 total grid lines using a crawler crane. The great benefits of working with pre-cast include the long, open interior spans afforded by the lack of columns inside the building, and often, the speed of assembly. The inherent complications of moving pieces of concrete as long as 43-ft in length, weighing upwards of 34 tons however, definitely requires logistics with intense consideration of both sequencing and safety. "Working vertically in thirds, allowed us to get the structure erected in phases," continues Dorsey. "Trade coordination was tightly controlled from one trade to the next to establish and maintain smooth overall progress."

Once the structure was up, the team's application of The Lean Construction Institute's Last Planner

System, caused the resequencing of workflow within the building. Dorsey says the original plan was to finish the floors from floor 5 down to 1, but efficiency analysis indicated that working from 2 up to 5 and then finishing on 1 was more advantageous. Today Fox, Weilmminster, and Dorsey walk the site with pride, each appreciative of the importance of designing, building, and delivering a public asset that will serve generations of Coloradans to come.

“From start to finish, this project has been about looking at the details and honoring the public’s investment in CDOT’s ability to live our mission” says Fox. “As we get ready to transition to this great new space, it’s simply awesome to consider the changes in transportation CDOT will oversee, quite literally, from these offices in the next 75-years.” 

*Keeping Up: Inside CDOT understands the importance of a multi-dimensional workplace; neighborhoods are joined by flexible-use social hubs on each floor.*



*Finishing Touch: From floor to ceiling, the experience of the new facility for users and guests will be dynamic yet consistent, very much like the agency itself.*



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## Engineering Change Lab USA Summit Overview by Elizabeth Stolfus



**Elizabeth Stolfus**

The author is the ACEC Colorado Immediate Past President and President of Stolfus and Associates.

Engineering leaders from the US and Canada met in Omaha at the University of Nebraska-Omaha on February 5 and 6 to strategize about the future. Summit #2 of Engineering Change Lab USA (ECL-USA) brought together individuals with many points of view formed by a wide range of historic and present day-to-day roles within the engineering community. Collectively, the participants delivered public, private, educational, institutional, and industrial perspectives.

ECL-USA met to work toward a future in which the engineering profession fulfills its highest potential on behalf of society. As expected, the conversations generated more questions than immediate answers. Often when people talk about the future, they are apprehensive, protective, and quick to make broad generalizations. In this instance, however, the participants were open-minded, thoughtful, and really listened to each other. The work was extremely challenging individually and collectively.

Over the two days we spent together, we solidified our commitment to using a social laboratory approach to taking on this work. Since ECL-USA is working on a dilemma without discrete boundaries and clear definitions, the social laboratory approach helps to generate and test ideas quickly and collectively. The approach brings together a diverse team of individuals with multiple perspectives to take on dilemma-type challenges using an experiment-based approach. Multiple experiments can be conducted concurrently with each one aimed to address topics at the causal level. As results develop, successful outcomes can be transformed from proto-type solutions to full scale applications.

Unlike many organizations, social laboratories continue only as long as necessary to catalyze the desired outcomes. As a collaborative body, social laboratories like ECL-USA have the added benefit of operating in an open source

environment. Since catalyzation is the objective, sharing of information is essential for success.

In addition to increasing clarity around the broad purpose, mission, and principles of ECL-USA, we also harnessed talent and interest in the room to initiate the beginnings of ECL-USA's first experiments. Topic areas of these conversations included: developing a superior future workforce by impacting K-12 education and Center for Advanced Professional Studies (CAPs) programs; implementing engineering based public policy; and consulting engineering for a changed world. Development of experiments within these areas begins now.

During the discussions, one of the words often used to describe the role of the engineering community within society was stewardship. By definition, stewardship refers to the responsible overseeing and protection of something considered worth caring for and preserving, like society and our natural world. Interestingly, ACEC Colorado identified the same word in forming our Stand As Stewards initiative to continue focusing our efforts on protecting and preserving the health, safety, and welfare of our population and our world.

Like the ECL-USA participants, Colorado's consulting engineers intentionally contribute our skills beyond projects to make the world better. We continue to support present and future quality of life for all. Our success as stewards delivers Colorado's quality of life in a way that will inspire and attract great minds now and into the future.

To learn about social labs, check out Social Labs Revolution - A New Approach to Solving Our Most Complex Challenges by Zaid Hassan. For more information about ECL-USA please email us! [Elizabeth@stolfusandassociates.com](mailto:Elizabeth@stolfusandassociates.com) or Marilen Reimer [mar@acec-co.org](mailto:mar@acec-co.org)

## Worker Deaths at Highest Level Since '08 by Sam Abrahamsen



**Sam Abrahamsen**

Sam Abrahamsen is a Safety Resources Coordinator at CCIG. Reach him at 720-330-7941 or SamA@thinkccig.com



Deputy Assistant Secretary of Labor Loren Sweatt summed it up best:

**"America's workers deserve better,"** she said in a statement last month.



Sweatt was responding to a new report from the U.S. Bureau of Labor Statistics saying that 5,190 people were killed on the job in 2016, the most since 2008.

What's more, the rate of fatal injuries for full-time workers rose to 3.6 per 100,000, the highest since 2010.

Some of the details from the report:

- Transportation incidents were the most common, making up 40% of all workplace deaths.
- Fatal injuries among leisure and hospitality workers were 32 percent higher in 2016 than 2015.
- Deaths from falls, slips or trips increased 6% to 849; up more than 25% for roofers, carpenters and tree-trimmers, as well as truck drivers.
- Drug and alcohol overdoses jumped to 217 cases, the fourth straight increase of at least 25%, amid the nation's opioid epidemic.

Sweatt said OSHA was committed to finding **"new and innovative ways of working with employers and employees to improve workplace safety and health."**

We welcome that, of course, but, given that we're at the beginning of a new year, would also suggest it's a good time for a top-down review of your safety practices.

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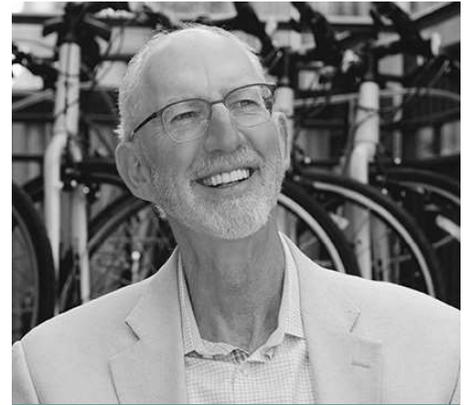
We'll also introduce you to our Risk Management Center, which can help you to:

- Train employees online.
- Track and report incidents.
- Comply with OSHA and other regulatory bodies.
- Protect against liability through certificate of insurance management, and much more.

The essential point on all this? CCIG does more than make sure you're properly insured. Our team can help you develop the policies and training needed to keep your workers safe and claims down.

**Don't just stay safe, folks. Be safe!**

## The Coming Retail Apocalypse? *by Michael Leccese*



**Michael Leccese**

Executive director of ULI Colorado since 2005, Michael indulges in retail therapy in bike shops and used-vinyl stores.

Remember the first Blade Runner movie? The groundbreaking 1982 sci-fi flick has become a bit of a joke because it depicted LA in 2019 ruled by such corporate interests as Pan Am, Atari, Cuisinart, and Bell Telephone-- brands that have nearly or completely vaporized.

The 2018 version of that might be a shopping trip that included Borders, Sports Authority, Radio Shack ... the list of dead stores drags on like a post-holiday sale. Last year some 6,700 individual stores and restaurants shuttered across the US, nearly double the 2016 total. Retail employment dropped by 100,000. Shopping malls and power centers have largely gone the way of the shopkeeper Main Street that Bruce Springsteen bemoaned in "My Home Town."

And yet we keep building stores. Thanks to its tax structure, Colorado and similar states are addicted to retail sales taxes, which fund nearly \$5 billion of our state's government expenses, including the Regional Transportation District.

That despite the challenge of online shopping. In 2017, reported the Pew Charitable Trust, the 45 states that collect sales taxes lost \$26 billion in revenues to online shopping.

Will bricks and mortar stores disappear? And what does this mean for real estate and construction? Mary Beth Jenkins, a retail veteran with Denver-based Laramie Company, painted a brighter picture to 455 attendees of ULI's Emerging Trends event in January. Noting that "consumers still prefer bricks and mortar shopping," Jenkins pegged 2017 vacancy rates in metro Denver at merely 4.8 percent, while nearly 2 million square feet were under construction, including such major projects as 9th and Colorado (235,000 square feet) and Castle Rock Promenade (186,000 square feet).

From the recession era of 2011 to 2014, Colorado retail construction soared statewide, according to Dodge Construction Outlook, but has been flat since.



Still, gaining online sales now account for 12 percent of all retail sales (a figure that inhibits sales tax growth critical to states like Colorado). And while bricks and mortar stores saw holiday sales increase 5.5 percent last year, online sales roles 15 percent.

For a land-use organization like ULI, the underlying issue is that we simply have too much retail for our population to support. The postwar advent of shopping strips spread retail out thinly. Over time we are left with dated, unsightly, unsafe, unwalkable, and unhealthy corridors that often perform poorly economically. The classic example is Federal Boulevard between I-70 in Denver and 72nd Street in Westminster, where 40 percent of businesses are basically used-car lots or porn-related, yet there is no place for 12,000 nearby residents to buy groceries.

The urban theorist Richard Florida (my favorite urban theorist after Gary Indiana) writes, "The United States devotes four times more of its real-estate square footage to retail, per capita, than Japan and France; six times more than England; nine times more than Italy; and 11 times more than Germany." Florida notes that while stores are closing and retail is shedding jobs, the sector still grew 3 percent last year and retail sales rose \$100 billion. Florida sees the current course as a "correction" to overbuilding rather than a sea change of shopping habits. A sign of this is Amazon's confidence investing in physical stores such as Whole Foods.

What's the answer to maintain a vibrant retail sector that provides needed services for growing communities? Food-based retail including restaurants, food halls, and tap rooms provide a niche filling some of this gap. So-called vertical mixed-use (offices and apartments stacked over ground-floor, street-facing shops) is great, but tricky to finance, develop, and tenant. The Bellevue Station project by Holland Partners is doing a nice job of filling ground-floor spaces with non-chain restaurants and services.

Most communities still seek the big bang of the big box to provide maximum services and tax revenues. But when the those boxes vacate (such as the former Target on South Sheridan), they leave a gaping hole in communities that can also drag down adjacent retailers. 



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Education Round Up, AIA Denver Regional Report, RTD FasTracks and TOD Update, AGC Colorado Special Section

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## Colorado Leads the Way in the Green Building Industry by Patti Mason



**Patti Mason**

Patti Mason, Mountain West regional director, USGBC



**COLORADO**

There are few better indicators of leadership in the green building realm than to be consistently ranked among the Top 10 States for LEED, or Leadership in Energy and Environmental Design, by the U.S. Green Building Council (USGBC). Colorado is one of only two states, along with Illinois, to make USGBC's Top 10 list every year since its inception in 2010.

The annual ranking is based on the number of square feet of commercial space LEED-certified in the previous calendar year per capita. In 2017, Colorado rounded off the list, coming in at number 10 in the nation. A total of 76 projects in Colorado earned LEED certification in 2017, totaling more than 11.4 million square feet and representing 2.27 square feet of certified space per capita.

Every project that achieved LEED certification last year, and all those that are LEED-registered, have reason to be proud. LEED spaces use less energy and water, save money for families, businesses and taxpayers, reduce carbon emissions and create a healthier environment for occupants and the community at large. LEED also supports state and local strategies to mitigate climate change and increase sustainable development. The state of Colorado and many of its cities and towns have already committed to meeting the standards under the Paris Climate Agreement, in the absence of Federal support.

One of the buildings certified in 2017 was the Colorado State Capitol Building, proving Colorado really does walk-the-walk when it comes to its sustainability commitments. Other notable projects include the Byron Rogers Federal Building, which achieved LEED Gold. This project is a great example of how LEED can be utilized to make older, historic buildings healthier and more efficient. Originally built in 1964, the Byron Rogers Federal Building now features highly efficient LED lighting, high-

performance building and lighting controls, and thermal storage tanks to help conserve energy.

In Boulder, the 172,700 square foot multi-functional office building PearlWest achieved LEED Platinum, the highest ranking possible, while the Sustainable Energy and Environment Laboratory at the University of Colorado-Boulder earned LEED Gold. The University of Colorado has long been a leader when it comes to sustainable universities, and the campus now aims for LEED Gold or better on every major capital construction project

Green schools are not only healthier, better places to learn—they often actively support the curriculum. That's what happened with the gorgeous Aspen Community School, which achieved LEED Gold in 2017. Teachers use the school's garden and local wildlife to teach students about the importance of sustainability, and the role buildings play in being a good steward of the environment.

LEED projects also contribute to our local economy. Over the last three years, and by the end of 2018, green construction is expected to add 281,000 jobs for Coloradans, \$16 billion in labor earnings, and \$23.92 billion to the state's gross domestic product (GDP). LEED construction specifically is projected to contribute 103,000 jobs, as well as \$9 billion to the state GDP and \$6 million in labor earnings.

From Fort Collins to Pueblo, the diversity of project types and communities represented on Colorado's 2017 list is significant. We look forward to another year of growth in 2018 as we work toward a better quality of life for everyone using the LEED green building rating system.

# REGISTER TODAY

Join hundreds of building professionals, sustainability leaders and change makers from across the Rocky Mountain region for a full day of educational sessions, networking opportunities in the expo hall and discussions around today's most critical sustainability and green building issues.



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## Design and Construction's Role in an Evolving State *by Cathy Rosset*



**Cathy Rosset**

Cathy Rosset, Executive Vice President  
& CEO, AIA Colorado



This is an exciting time to be in the construction and design industry. We continue to see evidence of Colorado's development boom all around us and how it impacts our members in the construction and design industry. According to the AIA Consensus Construction Forecast, construction spending for nonresidential buildings is expected to increase 4% this year and continue at that rate through 2019. Similarly, architecture billings in the west continue to increase.

But with this period of rapid growth, Colorado design professionals must continually innovate and strategically design the future of our state. For that reason, one of AIA Colorado's 2018 priorities is proactively equipping members with the knowledge and skills they need to lead positive growth in the state and successfully design places where we all can thrive.

**Business of Architecture** - In this increasingly competitive market, it can be difficult for architects to hone their skills in both design and business management. Yet, with the large number of firms in Colorado, plus the mergers and acquisitions that are happening more frequently, architects must have the business know-how to position their firms and maintain market relevance.

Architecture firms are big contributors to the state's economic development, and we strive to arm them with the tools necessary to lead prosperous firms into the future. This spring, mid-career architects will learn business and management strategies as part of an AIA Colorado series. We hope that the impact of this program will extend beyond participants, and that they will integrate what they've learned into their firms' cultures.

**Materials Matter** - Buildings consume nearly half of all energy produced in the U.S. and are responsible for almost half of all CO2 emissions, according to the U.S. Energy Information Administration.

Beyond air quality, there is a strong connection between the built environment and public health. According to the U.S. National Library of Medicine and National Institutes of health, physical spaces can expose people to toxins or pollutants and influence lifestyles that contribute to diabetes, coronary vascular disease and asthma. This became apparent during 19th century industrialization, and while we've spent the last few centuries studying the correlation, there are still advances to be made in designing a built environment that facilitates human health.

One of AIA Colorado's focuses is helping members understand the evolution of building science and use it to design sustainable places that are built to improve lives. We believe it is possible for architecture to mitigate the effects of climate change and reduce environmental and health impacts.

This fall, AIA Colorado will offer a "Materials Matter" educational series that delves into the impact of materials on the environment and human health, resources for assessing materials, and strategies for making informed design decisions.

**A State of Growth** - As of July 2017, Colorado's population grew to 5.6 million, up 1.4% from the previous year, according to the U.S. Census Bureau. Since 2014, Colorado has added approximately 265,059 residents, and it is expected to add another 1.3 million by the year 2030.

While this is good news in terms of architecture billings, change can also spur growing pains. Not only must design and construction professionals think about building to accommodate an influx of people, but they must also think about their own career, personal and organization's growth.

That is why we've chosen to tackle this complex reality at our 2018 Practice + Design Conference on October 11-13. There, we will feature numerous speakers and opportunities for the best minds in our industry to brainstorm benefits and potential detriments of growth and strategies for building a sustainable future.

As many AIA Colorado members have said, this is an opportunity for architects to make their mark on Colorado and contribute to the state's future. And it is an opportunity for all of us in the architecture, engineering and construction community to reflect on what has worked well in the past and what we can do to make the future even better.

For more information, visit [aiacolorado.org](http://aiacolorado.org).

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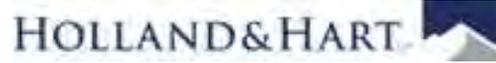
To submit a job posting, find a directory of our members and view the 2017 award-winning architects, visit

**[aiacolorado.org](http://aiacolorado.org)**.



**AIA**  
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## **PROJECT DOCUMENTATION CAN MAKE OR BREAK YOUR CLAIM** *by Kevin Bridston and Sean M. Hanlon*



As project and trial lawyers specializing in construction, we see a consistent pattern: weak project documentation impairing a claimant's ability to resolve claims, whether by settlement, arbitration, or trial. The weaknesses generally are: (1) failure to follow contractual requirements for notice; (2) failure to completely document daily events, impacts, and costs on the project; and (3) failure to timely raise critical issues. Favorable and timely resolution of claims often depends on adequately addressing these issues.

### **Read and Follow the Contract Requirements for Notice**

"I did not read the contract." "It's just boilerplate." "The other party will do the right thing, regardless what the contract says." Unsurprisingly, none of these statements provides any relief whatsoever in a dispute. Contracts should be read and followed. If it is truly impracticable to do so, the reasons must be well documented. Whether "boilerplate" or not, contractual provisions are enforceable, period. Relying on the other party to do the right thing is ill-advised.

The solution? Whoever is responsible for managing and administering the project must read the contract and comply with the notice provisions. Most construction contracts require notice if the contractor encounters something likely to increase schedule or cost. Before work begins, a project manager should understand the notice and claim provisions under the contract. When any issue arises, the project manager should reference the notice and claim provisions and notify the owner in accordance with those terms. This active contract administration will pay dividends in resolving claims at the end of the job.

### **Document Daily Events, Impacts, and Costs**

A daily log is good. But too often they only reflect weather, crews on the job, and work performed that day. Logs often fail to reflect various impacts on the work, such as weather, equipment breakdowns, regulatory issues, other contractors, the owner, etc. The best daily logs reflect project impacts without regard to whether they might later form the basis for a change order, schedule extension, or claim. Those impacts should be noted

objectively, not just with a view to setting up a claim. Such logs greatly enhance a request for additional compensation or time, or a claim.

Daily logs should be supplemented by internal and external e-mails, notes, and reports made in the ordinary course of the project. But too often, daily logs and notes say little about project impacts. That supports an argument in court or arbitration that whatever impact is now being claimed was not important because no one raised it at the time. Cumulative impacts, i.e. "death by a thousand cuts," are hard to fully document, but every effort should be made to do so.

Cost records are similarly problematic. Little or no effort is often made to segregate the costs caused by some compensable impact – perhaps interference by another contractor – as distinguished from normal and expected costs of the work. Segregating such costs may sometimes be impossible, but best efforts must be made. That effort goes beyond simply dumping every cost outside the budget into an "extra bucket." Project managers must give careful thought to how extra costs are allocated. If segregating such extra costs is unworkable, then the responsible employees should at least document why that is true, and what efforts were made to do so. If the potential claim is substantial, engaging an outside consultant to assist in tracking and segregating costs is wise.

### **Raise Issues Early and Often**

A big problem in project documentation is the failure to raise issues and provide notice early in the project. At the outset of the project, everyone is optimistic that whatever hiccups are encountered early on the project, big or small, will be overcome. That is not true on projects that end up in dispute. Instead, problems build and compound as the project goes on. When it is obvious that the project will end in dispute, the parties then become very good at notifying each other of deficiencies or impacts or interferences. But the parties are unable to rewrite a history that was never documented to begin with.

For example, a project may start late because the owner did not have financing in place as expected, hasn't signed the contract, or hasn't authorized the work to begin. This could cause multiple headaches for the contractor. For weather sensitive work, it might force the contractor to miss a good seasonal window to perform and push some of the work into an adverse seasonal window. For work with a fixed completion date, the period for performing the work might be shortened. Work to be performed in a specific sequence might be disrupted or various trades might have to be stacked, creating obvious but sometimes difficult to prove inefficiencies. For almost any project, a critical labor or supply window might be missed, forcing the contractor to procure labor or materials in a tighter and pricier market. All of these impacts and others like them potentially affect the cost of the work.

What should a contractor do under these circumstances? Speak up – now – in writing! Contractors cannot afford to assume things will work out. If so, you face the risk of eating extra costs caused by early project impacts. Even if the lack of early notice can be overcome, the claim is more difficult to prove than if the contractor had been proactive. Contractors need to pay attention to early project impacts,

notify the owner of the cause of the impacts, and whether they increase time and cost. Not every impact can be perfectly predicted, but the contractor should be as accurate as possible, noting any necessary caveats.

### Conclusion

Project documentation can make or break a claim. For that reason, it is imperative that the parties consistently and accurately document what is happening on the project, including the impacts on the cost and schedule, with an eye to what is required to preserve rights under the contract. If not, contractors are likely to experience a costly, and perhaps unhappy, result in dispute resolution.

Contractors who regularly and proactively provide written notice are much less likely to wind up in disputes. And when disputes cannot be avoided, contractors who establish a regular pattern of providing notice and keeping good documentation are likely to fair better in settlement, trial, or arbitration. 



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## simPRO Facilitates Data Ownership for Business in Cloud-Based World

Trade contractors can streamline business and maintain data ownership with simPRO's cloud-based job management solutions and mobile apps.

simPRO's solutions streamline workflows by providing businesses with an end to end solution both in the office and field by helping to improve efficiency in every facet of business operations.

The solutions are designed for trade operators, including those in the electrical, solar, plumbing, data networking, HVAC, security and fire industries.

simPRO US President Glenn Nott said simPRO is fast becoming the leading job management solution for trade contractors in the US.

**"Technology like simPRO's job management solutions are fast rolling into mainstream**

**business practices and streamlines workflows by providing businesses with an end to end solution both in the office and field,"** he said.

**"With features specifically for electrical job costing, estimating, scheduling and billing, users can power their business with simPRO to operate at peak performance and maximize profitability."**

simPRO has continued its US expansion since relocating to Broomfield, Colorado in 2017 and regularly address questions from users about cloud-based solutions and the security of company data.

The technology company stepped onto the stage in January in Las Vegas to talk about the future of the electrical business during an international business summit hosted by Independent Electrical Contractors' (IEC).

simPRO joined business owners, managers, industry partners and other electrical professionals to answer the big question many companies face in regards to data ownership, a topic for which simPRO offers total security to users.

Mr. Nott said trade contractors can feel at ease that simPRO ensures

that data ownership remains with users.

**"Cloud-based software solutions such as simPRO create systems where a business's data is kept in cyberspace and can be accessed from different locations and devices,"** he said.

One of the most common questions that simPRO addresses in the US is in regards to cloud-based software and the security of company data.

**"simPRO users maintain ownership of their own data and allow us to ensure its security,"** Mr. Nott said.

simPRO was established in 2002 when co-founder Stephen Bradshaw, an electrical contractor, began working on a solution for managing his growing trade services business with co-founder Vaughan McKillop. The technology company is now a leading provider of job management software solutions to trade contractors performing service, project and maintenance work, serving over 4,000 businesses and 100,000+ users worldwide.

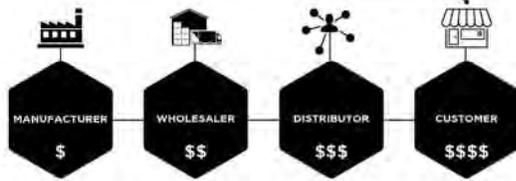


Dave Fowler

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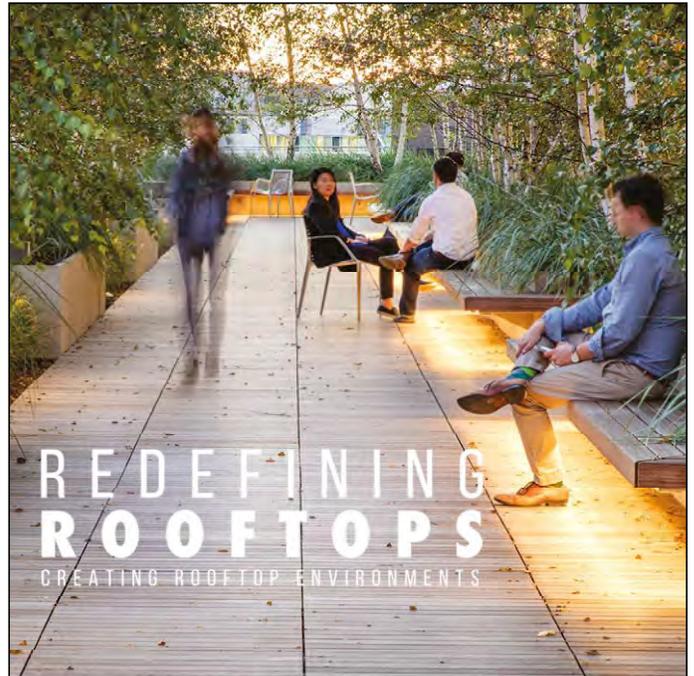
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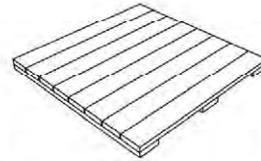
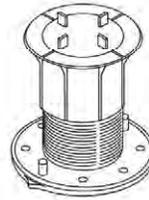
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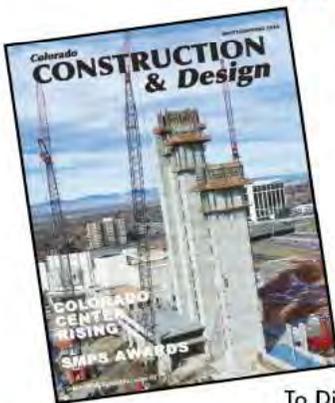
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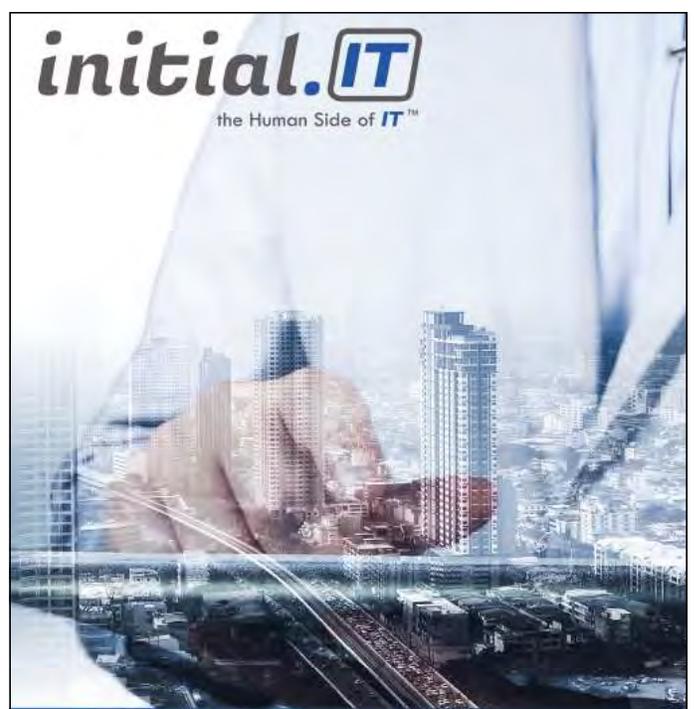
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## Build Your Business Through AGC Presidents Letter by Michael Gifford



**Michael Gifford**

Author Michael Gifford is President and CEO of the Associated General Contractors (AGC) of Colorado

AGC members firms (all 550 of them) can effectively build their business through AGC. In fact, networking and building profitable teams and business is the number one reason that firms engage with AGC.

Here are a few upcoming opportunities:

**April 6, 2018** Rockies Opening Day with AGC at Ken's Reproductions parking lot. Expect 450+ contractors, developers, architects, engineers and industry leaders at this blockbuster (and fun!) event. Sample Colorado micro brews from the booths of top specialty contractors in our market. Then walk over to the game (bring your own tickets for the game).

**July 18** AGC Breakfast with the Board & General Contractor Showcase with AIA & ACEC. Expect 500+ at this event including the top contractors in the state on the AGC Board.

To access these valuable opportunities you must be an AGC member. Prospective members can attend one event on a courtesy basis. Call Andrea Berumen our Director of Membership & Communications for details or to register at 303-388-2422.

### **AGC Tackles Green Roofs Measure thru Colorado Real Estate Alliance**

AGC faces many tough issues, like growth limitations, energy efficiency policy, affordable housing fees, green roofs, and overreaching regulations, to name a few. We have learned that facing some of these issues in a group is a stronger way to protect the construction & design industry. One such coalition is the **Colorado Real Estate Alliance or CREA**. Members include AGC, BOMA (build owners), CHBA (state home builders association), CRA (realtors), and Denver Metro HBA (Denver home builders). I am an officer of this alliance and we have recently used it to beat back huge developer fees for affordable housing, and the worst parts of the Energize Denver ordinance. We are now using CREA to develop smart fixes to the city's new Green Roofs measure approved by voters last year. **As members of AGC, your membership investment allows AGC to pay top level dues to CREA, positioning me as a leader of the group, and helping us fight for our industry.** Thank you for your investment!



# Rockies Opening Day with AGC of Colorado



April 6, 2018  
10am - 3pm  
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Denver, CO 80205

Cost: \$30  
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## AGC Colorado Safety Overview by Bradley Gassman

One only has to drive up and down I-25 to take note of the numerous construction cranes that continue to dominate the Denver-Metro area's skyline. In fact, the entire state of Colorado is still booming with construction as confirmed by Cliff Brewis from Dodge Data and Analytics, during his 2018 Construction Outlook at AGC's Breakfast with the Board in December 2017. He noted that Colorado has more than doubled in terms of the amount of construction work since 2011 and is expected to experience a seven percent growth in construction starts in 2018, four percent higher than the national average.

Amidst all of this construction activity with rising pressures from owners who are facing compressed schedules and tightened budgets, construction safety becomes even more paramount. As an industry, we cannot afford to endanger the lives of our existing construction workforce, which is already facing labor shortages, nor can construction firms afford the liability of any accidents on a job-site.

### Specialized Safety Services

AGC Colorado seeks to offer its 550+ member firms a trusted resource for the latest construction safety developments through the various services, partnerships and programs we offer. Beyond some of our standard safety services which include application assistance for the AGC Pinnacle Worker's Comp Safety Program, and injury/illness and loss run analysis, we also offer specialized safety services through our Safety and Environmental Director, Brad Gassman. Brad has over 24 years of safety experience and can help firms with the following:

- Accident investigation
- Assistance with OSHA inspection proceedings
- Education classes
- Job-site hazard audits
- On-site safety training
- "Tool Box" safety meetings
- Develop/evaluate company safety programs
- Safety seminars and presentations
- Safety manual for compliance

### Safety Programs and Initiatives

The Safety Steering Committee has put together 10 pertinent topics for the 2018 Safety Council, with all topics receiving Safety Training Approved\* by Pinnacle Assurance.

- January 23 - Occupational Safety & Health Update
- February 27 - Lunch with OSHA
- March 26 - Habits Super Hero
- April 24 - OSHA Legal Update
- June 26 - Lunch with OSHA
- July 24 - Colorado Injury Trends Insights & Innovative Solutions
- August 28 - Fatigue and Stress in the Workplace
- September 25 - Lunch with OSHA
- October 23 - Crisis Management/Active Shooter
- November 27 - Drugs: The Epidemic and Effects on the Workplace

In addition, several programs are coming up to engage your firms in safety on the jobsite. AGC, in partnership with Pinnacle Assurance, is planning to provide 4 OSHA 10 Hour Training classes in 2018. The classes have only 40 spaces available and are taking place April 19-20 in Glenwood Springs and June 28-29 in Denver. The other two classes are tentatively scheduled to be held in Colorado Springs and Fort Collins.

AGC of Colorado and the Colorado Contractors Association will also be hosting Safety Training for Fall Protection in Construction. This training will be presented by AGC of America which is supported by a Susan Harwood Federal Grant. This training will take place at AGC's office on September 27th and at CCA's office on September 28th from 8:00am – 5:00pm. Classes will be limited to 50 seats so reserve your seat soon. For more detailed information please contact **Brad Gassman at 303-388-2422.**



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*"I think it's important we bring this new blood from CCN into the industry.*

Norm Holden, Regional Manager • Baker Concrete Construction

*The biggest advantage with Construction Careers Now is students have gone through a 16-day program where they've already demonstrated commitment and dedication – those are the biggest things we look for.*

Moses Berrelez, General Superintendent • Baker Concrete Construction

*We have hired several really good team members from the CCN program and will continue to do so.*

Bob Henry, General Superintendent • Mortenson Construction

## UPCOMING HIRING FAIRS

(Wednesdays | 4:00-6:00 pm)

March 7, 2018

April 11, 2018

May 16, 2018

June 27, 2018

August 1, 2018

August 29, 2018

**CONTACT:** Lisa Seaman | [lisa@agccolorado.org](mailto:lisa@agccolorado.org) | 720-235-1909 | or Register at [BuildColorado.com](http://BuildColorado.com)

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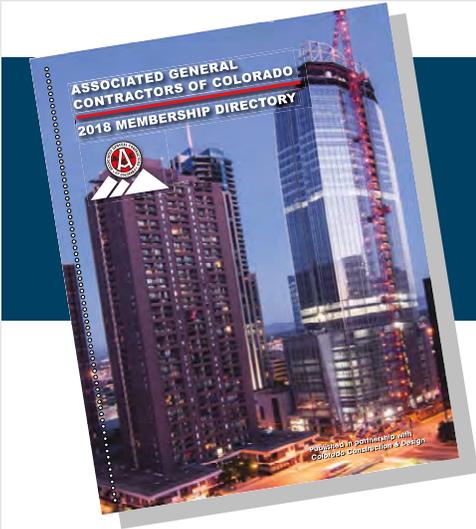
- ◆ Meadow Mountain Homes, LLC
- ◆ Mantell-Hecathorn Builders, Inc.

### Specialty Contractors

- ◆ Aspen Luxury Vacation Rentals
- ◆ Veris Environmental, LLC
- ◆ Kinetic Industry
- ◆ Amatis Controls, LLC
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- ◆ VTI Security
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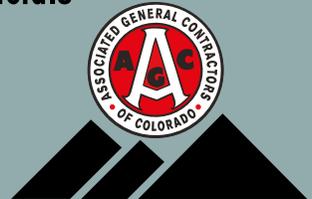
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## Weifield Group Contracting's 16-Year Anniversary



### Successful 16-Year Anniversary Client Appreciation & Charity Event!

On January 25th, Weifield held a successful 16-Year Anniversary Client Appreciation & Charity Event at the Denver Aquarium in downtown Denver, with hundreds in attendance! We celebrated our 16-year anniversary with a casino night mixed with networking, hors d'oeuvres and cocktails, live animal presentations, and a large raffle, all of which raised nearly \$10,000 in donations for the Denver Rescue Mission (with Weifield matching all donations 100%, or a total of \$20,000)! Each year, Weifield's client party is a wonderful networking opportunity that also helps raise funds for charitable causes.



Thanks to everyone who came out to celebrate with us!! Here's to a great year!



## AGC Breakfast with the Board



Gary Silbernagel, National Development Director and Dani Nicol, Estimator host the booth for BELAIR Sitework Services.



Concepts in Millwork's Sherri Lindsey (center) introduces apprentices Melissa Sherer and Sarah McFarland.



Heidi Gordon, ACEC Colorado and PR Counsel Julie Wanzer, Business Rewritten.



Jeff Laird, Colorado Business Bank, Martha Dickenson, Director of Sales, Colorado Construction & Design and Rod Derrer of AIA Industries.



Preconstruction Manager Jenny Wohlrabe of Baker Concrete Construction and Jeff Diehl, Formwork Services Manager.



Michael Hicks, AGC Programs Chairman, Michael Leccesse and Sarah Franklin with the Urban Land Institute.



Michael Hicks, Powers Products; Michael Leccesse, Urban Land Institute and Michael Branigan, Colorado Construction & Design magazine (The other member, Michael Gifford was excused as he had to dash off to run the AGC Board of Directors' meeting).



Danni Danko-Holloway, Rusty Reynolds and Colorado Barricade owner Ted Ott get the CCD award for best promotional products at the event (not a real award, but they did have great giveaways at their booth).

## ABC's President & CEO, Mark Latimer's Retirement



### Q&A with Mark Latimer: Past at ABC and Future Plans

**Q:** What year did you start at ABC?

**A:** 1996

**Q:** What roles have you held at ABC?

**A:** I started as the Director of Education & Safety and was promoted to Executive Director. Title later changed to President & CEO

**Q:** What year did you become president?

**A:** 2000

**Q:** How did you end up here at ABC?

**A:** I was recruited by the previous RMC Executive Director to come work for ABC. I had worked with her when she was serving in the Dean of Students for the Colorado School of Mines which was in my region that I served as a Regional Vice-President for the Association of Fraternity Advisors.

**Q:** What jobs/experience/education did you have previously?

**A:** I received my BS in Business Administration from Oklahoma State University in 1987. Right out of College, I worked for the national

Lambda Chi Alpha Fraternity as an Educational Leadership Consultant from 1987-89. During my travels for the fraternity, I visited the University of Oregon several times. The Dean of Students recruited me to work for her based on my work and interaction during my visits. I worked for the University of Oregon from 1998-1994 and was working on my masters until they cut my degree program. I left the University of Oregon to attend graduate school at the University of Denver. Deciding that continuing to work in higher education wasn't the career path I want to ultimately pursue, I left to go work as a Sales Manager at the North Face until I could determine my future career path. On a trip to attend a North Face Sales Manager meeting I ran into ABC's Executive Director at the Denver Airport. Letting her know that working retail did not fit with my career objectives, she interviewed me and decided to hire me on with ABC.

**Q:** What are some of your best ABC memories/stories?

**A:** It has been incredibly rewarding working for an association whose

philosophy and beliefs I hold dearly. It's especially been a pleasure and honor advocating for the merit shop and free enterprise. Some of my best memories include attending National events with members in great places such as Puerto Rico and Hawaii and getting to celebrate their accomplishments when they won national awards. I've enjoyed the friendships that I have made over the year's and working with a great staff and group of volunteers over so many years. I have been blessed with the opportunity to work with so many leaders in the construction industry.

**Q:** What are you planning/looking forward to in retirement?

**A:** I plan to do extensive travel in my motor coach; especially spending more time at my property at the Las Vegas Motor Coach Resort. I also plan to continue to travel to Hawaii and looking at buying property on Kauai so I can spend more time enjoying the Hawaiian Islands. Hopefully I will be able to also take a cruise once or twice a year. Basically plan on spending about third of my time split between Denver, Las Vegas, and Hawaii depending on the weather.



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**SMPS UPCOMING A/E/C MARKETING EVENTS**

**Marketing Excellence Awards**

March 8, 2018 | 6:00 pm - 9:30 pm  
Sie FilmCenter | 2510 E Colfax Avenue | Denver



Celebrate the outstanding achievements of Colorado's top AEC firms and professionals at our Marketing Excellence Awards event on Thursday, March 8. It's an evening

of networking, great food, and recognition of our 2018 winners. This is typically a sell-out event, so get your registration in and mark your calendar to prepare yourself for 2018!

**ADDITIONAL UPCOMING SMPS EVENTS**



**SMPS NOCO MONTHLY SOCIAL**  
March 20, 2018 | 4:00 pm - 6:00 pm | Location: TBD



**DEVELOPMENT IN COLORADO SPRINGS: Southern Colorado Event**  
April 3, 2018 | 12:00 pm - 1:30 pm  
The Warehouse | 25 West Cimarron Street | Colorado Springs



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April 4, 2018 | 11:30 am - 1:00 pm | Denver Athletic Club | 1325 Glenarm Place | Denver

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