

Colorado

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Round Up

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CRMCA Feature

Inside AGC Colorado
page 62

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On the cover:

The Source Hotel on Brighton Boulevard in RiNo - Developed by Zeppelin Development with dual-firm architectural team composed of gkkworks / Dynia Architects and built by general contractor Alliance Construction. More about this project on page 40.

Image/Credit: Stephan Werk Media

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At CCD Magazine We Value Our Industry Partners



Mike Branigan, Publisher

Dear Reader-

In my Publisher's Letter in our Summer magazine, I wrote about how much we value our "Industry Partners." What do we mean by "Industry Partners"? We're talking about those businesses and associations whose people with whom we have developed close, ongoing contact. Clients invite us to get to know their businesses. In our day-to-day exchanges of information, we encounter hundreds of companies. If we can help you promote your business, we're happy to do so. In print, online and in person.

At CCD Magazine, we like for our clients and Industry Partners to think of us as the "Home Run Hitter" on their business development teams.



Polly Emmons, Editor/
Creative Director

How does a business or organization become an industry partner? It usually starts with a face-to-face meeting where we conduct a confidential client interview. We learn your business strengths, marketing goals, target customers, etc. With this information, we come back with a customized proposal which will typically include a combination of print and online advertising, and a plan for sending us press releases on your products, services, personnel changes, anniversaries, etc. Invite us in to your office so we can get to know you! If it makes sense, plan an ad campaign in our magazine. We may even make your project a feature story or cover shot.

For our loyal advertisers, we offer an "INDUSTRY SPOTLIGHT" which consists of a full-page of editorial content, all about your business or organization. We invite you to visit our website for the latest, up-to-date construction industry news and information.

Speaking of which, our latest offering is ad space available on our website. Our Editor, Polly Emmons has done a superb job of building and maintaining our website - Go to www.ccdmag.com. With 10,000 visitors/unique visitors each month, it is quickly becoming a large part of the marketplace for construction news and information.

If you'd like to explore more ways to promote your business, please call or send us an email. As always, we're here to help you build your business!

PS- The 2019 Editorial Calendar and Media Kit is now available! Find it online or ask us to send one to you!

Sincerely,

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Laurel Cherry Creek Condos Enjoy Summer Sales Surge



Sales have been strong at Laurel Cherry Creek this summer, with nearly two-thirds of the condominiums under contract. The sales surge has been attributed to the release of the few remaining two bedroom, two bedroom + study, and three bedroom homes to the market. Prices for the remaining residences are from \$700,000.

Laurel is highlighted by immaculate interiors, panoramic views, an attended lobby and reception lounge, a rooftop retreat with a salt water pool and summer kitchen and personalized homeowner services.

More information regarding Laurel Cherry Creek is available at www.laurelcherrycreek.com.

Colorado's State Capitol Receives Architectural Honors



Photo credit: courtesy of Copper Development Association

Two Denver firms, Douglass Colony Group and Humphries Poli Architects, were recently honored with a 2018 North American Copper in Architecture (NACIA) award for their impressive use of architectural copper during the Colorado State Capitol restoration project.

The Colorado State Capitol is a well-recognized piece of local history. The 121-year-old building's restoration project installed a new, standing seam copper roof in addition to copper shingles on the low-slope portions of the roof. Copper was selected for its durability, beauty and unique patina, earning the state capitol a spot among the 2018 NACIA award-winners.

Careers in Construction Certifies 177 Students in 2017-2018

Careers in Construction (CIC), a Colorado Springs Housing & Building Association (CSHBA) and Associated General Contractors of Colorado (AGC-C) nonprofit workforce-development program, certified 177 local area high school students in PACT Core, Plumbing, Green Building, Electrical and Carpentry in the 2017-2018 academic year.

Thanks to the local building industry, the CIC program is able to provide \$30,000 per year for each participating school. These funds provide CIC students with industry-grade tools, equipment, curriculum and resources.

This fall, the CIC program will begin its fourth year with a total of 10 local high schools participating in the program.

The following schools have certified 177 high school students in the 2017-2018 school year: District 2- Career Readiness Academy, Sierra High School, and Atlas Preparatory School; District 3- Mesa Ridge High School and Widefield High School; District 11- Mitchell High School; District 49- Patriot Learning Center and Power Technical Early College (PTEC).



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GTC Hits Two Milestones with First Responder Projects



Littleton – Fire Station No. 19 Arvada PD Delta Station groundbreaking.

In May, the grand opening for a new fire station for the City of Aurora marked GTC's 30th completed first responder project since 2008. Later this summer, the firm began work on its 40th first responder project with Arvada's Delta Sector Community Police Station. GTC is also currently working on the new construction of South Metro Fire Station No. 32 in Centennial (project #39) and Adams County Fire Rescue Station No. 11 (project #41) in Denver.

GTC has worked on new construction, additions, and renovations for all types of first responders. In addition to fire stations and police stations, GTC recently completed a major expansion for Jefferson County's 911 Dispatch Services. The project was particularly tricky

because the existing JeffCom 911 services needed to run 24/7 in the space during construction, which required meticulous electrical coordination. GTC also recently completed construction of Aims Community College's new Public Safety Institute, which now trains EMT, Criminal Justice, and Fire Science personnel from across Colorado in a 50,000 sf state-of-the-art facility with seven acres of specially-developed site.

Golden Triangle Construction (GTC) has been a commercial general contractor in the Colorado Front Range construction market since 1977.

For more information, please call Dennis Richard at (303) 772-4051 or email drichard@gtc1.net.

Ribbon-Cutting Ceremonies for Two GE Johnson School Projects



Ribbon-cutting ceremonies were held last week at Bennett Ranch Elementary School and Falcon High School in preparation for the new school year. School administrators, faculty, parents, and students attended both events, along with representatives from GE Johnson, CRP Architects (Bennett Ranch), DLR Group (Falcon) and Wember.

Bennett Ranch Elementary is a new school that broke ground in August 2017. The 63,000-square-foot facility includes a centralized student common area with a performance stage, academic pods, a gym, and outdoor play areas.

Construction of an academic wing at Falcon High School broke ground in October 2017. Much of the work for the addition was accomplished during the school year. The new wing includes space for career and technical education including medical, agricultural, and automotive training; computer labs; multipurpose classrooms.



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NKF Acquires Integra Realty Resources Offices in Denver and Pasadena for its Valuation & Advisory Practice



Newmark Group, Inc. (NASDAQ: NMRK), a leading full-service commercial real estate services business that operates as Newmark Knight Frank (“NKF”), announced another milestone in the development of its Valuation & Advisory (V&A) practice, with the acquisition of the Integra Realty Resources (IRR) offices

in Denver and Pasadena. NKF previously acquired eight IRR offices. The acquisitions were led by Barry Gosin, NKF’s Chief Executive Officer, and John Busi, President of V&A.

Pictured above: IRR Denver Team

Merrick JV Team to Perform Project Planning and Engineering Services for Premier National Security Science Laboratory

The Merrick-Strategic Management Solutions, LLC (SMSI) Joint Venture was pre-selected as a small-business subcontractor to Triad National Security, LLC for support of planning, design, and engineering for capital construction and infrastructure improvements at the Los Alamos National Laboratory (LANL). The Triad team was recently selected for a ten-year management and operating (M&O) contract with an estimated value of \$2.5 billion annually by the National Nuclear Security Administration (NNSA) for LANL.

Transition to the new contract will begin in July 2018, with full contract execution starting in November 2018. As part of the Merrick-SMSI JV, Merrick is continuing a 33-year history of supplying engineering and design services at LANL. “It is an honor to be

able to support LANL in their vision to protect our nation and promote world stability through science and technology,” says Merrick president, Christopher Sherry. Scott Gustafson, PE, Merrick vice president, nuclear services and technology said, “Merrick is excited to begin this new chapter in our long history of service to LANL and to the nation.”

SMSI is a small business focusing on technical and management consulting with 18 years of experience providing services to LANL. SMSI and Merrick have a long history of working together at LANL.

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Project *Updates*

Adaptive Reuse Project Breaks Ground in **Denver's River North Art District**

Project team members recently celebrated the groundbreaking of one of Denver's newest adaptive reuse projects, LOT Twenty Eight. This redevelopment of a historic manufacturing plant is being developed by FORMATIV. Brinkman Construction is the general contractor on the project and OZ Architecture is the architect.

Located at the corner of 28th Street and Blake Street, the project features 45,000 square feet of unique mixed-use programming with space earmarked for food and beverage concepts, retail/maker space, creative office space and an event venue. The crown



jewel of the project is the sweeping, 20,000 square-foot urban patio.

Compared to traditional brick-and-mortar construction, adaptive reuse developments often cut down on construction time and reduces material, labor costs and waste.

Work is in progress at LOT Twenty Eight. For leasing inquiries, please reach out to FORMATIV at: willy@formativco.com

Park Street / Inspire Elementary



Designed to Inspire wonder in all of its occupants, this elementary school project will act as the heart of the Stapleton community both during and after school hours. Humphries Poli Architects worked with the community's vision to create an environment children would be excited to experience, and a space that would facilitate outdoor community events. The new \$28,000,000, 90,000sf Early Learning education through 5th grade elementary school, with the potential for 6th through 8th expansion, will open in the fall for the 2018 school year.

Award-winning architecture firm Humphries Poli Architects is responsible for architectural design of this project. The GC is the GH Phipps Company.

Adolfson & Peterson Construction Tops Out New Central Recreation Center for City of Aurora

Funded through marijuana tax revenue, this new recreation center will be a major addition to the parks and recreation amenities for Aurora residents with a grand opening in 2019.

Under construction on the 20-acre site is a new two-story, 60,285-sf recreation center. Designed by Populous, the facility features an aquatics area, gymnasium, elevated walking/jogging track, fitness area, teaching kitchen, party rooms, multi-purpose

rooms, group exercise rooms, offices and locker rooms. Unique design features include an interactive video water slide, a wave pool, which is the first-of-its-kind in a Colorado recreation center.

"It took us 40 years to get to the point of building a new recreation center", said Tom Barrett, Department Director for City of Aurora's Parks, Recreation & Open Space. "It's exciting for us as a city."

McCarthy Building Companies Teams Up with Greenbacker Renewable Energy Company to Build 12 Solar Projects Across Colorado

McCarthy Building Companies' Renewable Energy Team was selected as the engineering, procurement and construction (EPC) contractor for 12 solar projects throughout Colorado, totaling 17.4 MWAC / 23.2 MWDC of renewable energy. The projects are owned by Greenbacker Renewable Energy Company LLC.

The projects will break ground in August 2018 and are scheduled for completion by year-end. The Colorado communities where the 12 solar projects are located include Denver, Watkins, Greeley, Platteville, Alamosa, Rifle and De Beque. Once operational, the projects will participate in Xcel Energy's Solar* Rewards Community solar program.

McCarthy will hire approximately 600 craft workers across the state to construct the projects, the majority of whom are being recruited from the local community, supporting growth in Colorado's clean energy job sector. The projects will consist of assembling, installing and wiring more than 60,000 solar modules across all 12 locations.

To train the local workforce in the rapidly growing solar industry, McCarthy is implementing principles of Training Within Industry (TWI), a program originally developed by United States Department of War in the 1940s to help quickly and reliably retrain workers on moderately complex tasks.

Ohlson Lavoie Collaborative Completes **DoubleTree by Hilton Denver Renovation**



OLC (Ohlson Lavoie Collaborative) is pleased to announce the completion of the renovation to the DoubleTree by Hilton, Denver. The \$5 million, 13,400 sf renovation embraces the western heritage of Colorado lifestyle with a modern sophisticated twist and includes the remodel of the lobby spaces to include the Grounded Grab 'n Go, the Hub Bar and the Knife & Board Restaurant.

Through collaboration with the owner and Hilton Food and Beverage, the OLC team developed a functionally flexible layout which provides free flowing access to all areas, allowing the guest to have a variety of experiences within the hotel. Read more at <http://ccdmag.com/project-updates>



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Project *Updates*

Metro West Housing Solutions Breaks Ground on Apartments at Lakewood Masonic Lodge



Recently, Metro West Housing Solutions (MWSH), the owner and developer, broke ground on transforming the lodge into a 19 micro-unit building. Next to the lodge, MWSH will construct a new building to hold 84 multi-bedroom units. The adjacent Belmont Manor property will be renovated into 12 two-bedroom units.

The project's architecture incorporates mid-century modern reflections to complement the character of the lodge and to pay homage to the era of Colfax Avenue that many residents grew up in. It was

designed by Shopworks Architecture and construction is contracted through Taylor Kohrs.

"The Masonic lodge is an architectural gem. We're so pleased that the structure can now live on for generations to come and will be enjoyed in a new way," said Brendalee Connors, Director of Development for MWSH. The \$37 million development is supported by more than \$18 million in state and federal tax credit equity.

OZ Architecture Designs Senior Living Community in Grand Junction, Colorado



OZ Architecture, an award-winning, national architecture and design firm, has announced that construction has begun on The Lodge at Grand Junction, a Rocky Mountain Senior Housing and WellAge senior living community in Grand Junction, on Colorado's Western Slope.

Led by OZ Architecture's senior living team and principal architect Jami Mohlenkamp, the Lodge at Grand Junction is a 38,700 SF, 48-unit senior living

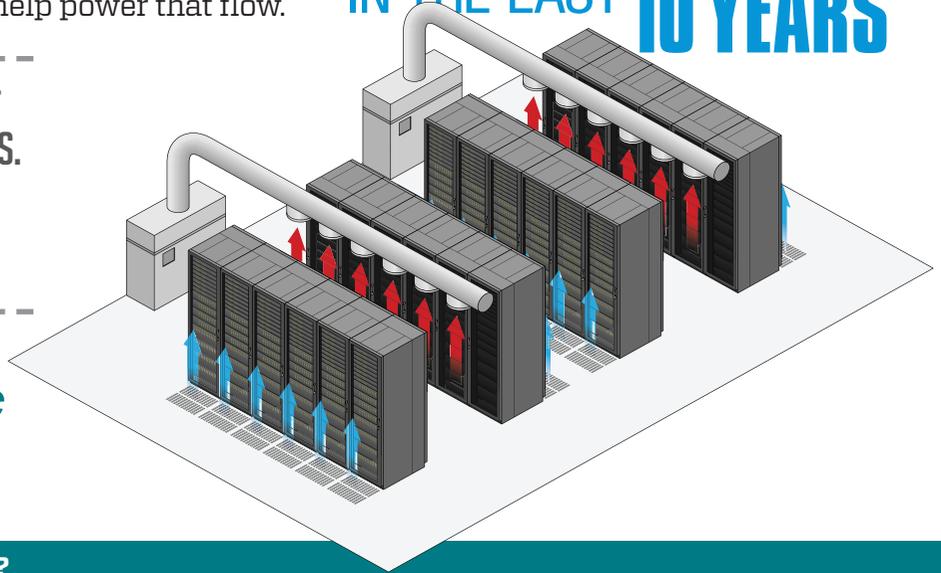
community. Of those units, 36 units will be assisted living studios and one-bedrooms, and 12 units will be memory care studios.

The Lodge at Grand Junction is slated to open in the summer of 2019. Shaw Construction is the general contractor on the project; Bow River Capital Partners teamed with Pacifica Capital Investments and Rocky Mountain Senior Housing as an equity partner. Bank of Colorado Glenwood Springs provided financing.

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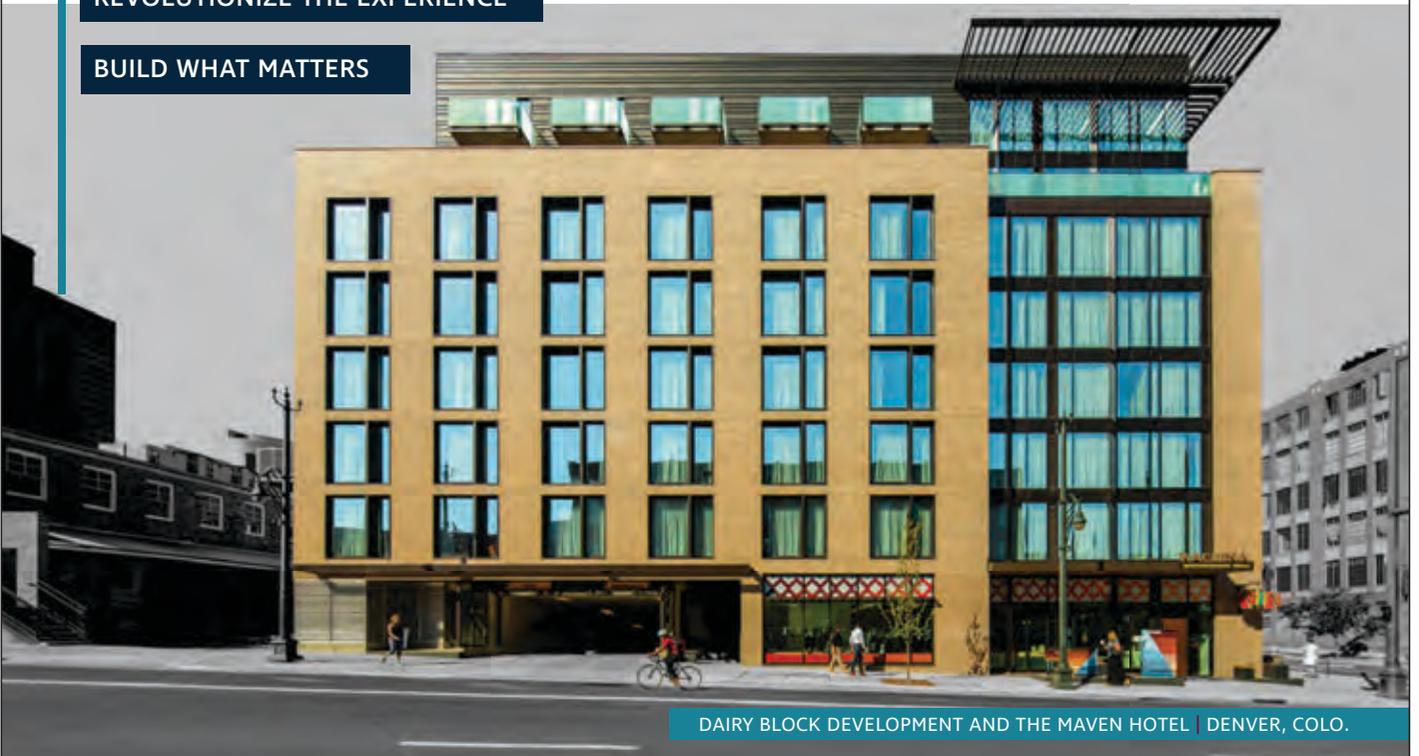
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DLR Group Adds Laboratory Planning Expertise



DLR Group CEO Griff Davenport, FAIA, announced today that the firm has added a five-member team of laboratory planning experts. **Vicki David, AIA, LEED GA; Ross Graham; Becca Hoynoski; Nicholas Kreitler;** and **Dave Swanson** joined DLR Group on August 6 and will serve clients globally, working from the DLR Group Denver office.

The team has provided lab planning and design for multiple federal agencies, medical research institutions, universities nation-wide; and domestic and international medical and healthcare facilities.

Shown in the photo above, left to right: Dave Swanson, Becca Hoynoski, Ross Graham, Vicki David, Nick Kreitler.

Scott Beckman Joins PCL as Director, Sustainability



The PCL family of companies is pleased to welcome **Scott Beckman** to PCL Construction Enterprises, Inc. as Director, Sustainability.

Based in Denver, Scott will lead the company's sustainability efforts across North America. Scott has over 16 years of sustainability experience, and prior to joining PCL served as the senior project manager for an energy company in Colorado and corporate director of sustainability at a large engineering firm in North America. He graduated from Colorado State University with a bachelor of science degree in business administration and earned a master's in environmental management from *the University of Denver*.

Nick Desport Joins Merrick & Company



Col. Nicholas Desport, RA, LEED AP BD+C, USAF (retired), has joined Merrick & Company as Director of Business Development for its High Performance Facilities (HPF) business unit. He will support the firm's business growth in the Washington, DC, area and East Coast, as well as throughout the Department of Defense and Aerospace market.

Desport brings more than 25 years of experience in planning, design, construction, environmental, real estate, and lifecycle operations & maintenance. After retiring from the United States Air Force, he served as Deputy Director and Director of Programs, Membership and Post Operations for the Society of American Military Engineers (SAME).

Desport holds a Bachelor of Architecture and Environmental Design from Kent State University and a Master of Civil Engineering, Construction Engineering Management from the University of Maryland. He is a registered architect in the state of VA, a fellow of SAME, and a life member of the Society of Presidential Military Aides.

D.L. Adams Associates Hires Two



Leo Nickel has recently joined D.L. Adams Associates as their Director of Business Development.

Leo is a graduate of the University of Hawaii, with a Bachelor of Science in Computer/Political Science. Leo brings many years of cross industry technical and sales experience to D.L. Adams Associates. He is looking forward to honoring existing client relationships and establishing new ones.



Zane Wright recently joined D.L. Adams Associates as an Acoustical Consultant in their Denver office.

Zane is a recent graduate of Purdue University with a Bachelor of Science in Acoustical Engineering. While at Purdue, Zane served as President of the Acoustical Society of America (ASA) Student Chapter for the Spring 2018 term.

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People News

Cassandra Covotsos, AIA

Named Partner at Koch | Covotsos Architects PC



Michael Koch, AIA has added a partner to his fifteen year old company, expanding the reach of the firm into restaurant, hospitality and ground up retail design.

Cassandra Covotsos, who has been with the firm for five years, passed the architectural exam in 2017 and has been involved in several recent successful projects including a birth

center and medical clinic, several ice cream and coffee shops and an award winning parking structure in Estes Park, CO. The firm was recently named as one of the top ten restaurant design firms in the metro area and has relocated to the Taxi 2 building in RiNo.

JVA, Incorporated Announces

New Glenwood Springs Civil Project Manager



J.R. Spung, P.E. has joined the Glenwood Springs office of JVA as a Project Manager for the Civil team.

J.R. received his Bachelor of Science in Civil Engineering from Florida State University, and brings over 15 years of experience with over 10 years in the Roaring Fork Valley. He will join Cooper Best and the rest of the Glenwood Springs team in

serving area owners, architects and municipalities on their civil engineering projects.

GE Johnson Construction - John

Schwarz Receives Architectural License in Colorado



GE Johnson Construction Co. congratulates Integrated Services Manager **John Schwarz** on completing the Architect Registration Exam (ARE) and receiving his architectural license.

Schwarz has five years of experience with GE Johnson, and a Bachelor of Architecture degree from Kansas

State University.

Team Expansion at Powers Products Co.



Wendy Daisley: Operations Manager, Joined the Powers team as a Project Engineer in 2013, Wendy quickly took on full project management responsibilities, successfully managing hundreds of projects of various size and complexity including monumental scopes on recent projects such as the Jacquard Hotel and the Denver Art Museum

expansion. She was recently promoted to the position of Operations Manager, where she will be responsible for managing our growing project management, installation, and owner-direct service team.



Matt Griffin: Installation Manager - Matt has been an indispensable member of our field crew since 2000, serving as an Installer and Installation Foreman on nearly one thousand projects, including flagship projects such as Woodward's new Fort Collins headquarters, monumental skylight systems at Peterson Air Force base, and countless others. In his new

role, Matt is responsible for managing the installation demands of all projects.



Brian Mackey: Product Manager - Glass Interiors. Having served in a sales role for Powers in the late 90's, Brian recently returned to the team after a 17-year stint as a regional sales rep for Taylor-Made Addidas golf, Cobra-Puma golf, and a management consultancy. Brian is heading up sales in our growing interiors business, focused primarily on Modernus and

KLEIN office front systems as well as other advanced space flexibility systems such as the new Modernfold ComfortDrive automated wall system.



Craig Hildebrand: Project Manager - Craig recently joined our operations team as a Project Manager. He brings a wealth of experience to the team from similar roles in the masonry industry as well as unique perspective from high-tech industry positions and 8+ years in the US Navy. Craig has quickly ramped up the learning curve and is managing projects of various product types and sizes.

**Adolfson & Peterson Construction
Appoints New Vice President of
Construction Processes and Technologies**

The RMH Group Welcomes
Two New Employees



Connor Metzger is a mechanical engineer who had previously served as an RMH intern. Metzger has worked on a variety of facility types including a community center, several office buildings and an eating disorder treatment facility. Metzger earned a B.S. degree in mechanical engineering from Colorado School of Mines.



Warren Churchill is a mechanical designer who has worked on a range of project types including healthcare facilities, assisted living facilities, office buildings, multi-family facilities, hotels, environmental compliance, restaurant and fitness centers. Churchill earned an A.A.S. degree in engineering graphics technology and an A.A. degree in general studies from Red Rocks Community College.



Frank Sarno has joined its Executive and Strategic Leadership team as Vice President of Construction Processes and Technologies. In his role, Sarno is responsible for partnering with AP's regional offices to develop and drive overall business strategy and direction for company construction processes and technologies.

Sarno brings more than 20 years of progressive construction operations and financial experience to AP. He has previously worked for several national construction and development companies, most recently as Director of Project Solutions for Mortenson.

He is an engineering graduate of Iowa State University and earned his MBA from the University of St. Thomas.

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SBE RTD Code #'s 925-17, 925-55, 961-48, 961-50

SBE Code #'s 541380, 541330

Burns & McDonnell Promotion and New Hire Announcement



Jason Mayyak has been promoted to lead the Burns & McDonnell Transmission & Distribution Group supporting the Rocky Mountain and Pacific Northwest regions. In his new role, he will lead business development, operations and client coordination for the 80-person team.



Brett Pugh joins Burns & McDonnell in Denver to help lead complex water and wastewater projects for clients across the region. He has more than 20 years of project management, design and construction experience, and specializes in treatment facilities, including conventional and membrane filtration, biological nutrient removal and pump installations. He brings experience with alternative project delivery methods, large diameter pipelines, wastewater collection systems and asset management.

USI Colorado Announces Two Executive Promotions Within A&E Team



Bob Strine



Alfred Zarlengo

USI Colorado ("USI") is pleased to announce the promotions of **Bob Strine** to Senior Vice President and Practice Leader of the A&E Department within the Mountain Central Region, along with **Alfred Zarlengo** to Vice President. In their roles, both are responsible for driving continuous revenue growth for the A&E Mountain Central region. Bob has 43 years of industry experience, and Alfred brings over 27 years of experience in insurance, specializing in Professional Liability for Design Consultants.



Andrew McAlister Promoted to Project Executive - Andrew McAlister has been promoted to a Project Executive for Brinkman Construction. He has a bachelor's degree in Building Construction from Auburn University.

In this new role, Andrew will expand his oversight to multiple projects and teams. He will be the main point of contact with clients during all phases of the project, providing a seamless experience from preconstruction through closeout.



Justin Tuck Promoted to Project Executive - Justin Tuck has been promoted to a Project Executive for Brinkman Construction. He holds a bachelor's degree in Finance from Colorado State University and is a LEED AP professional.

In his new role as Project Executive, Justin will be a senior leader in the organization, actively promoting company initiatives and fostering the skills and career objectives for personnel reporting to him. He will provide strategic leadership of multiple projects and teams.



Aubry Teeters Promoted to Project Executive - Aubry Teeters has been promoted as a Project Executive for Brinkman Construction. She's a LEED Green Associate with extensive experience in government, healthcare, and office products across the country. She holds a bachelor's degree in Architectural Engineering from the University of Colorado.

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Power Motive Corporation Digs In at American Cancer Society's Big Dig Fundraiser

Power Motive Corporation (PMC), a leading construction equipment dealer based in Denver with branches across Colorado and SE Wyoming, really dug its participation in the Big Dig Event sponsored by the American Cancer Society.

Held at the Ritchie Bros. facility in Longmont, the purpose of the first ever Big Dig in the State of Colorado was to give Northern Colorado children, including cancer patients and survivors, the opportunity to get close to and operate heavy machinery. On display were excavators (including mini-excavators the children could actually operate), wheel loaders, cement mixers, work trucks, boom lifts and even a Flight-for-Life

helicopter. PMC transported and centrally positioned a large Komatsu D155 bulldozer, "very cool" as described by one of the youngsters climbing in and around it, to help populate an impressive spread of equipment.

"What a great day and a great cause" stated Paul Desombre, PMC's General Sales Manager who spent the day onsite to assist kids on and off the machine. **"We coveted the opportunity to help raise funds to better research and prevent childhood cancer,"** continued Desombre. **"I know I speak on behalf of all PMC employees and families in saying it's a privilege to be here."**

Pinkard Construction Rehabbing Champa House

Pinkard Construction - our community outreach program, The Pink Crew, completed its first project, rehabbing Providence Network's newly purchased property on Champa Street.

We had thirty employees, spouses and kids turn out to make it happen. These awesome volunteers worked hard, pulling up carpet, patching and prepping walls and painting the walls, ceilings, trim and hallways in seven apartments (!!). We couldn't be prouder of what they accomplished.

We are incredibly grateful to these generous sponsors!!

- Eastco Interiors provided carpet and installation.
- 303 Roll-Off furnished us with a dumpster and roll-away.

- Diamond Vogel stores provided us with virtually all our painting supplies.
- Duro Electric provided new outlet and light switch covers.
- Chick-Fil-A Belmar provided us with super tasty chicken sandwiches.
- Tony P's Pizza provided us with delicious pizza.
- Einstein Brothers provided us with dozens of bagels.

The Pink Crew is Pinkard Construction's employee-run community outreach program. We use our time, talents and resources to support deserving organizations all along the front range. If you'd like to get involved with one of our projects, please contact Pinkard Construction for more information.



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Savaria's Vuelift Becomes Staple in Luxury Colorado Townhomes

It's no secret that unless you snag the coveted corner unit, getting uniform natural lighting throughout a townhome is quite difficult. With this warm light at a premium, it is important to outfit townhomes with products that will allow the light to filter in as much as possible. This is precisely what one developer took into account when selecting North American accessibility product manufacturer Savaria and its unique glass elevator, Vuelift, for a community of downtown luxury townhomes in Fort Collins, Colo.



Initially specified as an optional add-on feature for the homes, the Vuelift became a standard fixture within all of the townhomes as owners fell in love with the look and functionality of the product in the model unit.

The ADA-compliant, in-home glass elevator is installed in the center of each unit's wraparound stairwell, which has three windows illuminating what is usually a dark and closed-off corner of a home. The elevator's translucent form further allows natural rays to permeate the space.



Not only is the Vuelift chic and discreet, but it's also functional. The elevator gives owners the flexibility of aging in place as well as a luxe amenity—taking these contemporary residences to new heights by making them truly accessible for everyone.



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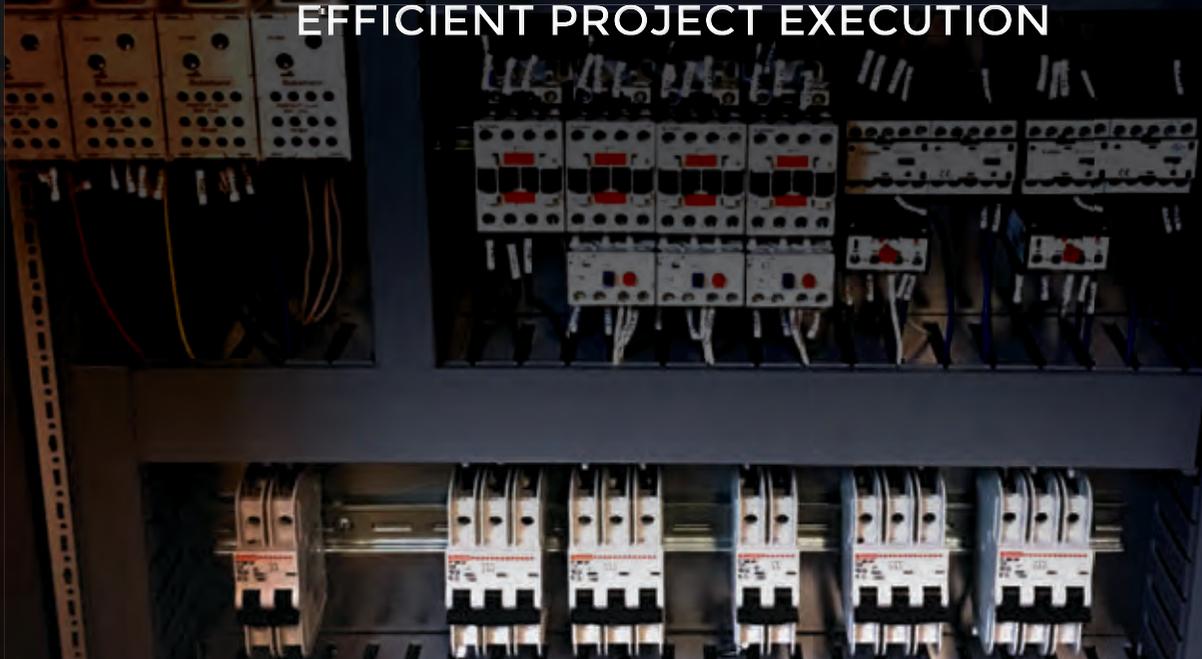
Regency Athletic Complex at MSU Denver: Winner of the 'Grand Conceptor' Award at the ACEC/CO Engineering Excellence Awards.

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First Impression



Merging place, purpose, and product, Platte Fifteen anticipates being a new neighborhood activator through the incorporation of a modern-glass office building framed by contextual, historic accents.

As an innovative structural solution spreads, Platte Fifteen takes shape with CLT

By Sean O'Keefe

Commercial construction, like a lot of things, comes down to making choices. After selecting a site upon which to build, one of the most fundamental decisions on any new construction project is the building's structural system. Whether steel, concrete, masonry, wood, or whatever, the structural system and the materials used to erect it impact virtually every other design decision made. Each system's selection also carries a series of schedule, cost, and risk implications for the contractors responsible for erecting them. A bold new choice in structural solutions has entered the U.S. commercial market. Being built seemingly one project at a time, owners, architects, and contractors are getting to know CLT.

"Building is a set of calculated compromises," says Conrad Suszynski, Co-CEO of Crescent Real Estate, LLC, (Crescent) developers of Platte Fifteen, currently under construction on the corner of 15th

and Platte in Denver. At five stories tall and 156,915 square-feet, Platte Fifteen's mix of uses will include office, retail, and parking, all supported by a pre-fabricated, wooden structural system that will define the building's architectural character. **"With CLT, wood now has fewer compromises than before,"** continues Suszynski, **"which makes it easier to use."**

CLT, or Cross Laminated Timber, is made from young, sustainably-harvested trees. Trunks are cut into layers and the wood is laminated together at alternating angles to form a reliable, high-density composite. The finished members are five times lighter than concrete yet have the strength of steel and retain the natural look of an old-growth timber beam. Though CLT has been used in custom homes and commercially in Europe for some

time, only recently has it become a viable structural option for commercial buildings across the U.S.

“We like brick and timber. Natural materials, open spaces, and daylight engage today’s employees and allow them to be more productive in an office environment,” says Suszynski.

“Wood is the correct choice for this context. It has great sound attenuation, it’s aesthetically pleasing, and as an exposed structure, it will help to reduce future tenant improvement costs.”

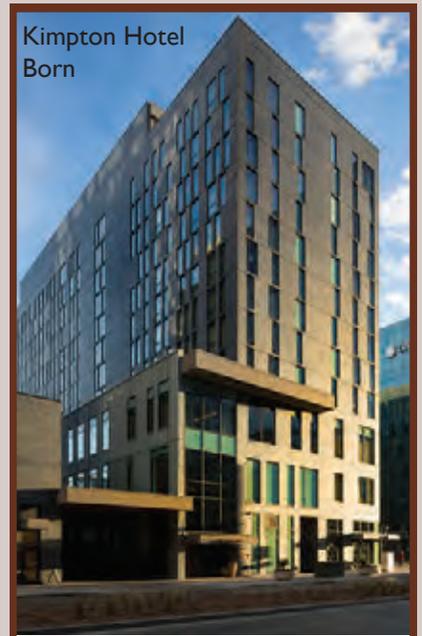
The context at 15th and Platte is a changing tapestry of old, new, and new interpretations of old connecting LoDo and LoHi. It is an intersection of then, now, and tomorrow bound by the South Platte River on the east and I-25 on the west. The remaining original, two- and three-story red brick buildings along Platte Street still proudly proclaim Denver’s frontier past.

Crescent’s design team for the project, led by OZ Architecture (OZ), deftly mixed materiality with surrounding rhythms and vernacular to establish Platte Fifteen as a wholly distinct presence. A stout, three-story brick base will embrace the historic streetscape, while a modern glass intervention is trimmed by a collection of rooftop decks. Window patterning studies of neighboring historic buildings and hand-selecting a rich, red brick will articulate a sense of authenticity to occupants while the sleek glass box symbolizes success to tenants. A covered paseo will highlight first-floor retail, wrapping the corner in activity, energy, and appeal just a block from Denver’s original seed on the banks of Confluence Park.

“This is the first CLT project to be permitted by the City and County of Denver,” says Amanda Johnson, an Associate Principal at OZ, a firm from Colorado roots of 54 years. Johnson enjoyed the opportunity to explore CLT’s ability to be used as a single-source structural solution composed of prefabricated columns, beams, walls, and floors throughout the building. She expects Platte Fifteen to be a proud exemplar for CLT construction and coordination in the future as the product’s use continues to spread. She feels particularly confident about the effect CLT is going to have on the user experience. **“They may not know it yet, but the people who occupy this building are going to love it.”**

OZ and Crescent’s first CLT collaboration, and the first such project completed in Colorado, was the Loading Dock, an adaptive reuse of a Boulder warehouse property as modern office space. **“We admire Crescent’s willingness to push boundaries and explore how this unique product can change the conversation in commercial buildings,”** says Johnson of the succession of scale over the two commissions.

Pushing boundaries in design and delivering them in construction are distinct challenges. On Platte Fifteen, the latter fell to Adolfson & Peterson Construction (AP). Jeff Stroup, the firm’s project manager, says he personally has found the pre-coordination and constructability challenges of working with CLT fresh and invigorating after more than twenty years in the game. Stroup recalls the moment in the contractor selection interview when the owner and architects asked if the prospect of working with CLT scared them, suggesting



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Roof-decks with city views are a virtual must-have amenity in today's ultra-competitive commercial office market, as are an abundance of natural light and easy access to street-level retail and public transportation.

it was a good question. From building an exposed wooden structure in Colorado's unpredictable weather to facing unknown costs and logistics, there is a fair amount of risk to consider. Accounting for the intense coordination required to conceal the building's systems and the need to protect structural members from accidental damage during construction, the complications of building with CLT for the first time will be new challenges for many.

"There was a lot of intense collaboration between the owner, the architect, and builder from

a cost and constructability perspective in preconstruction," says Stroup. All involved admit the biggest initial hurdle was establishing a full-building CLT solution that could be built within budget without compromising the wow factor required of today's premium office properties. Ultimately through design and constructability scrutiny, the team was able to put together a building plan that brought the CLT solution in at a slight premium to concrete or steel.

"Good communication and collaboration have gotten us this far," says Stroup of the

construction phase, as crews and equipment move across the excavated site behind him. **"Teamwork and tenacity will take it from here."**

Platte Fifteen broke ground in early 2018 and is expected to be complete by October 2019. Since the CLT is exposed structural systems, walls, and ceilings all contribute as the primary driver of Platte Fifteen's interior aesthetics. Stroup points out that simple selection of a CLT manufacturer can have huge implications as variations in wood or manufacturing techniques determine what is



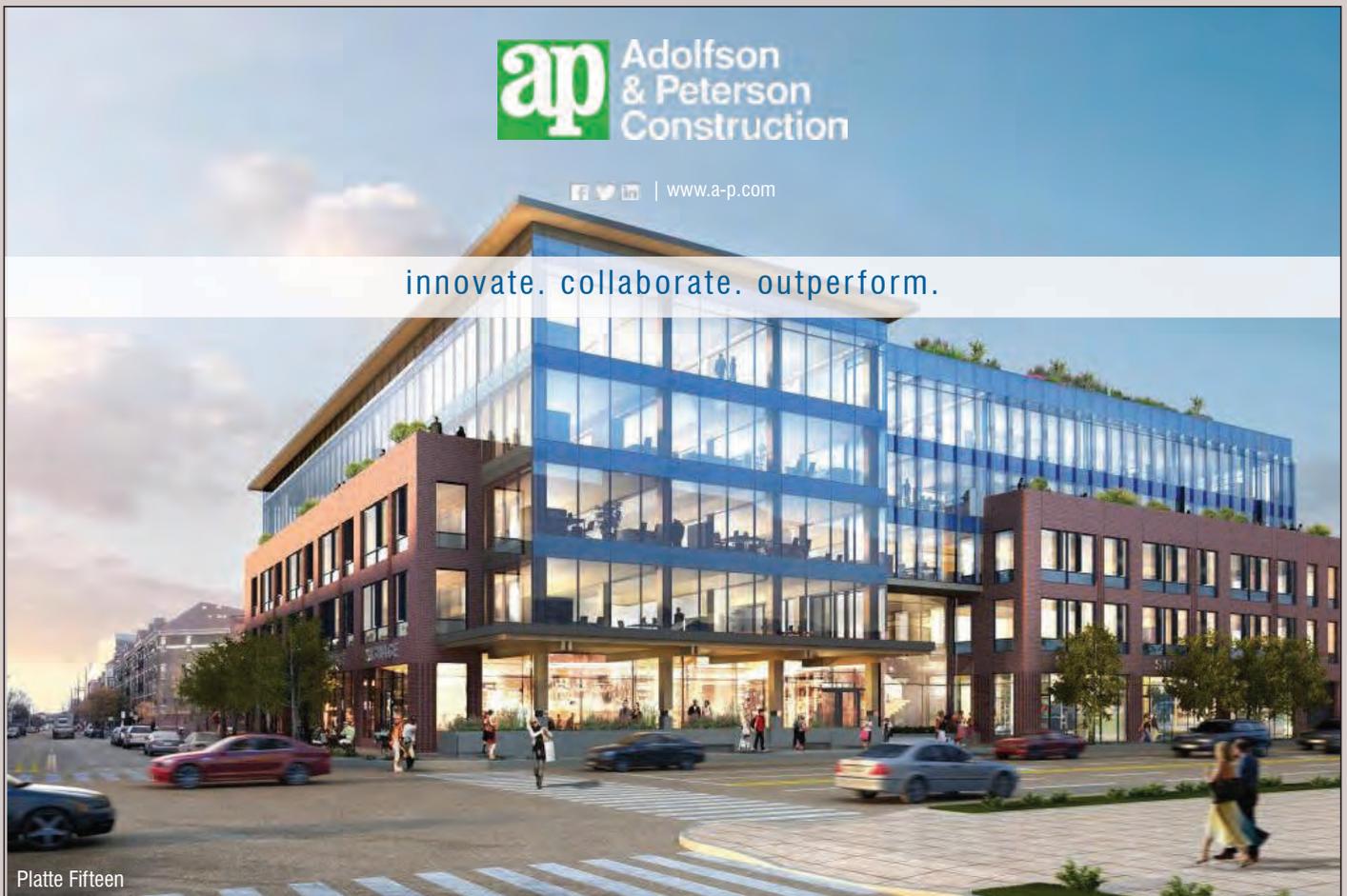
aesthetically possible. Prefabrication is imperative and CLT manufacturers are continually working to improve their processes to produce stronger and more beautiful finished products. Platte Fifteen's CLT members are made from Black Spruce, harvested from Quebec province, Canada, and prefabricated into the required components by Nordic. A surface-applied coating will give each member a faded white hue similar to the bark of an Aspen in fall, lending interiors a soft sense of quiet calm that feels quite Colorado.

Concealing building systems also required intense advance coordination because there is almost no room for rework in the field. CLT members can't be penetrated or moved once they are placed and offer just a 1/16th of an inch of tolerance. Building Information modeling and predictive clash detection are vital resources for clean, international construction. AP also brought in specialized contractors, Murphy Mechanical and Encore Electrical in a design-assist capacity to support the preconstruction planning, which increased confidence in construction commitments. Concern for columns and beams, once they are placed, is also important with CLT because the structural system is largely exposed and easily marred.

The manpower, heavy equipment, and common installation processes required in the early phases of commercial building construction aren't well adapted to working around finished surfaces and rework isn't always an option.

Suszynski shares that it was AP's strong interest in previsualizing everything in advance, expressed from the onset of the project, that gave him confidence in the project's achievability. Asked about the bigger picture and long-term implications of Platte Fifteen as an addition to Denver's urban fabric, Suszynski's response is both surprising and insightful.

"I don't believe commercial development cost trajectories can continue upward unabated. It's not sustainable," says Suszynski. Along with architects and builders, Suszynski insists savvy developers must also be considering ways to spend efficiently and produce more for less. **"We see a many advantages to using CLT when the context, the creativity, and the commitment required can all be harnessed collectively."**





CTL | Thompson: NextGen Foundations

This May, CTL Thompson, the firm that has created sound foundations for the state's homes, institutions and notable buildings, laid its own groundwork. The 47-year-old company announced a new slate of leaders, who will take the company into the future.

CTL was founded by Bob Thompson, who grew the business from a single engineer to 240 employees in nine offices throughout Colorado and Wyoming, transforming geotechnical engineering along the way. His son, Stuart Thompson, is now the company's chief executive. A Gen X-er with a business background, Stuart Thompson maintains a healthy balance between the firm's successful past, forged by the expertise of its founder and veteran engineers, and the challenges and opportunities of the future.

He notes, **"We have faced many changes to engineering and the construction industry since our founding nearly 50 years ago, and the pace of change is only increasing. We will continue to meet new industry demands and drive excellence the way we always have -- by maintaining the highest standards, upholding our position as an innovator, and attracting and retaining extraordinary people with exceptional professional expertise."**

The younger Thompson stresses that while the engineering firm is evolving to stay at the forefront of the industry, its distinguished experts will remain in consulting roles. One example is Denver Water's Gross Reservoir Expansion Project -- which CTL Principal Damon Thomas calls one of CTL's most interesting projects. Thomas was promoted to Principal of CTL|Thompson, Inc. and President of CTL|Thompson Materials Engineers, Inc. in May. CTL's longtime materials experts Bud Werner and Jeffrey Groom are advising Thomas and his team in designing a concrete mix for the huge expansion that includes increasing the reservoir's wall height by 131 feet and increasing water capacity by 77,000 acre-feet.

"While the veteran leaders have fewer management responsibilities now, they are firmly devoted to providing expertise to our clients, mentoring junior staff, and sharing their collective wisdom with the current leadership of the firm," said Stuart Thompson.



Damon Thomas



Shawn Fitzhugh



Watt Knutson

Generational continuity is one way CTL's Denver headquarters is gearing up to meet the unprecedented construction boom.

"We continue to expand our services and hire to meet the growing demand," said new Denver office manager Shawn Fitzhugh. **"Mentoring and training programs ensure that we are meeting the quality that our clients expect."**

Another is technology. **"In this era of always-on communication, our clients expect near-instant reporting,"** notes Fitzhugh.

While expert analysis will always take time, CTL has decreased its turnaround time substantially, using software that allows its engineering staff to review field data in the lab in real time. Using technology to archive past reports is another technique.

"Most mentoring takes place at a personal level, but we have harnessed technology to allow us to leverage years of historical information," said Stuart Thompson.

That historical information is substantial -- CTL estimates that its teams have provided expertise for more than 100,000 projects across Colorado and the West, work that has transformed the state's economy and quality of life.

"We use the term 'time-tested' to describe our services," said Stuart Thompson. **"Even with today's futuristic, fast-paced view, we value the collective wisdom at our firm, because it is truly unmatched."**



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HOTELS & HOSPITALITY ROUNDUP

By Sean O'Keefe



In the 80's all the best spots were referred to as "the place to be" and in 2018, Colorado clearly is that. What makes it so awesome begins with the weather and scenery but includes the people and a laidback vibe that creeps into every crevice of the Colorado lifestyle. In this edition of the Round Up, we check in on the Hospitality sector to see what's coming up around the way in cool spots to dine, shop, spend the night, or unwind. Many thanks to the great developers, designers, and builders bringing it all to life for the people in the place to be.



Sean O'Keefe tells the story of the Built Environment one project at a time. He provides marketing and public relations services to designers, builders, and commercial product manufacturers across the U.S. He can be reached at sean@sokpr.com.

City Park Golf Course Makeover in Progress

The City and County of Denver is currently in construction on plans to develop an integrated stormwater management system using City Park Golf Course as a conduit and detention area during major weather events. By working with the topography and contours of the existing City Park Golf Course, the plan calls for integrating a water treatment channel that enhances course playability and enlivens the natural environment. The design strives to minimize impacts to existing trees, views, and horizon lines, while detention ponds double as water hazards that increase the intensity of play.

General contractor **Saunders Construction** takes responsibility for delivering the project, which began in November of 2017 and is expected to continue well into 2019. Golf course design resource, **iConGolf Studio**, is joined by Denver-based design practice **JOHNSON NATHAN STOHE** in delivering the design documents, including plans for a new 17,000-SF clubhouse designed to achieve LEED Gold certification. The modern clubhouse facility incorporates materials



Image/Credit: Saunders Construction

that blend with the natural landscape. The building's placement on the site and design both focused on preserving neighborhood views.

Adding new sidewalks along both York Street to the west and Colorado Boulevard to the east, as well as from 23rd Street to the clubhouse entrance is expected to increase neighborhood connectivity. The net gain of some 500 new trees added to the site also helps support the City's interest in developing a healthy, responsible reforestation plan and improves the quality of our natural environment.

Zolcolito to Illuminate the Streetscape at Denver Place

Zocolito, an energetic new dining experience is coming to 999 18th Street, as tenant/owner, Aspen restaurateur, Michael Beary reestablishes his existing Latin bistro concept in Denver. The 3,858-SF restaurant takes its name from its Mexican roots, translated from a colloquial Spanish as "little plaza". The design blends art, architecture, culture, and culinary heritage from the Oaxaca region of Mexico to create a unique sense of context. Capitalizing on the building's deep sidewalk frontage, the design aspires to merge interior and exterior ambiance by opening interior spaces to the 1,800-SF street-side patio.

A breezeway block wall pattern common to construction practices in the Oaxaca region influenced the development of a backlit corten screen wall that will illuminate the façade and beckon to passersby. Within, chosen aesthetics combine raw, polished



Image/Credit: Architectural Workshop

concrete floors, natural wooden beams, and a carefully curated mix of Oaxacan art in sculptures, masks, and paintings. **Jordy Construction** is responsible for delivering the project, which is expected to welcome patrons in the fall of 2018. A team of **Alan Colussy Architects** and **Architectural Workshop** led design services in support of building owner **LBA Realty**.

For[a]ged Readies for Fall Opening in the Dairy Block



Image/Credit: Arch11

Denver design practice **Arch11, Inc.** and **Pondarosa Construction** are nearing completion of a new restaurant concept that joins the Dairy Block development in Lower Downtown Denver. The 5,100-SF build-out will result in For[a]ged, which will specialize in local and seasonal ingredients, with an in-house knife forging element. The interior also features a dramatically cantilevered mezzanine level perched above the kitchen and bar area.

For[a]ged joins a number of other recently added dining spaces within the full-block build-out of the Dairy Block as the new development continues to take on tenants. Among them Run for the Roses, Poka Lola Social Club and Kachina Cantina, located on the first floor of the 172-room Maven Hotel completed in 2017. Huckaberry Roasters, The Perfect Petal, and Milk Market are also among of the other eclectic hospitality and retail-based businesses taking space within the Dairy Block.

Wild Blue Yonder Brewery in Castle Rock



Image/Credit: Clutch Design Studio

Wild Blue Yonder Brewing Company is set to take flight in Castle Rock, Colorado as builders, **Faurot Construction**, put the finishing touches on the new space in preparation for a fall 2018 opening. The 3,500 SF brewery is being developed by owners **Andrew, Rachel, and Dean Wasson**, all former Air Force Officers, and showcases the sense of adventure and freedom associated with the Wild Blue Yonder notion. Located at 6th and Wilcox in downtown Castle Rock, the new brewery and restaurant will encompass a 650-SF brewhouse on display and 1,920-SF of barroom seating for up to 85 patrons and additional exterior seating along the sidewalk.

Architectural services were led by **Clutch Design Studio** of Denver whose design vision hopes to establish Wild Blue Yonder as a new gateway in the heart of Castle Rock. A north-facing clearstory gives the roof line the angular, upward form of a confident take off. Large, roll-up glass garage doors open the interior of the building to increase interior/exterior connections and showcase the view of the town's namesake landmark.



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Tribe Market Looks for Denver Location

Design services have been initiated for a new fresh food shopping concept that will be known as Tribe Market. Taking design and programmatic inspiration from famed marketplace, Mercado de San Miguel in Madrid, Spain, Tribe Market seeks to be more than simply a place to shop but also a place to gather, to learn, to be inspired, and to rethink our connection to the foods we eat. With the ambition of contributing to a paradigm shift in how people shop for food, the market has plans to include a butcher shop, bakery & pastry shop, farm market, seafood, smoke shop, charcuterie, cheese and dairy, and dry goods pantry all surrounding a restaurant featuring a nationally renowned chef and inspired cuisine.

Clutch Design Studio is engaged with **Tribe Market** on conceptual designs and site selection services, as the new venture searches for the ideal location



Image/Credit: Clutch Design Studio

to bring the market to life. Community gathering and educational programming on nutrition, food preparation, and healthy living are planned to help foster the mission of achieving better tasting food through better agriculture.

Hyatt Place at Peña Station NEXT is Underway Near DIA

Hyatt Place at Peña Station is a new 226-key hotel being developed along Pena Boulevard near Denver International Airport. The new seven-story hotel will be approximately 145,000 SF with a concrete podium base on level one topped by six stories of Infinity structural metal studs. The property will include standard amenities onsite but will also provide guests with a city within a city experience in Peña Station NEXT. The overall development embodies a “smart city” concept that incorporates a combination of 1.5 million square feet of commercial space, 500,000 square feet of retail outlets, and provides some 2,500 residences in multi-family buildings.

Alliance Construction takes responsibility for general contractor services on the Hyatt Place project with **gkk works** (now CannonDesign) leading design



Image/Credit: gkk works

services. **McWhinney** is developing the hotel and **Sage Hospitality** of Denver will manage ongoing operations. Peña Station NEXT is being developed by **L.C. Fulenwider, Inc.** in partnership with the **Denver International Airport Division of Real Estate** and **Panasonic Enterprise Solutions Company**. Hyatt Place at Peña Station NEXT is expected to open in late 2019, with the development of the larger 382-acre NEXT project continuing into the future.



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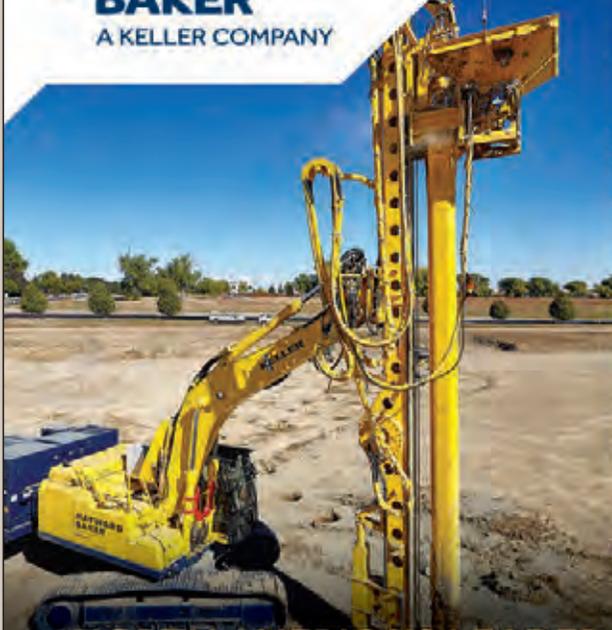
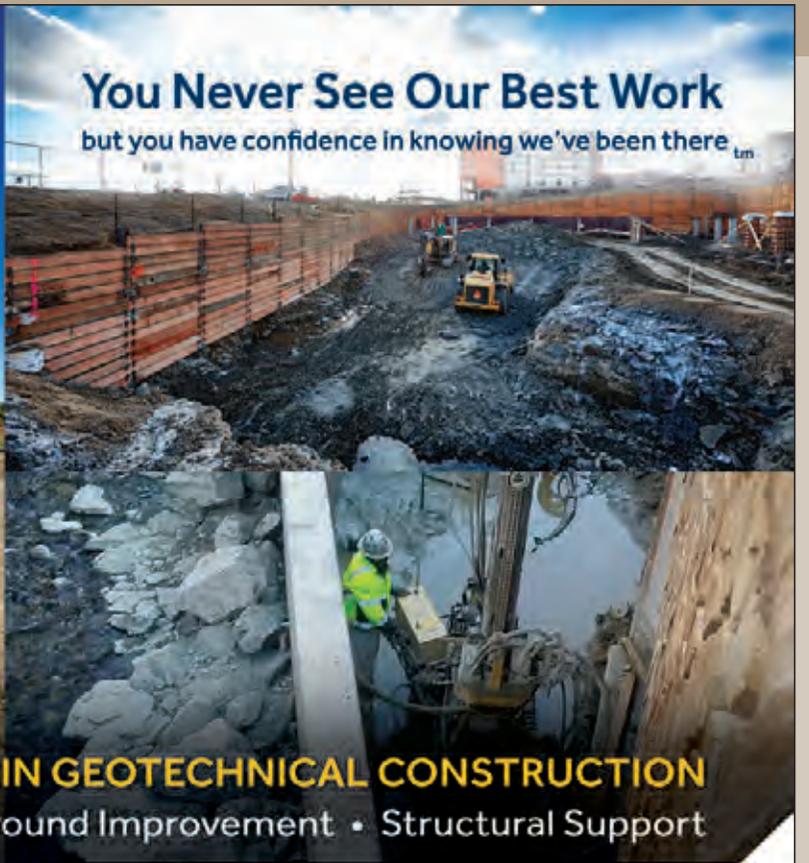


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The Source Hotel Opens Along Brighton Boulevard in RiNo

The Source Hotel is now open along Brighton Boulevard in Denver's River North District, making it among the first new hotels to open in the revitalized neighborhood. The hotel was designed and built to accompany The Source marketplace, an eclectic collection of vendors of artisanal foodstuffs and craft beverages set in an 1880's iron foundry, The Source Hotel was developed by **Zeppelin Development**. Zeppelin's leadership worked with a dual-firm architectural team composed of **gkkworks** and **Dynia Architects** to produce plans for the eight-story, 100-key boutique hotel. The hotel draws inspiration from the marketplace, evidenced by the use of galvanized metal, brick, concrete and light birch. From rooms to shared spaces, industrial sensibilities are contrasted by light, warm woods, subtle design details, and the incorporation of natural raw materials.

Built by general contractor **Alliance Construction**, The Source features three restaurants, a New Belgium



Image/Credit: Stephan Werk Media

Brewery, pool, spa and fitness facilities, banquet space, and guest access to a tranquil outdoor courtyard in Colorado grasses and flora. Guestrooms include high-ceilings, comfy bedding, and minibars stocked with marketplace products. The hotel and marketplace is linked to one another by a lush green courtyard, and a series of restaurant patios. New City and County of Denver funded improvements to the streetscape will include dedicated bike lanes, native landscaping, and pedestrian-friendly infrastructure.

Whole Sol Blends Up Goodness at Two New Locations

A new fast-casual dining concept has arrived in Denver's as Whole Sol recently opened at 1735 Chestnut Place on the northwest end of the Union Station development area. Whole Sol is the brainchild of owners **Phil Dumontet** and **Alexa Squillaro**, delivering a new-to-market "smoothie in a bowl", composed of various fruits, superfoods, and other blended ingredients and topped with healthy choices like nuts, granola, cocoa nibs, and shaved coconut. Comprehensives consulting services provided by **OZ Architecture** included naming, positioning, messaging, logo, packaging, signage, and interior design services to help the new brand establish itself.

The design incorporates a clean, fresh aesthetic reflective of the Whole Sol's list of healthy ingredients, which were informed by Squillaro's background in nutrition. Soft pink hues and bright pops of teal frame white Caesarstone countertops with blue veining where each bowl is mixed to order. An ombre wall mimics the gradient changes in the smoothies



Image/Credit: Elliot Clark for OZ Architecture

themselves as copper lights and wooden ceiling treatments hover overhead.

In addition to the Denver location, which opened in August of 2018, Whole Sol is opening a Boulder location in September, with both stores built-out by general contractor, **Milo Construction Corporation**.

Cheyenne Mountain Resort Recovers Wind-Damaged Pool

The Country Club of Colorado, Cheyenne Mountain Resort is in progress on a new pool enclosure building to replace a previously destroyed structure. Before the pool was enclosed in a lightweight sprung structure, which was violently blown off during heavy winds a few years ago. The new, permanent structure is composed of insulated, pre-cast concrete panels that are 13" thick and pre-cast, double-tee roof panels. The improvements will allow the resort to accommodate guests year-round without structural concerns. General contractor, **Nunn Construction**, of Colorado Springs, takes responsibility for delivering the solution, with design services led by **CSNA Architects** for owner **KDG Capitol**.

Working directly adjacent to the resort's clubhouse, tennis courts, and outdoor pool during the busy summer months increased construction complexity and the need for tightly controlled logistics near



Image/Credit: CSNA Architects

operational, guest-occupied facilities. Moving the large pre-cast panels into place, necessitated the use of a 600,000-pound crane on a very tight site. Navigating pre-cast panels as long as 70 feet over the narrow, private road leading to the site further challenged the construction team. Construction services began in April of 2018 and are expected to be complete by December of this year.

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A Real Commitment to the Construction Industry Colorado Business Bank Construction Trades Team

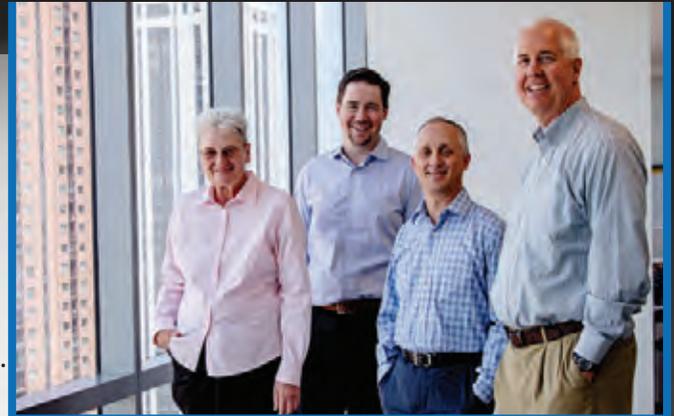
From the cranes in the sky in downtown Denver to the pipelines in the ground in Cortez, the construction industry is a large part of Colorado's economic growth, and Colorado Business Bank is proud to serve this industry's financial needs.

Colorado Business Bank has been supporting contractors through up and down markets for more than 20 years. During the Great Recession of 2008-12, Colorado Business Bank stood firmly beside its contractor clients through this difficult period. Senior banker Darlene Evans recalls, **"There were a lot of times I'd go to industry functions and when it was good, every bank was there. When it was bad, we were the only bankers in the room."** Recognizing the tangible value that the industry provides throughout all market conditions, Colorado Business Bank has long been, and will continue to be, committed to the construction industry.

To serve the industry's needs, Colorado Business Bank has assembled a construction trades team—a group of seasoned bankers with strong relationships and extensive construction industry experience. Darlene Evans has more than forty years building banking relationships with Colorado contractors. Jeff Laird has thirty eight years serving the needs of contractors, working in the contract surety industry for nineteen years before banking. Greg Hottman has twelve years supporting contractors. Marc Hendrikson more than thirty years. Marc and Greg both have earned the Certified Construction Industry Financial Professional (CCIFP) designation, with only three bankers nationwide meeting the rigorous standards to achieve this certification.

Actively participating in and supporting professional associations like AGC, CCA, CFMA, and ABC, serving on committees, chairing events like the AGC ACE Awards and running a popular contractor executive peer group (C3), this team provides unmatched expertise in the construction industry. **"We roll up our sleeves and get involved. It's not uncommon to see us walking a job in a hardhat with our clients because we are interested in what they are doing,"** Jeff Laird, senior Banker. Couple their significant experience with their passion for the construction industry and you have a powerful team that becomes your trusted advisors.

While staying on top of the recent trends and issues that impact the construction business is a focus for our construction trades team, these bankers also have a unique approach that has many in the industry choosing them for their banking needs. Delivering ongoing, needs-based customer service, Colorado Business Bank provides a relationship-based approach toward banking. **"We partner with our contractors,"** explains Jeff. **"We go beyond traditional banking services like credit and cash flow management; we tap into our network of business contacts to**



make introductions to help our clients achieve their goals."

Active in the industry and passionate about understanding your business, our construction trades team at Colorado Business Bank is ready to provide consistent support to your business over the long haul: **"For the many we currently work with, we are honored to be your banking partner. For the rest, we welcome an opportunity to get to know you better and offer you our own unique solutions for success."**

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Leaving a legacy often requires a lifelong fortitude of purpose and character that only the best among us can realize regardless of pursuit. In athletics, the pinnacle of success is that of an Olympic gold medalist, a champion among all of mankind. In construction and design, legacies may not be as easily quantified but once the truly spectacular is achieved it's hard to overlook. When the new United States Olympic Museum in Colorado Springs, Colorado opens to the public, it will unmistakably add to the legacies of design architects Diller Scofidio + Renfro (DS+R) and General Contractor/Construction Manager GE Johnson Construction Company.

LEAVING A LEGACY

By Sean O'Keefe

Construction Manager GE Johnson Construction pushes the envelope to deliver the iconic U.S. Olympic Museum in Colorado Springs.



"The incredible architecture we are delivering is challenging all of us to think beyond boundaries," says GE Johnson Superintendent, Tim Redfern, an industry veteran of more than 25 years. Redfern and GE Johnson Construction's team are tasked with assembling a structure unlike any other ever built.

"The dynamic building form defies typical construction. Thinking outside of the box is not an adequate description of what we're doing to make this happen," shares Redfern. The design's diverse elevations called for fifteen independent concrete slab-on-metal deck elevations, scaling just four stories of construction with no two planes running parallel for long. Structural tolerances are ultra-tight, becoming even less forgiving as the structure goes up the opposite of most builds. The exterior frame tolerance is two inches, while interior frame tolerances are only a quarter of an inch, with just an eighth of an inch of deflection. Controlling precise placement of every piece of an exceptionally intricate puzzle like the United States Olympic Museum is a process that can only be



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accomplished through what GE Johnson thinks of as a spirit of continuous improvement.

“Normally, once you have things figured out, construction becomes routine,” says Project Manager, John McCorkle. **“I don’t see that happening here. We’re continually questioning how we do things. The ingenuity of this structure demands constant collaboration with designers, builders, fabricators, and installers. Everyone will be learning all the way until the end.”**

GE Johnson is pre-thinking and rethinking every move by incorporating a 3D point cloud that provides an accurate digital record of physically intangible space. All subcontractors are required to use the point cloud to develop approvable shop drawings. The point cloud is integrated with the BIM model, which draws from several computer-aided design, graphics, engineering, and manufacturing programs, along with the discipline-specific platforms of a variety of different subcontractors. Integrated

work plans developed with subcontractors define every aspect of each construction activity including who, what, when, and where. Most importantly, plans will detail how each piece is assembled, verified, and validated for accuracy against the overall model as tasks complete. Looking beyond typical clash detection, GE Johnson’s fully detailed steel fabrication model allows the clearances of each structural framing member to be independently checked to make sure the design’s distinctive shell of diverging planes and scaled metal skin reads as intended.

“There will be a high-level of scrutiny on a building like this because of the iconic architecture,” says McCorkle of the pressure on GE Johnson to deliver the signature design. The museum’s unique exterior skin aptly illustrates the intricate precision of purpose and combination of expertise required to succeed at the Olympic level. The facade will be covered in more than 9,000 individual diamond-shaped

anodized aluminum petals that interlock to form a single, beveled surface with integrated drainage channels. In total, an estimated 27,000 anchor points will attach the exterior wall sections to the structural frame. The specific details of every panel from backing materials, sheathing, and waterproofing will all be independently analyzed within the model because seemingly every petal is either uniquely shaped, placed, or attached. GE Johnson brought highly specialized subcontractors who had previous experience with similar configurations onto the team to achieve the use of these unusual building materials and intricate assembly processes.

“Premium-quality construction is always a collaboration,” says McCorkle. **“Delivering this design uncompromised means getting out of the comfort zone and seeking capabilities beyond our own.”** Early in the problem-solving process GE Johnson worked with design architect DS+R, architect of record Anderson Mason Dale, and structural engineer KL&A on refining the micro-framing





Image courtesy of Diller Scofidio + Renfro

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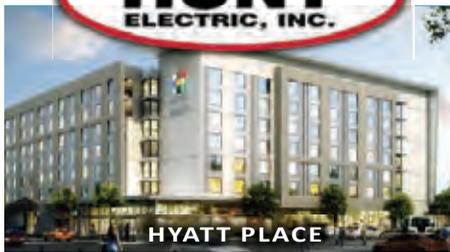
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system that attaches exterior wall sections to the structure. To address the complex sub-framing of the skin, through a design-assist collaboration, GE Johnson and the team decided to work with Radius Track, renowned for developing curved, cold-formed steel framing, to develop a buildable system. Through continual collaboration, the team was able to optimize wind-girt supports, which increased certainty and repeatability in installation while also decreasing costs overall.



Even as the structure reaches its highest elevation, preconstruction activities continue. For the specialized subcontractors developing a sequence of efficiently attaching the exterior skin to the structure, nothing is more valuable than the full-scale exterior wall section being erected on-site. McCorkle and Redfern estimate that the 20' x 20' mock-up wall section will require more than 1,000 labor hours to assemble and will likely cost in excess of \$150,000 to build. Eight different subcontractors must delicately interlace their work through a maze of structural framing, light-gauge framing, waterproofing, drainage, glazing, and aluminum panels. Identifying components within wall sections that can be prefabricated off-site, like the micro-framing system and laser cutting framing plates, increases quality control and supports repeatable processes during construction. Each component is individually numbered indicating where, how, and to what it attaches like a giant model and each placement can be checked against the point cloud to verify accurate alignment.



“We have been empowered to use ingenuity to solve complex challenges at every turn on a very, very cool building,” finishes Redfern.

“GE Johnson is using anything and everything we can to build this right. Pushing boundaries, gaining outside expertise, and asking more of oneself than others will is the Olympic spirit this museum is being built to honor.”





Colorado Ready Mixed Concrete Association *by Todd R. Ohlheiser*



Todd R. Ohlheiser

Todd R. Ohlheiser is the Executive Director for the CRMCA as well as the Colorado Sand & Gravel Association.



JUST AS CONCRETE BECOMES A VERSATILE BUILDING MATERIAL WITH MANY COMPONENTS, CRMCA UNITES THE READY MIXED CONCRETE INDUSTRY TO CREATE A STRONG, COHESIVE ASSOCIATION.

The Colorado Ready Mixed Concrete Association (CRMCA) is proud to participate with the Colorado Construction & Design magazine. This is a great publication for the Colorado construction industry, and an effective communication tool for all involved. While many are unfamiliar with CRMCA, I will start with a little bit about who we are. The CRMCA is a Colorado based, not for profit organization representing the interests of Colorado's ready mixed concrete industry. Founded in 1956, the CRMCA has several key initiatives on which we are focused. These include:

- Maintain a strong voice and presence for the industry on legislative matters.
- Educate designers, specifiers, and the construction industry about the advantages of concrete construction through promotional efforts.
- Improve the quality of concrete through extensive training and certifications.
- Educate our members on the most up-to-date and relevant technological advances and safety practices.
- Inform consumers/end-users about concrete applications and maintenance.

To accomplish these objectives, CRMCA has several effective, member driven committees. We are also aligned with the Colorado Stone, Sand & Gravel Association (CSSGA), allowing us to operate two trade associations with one management group. With the mindset of "separate where critical, synergies where possible", we are able to work with two separate board of director groups, deal with issues important to each industry, and do so in a cost effective manner.

Our main legislative emphasis for 2018 is on fundraising and the successful passing of our initiative on the 2018 ballot for a .62% general sales tax increase. This initiative puts much needed money directly towards state and local infrastructure projects. Working with our Construction Industry Coalition (CIC) partners that include the Colorado Contractors, the Colorado Stone, Sand & Gravel, the Colorado Asphalt Pavement and the American Concrete Pavement Associations, we have raised in excess of \$3M for the construction portion of the coalition. The overall statewide target of \$9M is what is needed to run an effective campaign and the Let's Go Colorado coalition is focused on raising this money. Let's Go Colorado, and fix our transportation problems!



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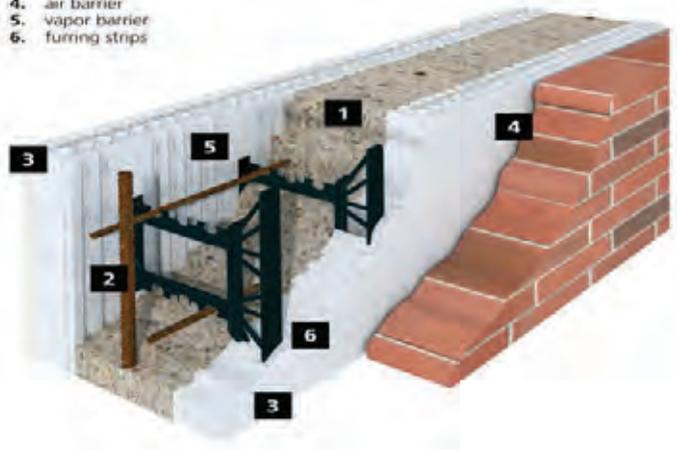


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Regarding concrete promotion, our focus is on low to mid rise vertical construction. Nationally, relaxed building codes have been linked by some experts to the increase of multi-alarm fires in wood-framed buildings. Unfortunately, Colorado has not been spared from this trend. In March of this year, one hundred Denver firefighters were required to extinguish a three-alarm fire at the Emerson Place apartments, where, tragically, two people were killed. In May, another three-alarm blaze destroyed two buildings in the Denver Grove development. Both developments featured wood-framed construction, and both were considered total losses. Therefore, CRMCA has joined forces with the National Ready Mixed Concrete Association (NRMCA) with the "Build with Strength" campaign to educate designers, specifiers and builders about new methods and technology allowing for cost competitive non combustibles structures with concrete. NRMCA has also made available a free Design Assistance Center to offer design conversions and actual comparisons. For information on the Design Assistance Center, or other items in this article, please contact myself directly. All our information is at crmca.org or social media. 

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CASE STUDY: ICFs

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Completed: 2010
 Project Size: 145,000 square feet
 Architect: Neenan Architecture
 ICF System: Fox Blocks

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Completed in 2010, Alamosa Elementary School is a design-build project located in one of the most economically challenged areas of southern Colorado. Two connected school buildings (grades K-2 and 3-5), with a combined area of 145,000 square feet, had the shells of both buildings constructed with 51,400 square feet of ICFs, including 75 percent of the exterior walls, in just 90 days.

01. Reduce Costs.

Under-slab hydronic heating and ICFs systems reduce energy loads by 72 percent compared with metal framing, thereby allocating money to classroom needs instead of utility bills.

02. Energy Efficiency.

Energy modeling found that the building could be designed without air conditioning—and still be comfortable. Solar thermal and solar panels provide hot water and heat when needed. Just as important, nearly every space in the building has daylight and views to the outdoors.

03. Award winning design.

A LEED Gold certification was awarded for integrating various sustainable design aspects, including under-slab hydronic heating and ICFs.

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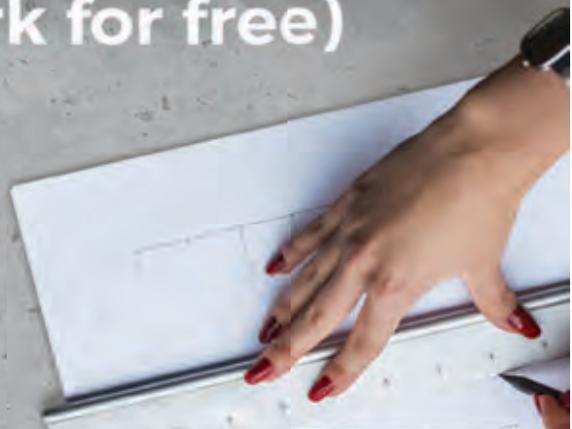
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Backed by the National Ready Mixed Concrete Association, Build With Strength is a diverse coalition that educates the building and design communities on the benefits of concrete. Join us at buildwithstrength.com.



Committing to Equity, Diversity and Inclusiveness by Cathy Rosset



Cathy Rosset

Cathy Rosset, Executive Vice President
& CEO, AIA Colorado



Last month, architects from across the country gathered in New York for A'18—the annual AIA conference—to meet industry leaders and learn about the newest innovations in design.

For the first time ever, members also used the opportunity to commit to improving the profession by creating an environment that is equitable and respects all.

In a recent AIA article, Emily Grandstaff-Rice, FAIA and member of the AIA Board of Directors said, “As architects, fundamentally, we want the world to be a better place. We recognize that behavior that is unacceptable or inappropriate distracts us from the bigger vision of making the built environment something truly incredible.”

At the AIA annual meeting, an overwhelming majority of delegates passed a resolution calling for amending the Code of Ethics and Professional Conduct to require equitable treatment of design professionals and staff of diverse backgrounds and identities, and to prohibit abuse and harassment within the architectural community.

While this is a big call for sweeping action, we wondered in what ways this playing out within the profession locally?

Architecture Practice in Colorado: Are We Equitable, Diverse and Inclusive?

AIA Colorado members have recognized that the profession does not reflect the general population and have committed to raising awareness of this issue. At the AIA Colorado Practice + Design Conference “A State of Growth” in October, there will be a member-led panel on the equity, diversity and inclusiveness in the profession.

Facilitated by Ignacio Correa-Ortiz, AIA and senior architect/urban designer for Denver’s Regional Transportation District (RTD), the panel will talk about the various AIA initiatives aimed at increasing and embracing diversity, how they’ve encouraged progress over the last several years and how the profession will continue to transform in the future.

“It’s a complicated issue and a big thing to talk about. For instance, women are still underpaid in the industry. Latinos and African Americans are underrepresented, and it does not reflect the population in Colorado. But we also have to talk about discrimination in other ways, like intimidation and other issues that have been raised with the #MeToo movement,” said Correa-Ortiz.

AIA Colorado Equity, Diversity and Inclusiveness Task Force

Within AIA Colorado, we recognize that equity, diversity and inclusion are critical to developing a talented, high-performing industry, and we are committed to creating an environment, both within AIA Colorado and the broader architecture profession, that attracts, develops and retains individuals that reflect the clients they serve and the residents of our communities.

To that end, we recently launched a task force to help develop a recommended action plan that builds awareness of, and ultimately breaks down barriers that diminish diversity and equity and create a more inclusive and respectful profession.

Comprised of members with various perspectives, beliefs and backgrounds, we’re confident that this task force can help us to research the issue and recommend a actionable steps for our organization and our members’ firms.

Right now, the AEC industry has a huge opportunity to lead the charge in ensuring that we are creating an environment that is equitable, diverse and inclusive. We’re encouraged that so many members have recognized that this is a critical issue and understand that now is the time to raise awareness and develop solutions that provide dignity for architects and the clients for whom they design, and we look forward to supporting them in this cause.

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Arc and LEED v4.1 will Help Us Reach Our Sustainability Goals—Together *by Patti Mason*



Patti Mason

Patti Mason, Mountain West regional director, USGBC



Since the LEED green building rating system first hit the market in 2000, it has seen several updates, corresponding with how our lives and our technology has changed. The world we live in now is even more digital, and the green building movement is continually taking steps to improve and thrive in these highly connected times.

The most recent version of LEED, LEED v4.1, is not a full version change, but rather an incremental update to the LEED rating systems. A key driver of this update is to ensure building performance outcomes are fully integrated, so that users can measure performance on an ongoing basis. After all, since the launch of the original version of LEED nearly two decades ago, USGBC has been collecting more green building data than any other organization in the world. It's been our goal to help building owners take ownership of their performance through greater transparency and access to this treasure trove of information.

That's why LEED v4.1 is so closely aligned with Arc, the state-of-the-art digital platform designed to help users collect, manage and benchmark data so they can improve sustainability performance. Currently, LEED v4.1 can be used with the Operations + Maintenance (O+M) rating system, and integration with other LEED rating systems will roll out in the near future. Under LEED v4.1, Arc is now fully available as a platform to support projects as they track progress across five categories – energy, water, waste, transportation and human experience.

Arc allows any project to measure improvements and benchmark against itself and projects around it. A “project” can represent a single stand-alone building, a group of buildings such as a neighborhood or large development, or an entire city. That's part of what makes Arc so exciting—it's incredibly flexible and accessible, regardless of size or scope.

Arc is a complement to LEED and other green building systems, standards and protocols that allows buildings and spaces to connect to the built environment in a new way by comparing performance metrics and linking them to green building strategies. The best part? A project doesn't already have to be certified to use Arc—in fact, you can use Arc to earn LEED certification and verify performance, building your capacity for greener construction.

With Arc, building owners can leverage comprehensive global data analytics to help you benchmark your project's performance, and view project ratings on a local and international scale. That makes measuring a building's performance more friendly, more accessible and more cooperative than ever before.

USGBC has placed an emphasis on this collaboration since the organization began in 1993. By providing the means to compare progress with similar projects, Arc facilitates the sharing of best practices in green building design and fosters partnerships between thought leaders in sustainable building.

Further, this confluence of LEED v4.1 and Arc represents the latest era in green building, and the opportunity to advance our goals further than ever before—and we have some pretty big goals. We're aiming to reverse our contribution to global climate change. We want to enhance human health while protecting resources. We want to build a greener economy while improving social equity, environmental justice and quality of life.

As the saying goes, what gets measured gets managed. Sustainability performance is at the core of LEED v4.1—and Arc is the tool we will use to make sure those performance goals are met. This partnership will guide us toward a new future for green building – and will ensure we get there together.

Looking for the Next Great Places by Michael Leccese

Fifteen years ago, who could have predicted that Denver's dusty Brighton Boulevard would become both a hot real estate investment and happenin' destination? How about the Welton corridor in Five Points, where land values jacked from \$30 a square foot to \$250 in just a few years?



You can thank the ULI savants—brokers, developers, architects, investors and more—who saw the potential of junkyards and vacant lots in the rough. Some critics of gentrification would say too successfully at the expense of local culture and affordable housing. Others note that new investment beats disinvestment. We just have to get better at mitigating the side effects.

Cheap land is also yesteryear. Smart money is looking at the next places not just to invest, but to implement the ULI best practices of revitalization, placemaking, economic vitality, sustainability, walkability, access to health and education, and of course affordable housing.

If you're researching the next round of business development opportunities, check out these emerging areas:

Colorado Springs. For decades Denver's southern neighbor sprawled its way to growth (covering 190 square miles, or nearly four times the footprint of San Francisco) while shunning its handsome, compact downtown laid out by railroad magnate William Jackson Palmer. Now some 41 projects are built or underway in the core. These include three hotels and the 2016 debut of Blue Dot Place, the first downtown apartments built since the Eisenhower Administration. More recently the \$38 million 333 ECO apartments are the largest residential project ever built downtown. Coming: Redevelopment of North Nevada Avenue, the "RiNo of Colorado Springs," and next year's opening of the \$70 million Olympic Museum.

Fox Island. So called because it is cut off from highway (and for that matter road) access, these 30-odd blocks are anchored by the Fox Street Station on the long-delayed Gold Line. In June the city rezoned this portion of Denver's Sunnyside neighborhood to allow for buildings up to 12 stories. A key site is the vacant 322,000-square-foot Denver Post printing plant. Another RiNo in the making?

Loveland. In 1949, schmaltz-ster bandleader Guy Lombardo recorded the hit, "There's a Lovely Lake in Loveland." (Many actually.) Lesser known is the lovely red-brick downtown, peppered with public art, which for years languished despite



Michael Leccese

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

bargain-basement rents. As in near-neighbor Longmont, that situation is rapidly changing with the advent of the \$75 million Foundry project covering three city blocks. Developed by Brinkman Partners of Fort Collins and Denver, the project will feature a movie theater, 155 apartments, 14,000 square feet of retail, a 108-room Marriott hotel and a public parking garage covering three city blocks.

RidgeGate. Primarily known as a Stapleton-ish residential development in suburban Lone Tree, RidgeGate has long planned a commercial component. Earlier schemes rivaled the employment base of downtown or DTC. Spurred by the 2.3-mile, \$140 Southeast Light Rail Expansion opening next year, robust plans for Lone Tree City Center were at last unveiled and approved this year. This 400-acre transit-oriented area could eventually employ 50,000 workers in 10-story buildings, with a new 40,000 residents in adjacent neighborhoods.

Also on the list: Just about any current or future rail station, including Aurora, Englewood, Northglenn, Thornton, Westminster, and more. Farther afield: Frisco, Idaho Springs, Pueblo, Silverthorne, Trinidad.

Clearly Denver's success is spilling out (while its pricing is squeezing out). Opportunities abound for investors, developers, architects, engineers, and contractors who get in early. I personally hope they will do so in a way that creates great places and benefits a broad swath of society.

To learn more about "The Next Great Places," and meet the developers making things happen, sign up for ULI Colorado's event coming Thursday, October 25, at the new Source Hotel on Brighton Boulevard in Denver. Register at <http://colorado.uli.org/events>.

Urban enthusiast Michael Leccese has been called a flaneur and a boulevardier, which he suspects is a compliment. He has been executive director of ULI Colorado since 2005.

See photos for the Foundry project mentioned above on page 59.

Preserving Your Claim for Constructive Acceleration by Sean Hanlon and Tim Gordon



There are many different forces or events that can delay a construction project. When the project is delayed and the critical path is affected, the owner and general contractor may have differing opinions on whether the schedule impacts constitute excusable delay under the governing contract documents. For instance, does an unusually severe weather impact rise to the level of a force majeure event entitling the contractor to schedule relief?

When the owner denies a contractor's formal request for additional time, the dates for performance of the construction are not adjusted by an executed change order. Consequently, the contractor's exposure to liquidated damages is similarly unaffected. The owner's decision to deny schedule relief effectively serves as the owner's order to the contractor that it will be liable for liquidated damages if it does not meet the substantial completion or other deadline. Such an order results in a "constructive" order directing the contractor to accelerate its work to recapture the days lost due to the event that impacted the schedule.

When faced with this dilemma, the contractor can: (1) accelerate its work to maintain the original schedule, or (2) proceed with the work without accelerating and challenge the owner's imposition of delay damages (and risk a possible default termination for not maintaining the project schedule). Additionally, and if the contractor chooses the former route, the owner may argue that the contractor voluntarily accelerated and acquiesced to the owner's position, and thereby waived any claim for the costs associated with accelerating. To best preserve the position of constructive acceleration, a prudent contractor will document its position in writing during the project as impacts are occurring.

What does the law tell us about constructive acceleration and a contractor's entitlement to recover its acceleration and impact costs? Acceleration and impact costs are allowable only for efforts to overcome excusable delays. *Wallace Process Piping Co. v. Martin-Marietta Corp.*, 251 F. Supp. 411, 418 (D.C. Va. 1965).

To establish a claim for constructive acceleration, the contractor must prove five elements:

1. There must be an excusable delay.
2. The owner must have knowledge of the delay.
3. The owner must act in a manner which reasonably can be construed as an order to accelerate.
4. The contractor must give notice to the owner that the "order" amounts to a constructive change.
5. The contractor must actually accelerate and thereby incur added costs.

Fru-Con Const. Corp. v. U.S., 43 Fed. Cl. 306, 328 (1999).

Generally, a delay on the critical path is a prerequisite to an excusable delay. "Only delays to activities on the critical path--activities with no leeway in the schedule--may give rise to excusable delay." *Morrison-Knudsen Corp. v. Fireman's Fund Ins. Co.*, 175 F.3d 1221, 1233 (10th Cir. 1999); see also *CJP Contractors, Inc. v. U.S.*, 45 Fed. Cl. 343, 372 (1999); *Wilner v. U.S.*, 24 F.3d 1397, 1401 (Fed. Cir. 1994); *Mega Constr. Co.*, 29 Fed. Cl. 396, 424-25 (1993); *Commercial Contractors, Inc. v. U.S.*, 29 Fed. Cl. 654, 662 (1993).

Be mindful of instances where both the contractor and the owner caused delay to the project. In order to recover delay damages when there are concurrent delays, the contractor will have to clearly apportion the delays and the expense attributable to each party in order to recover.

Where the delay is concurrent, the contractor can attempt to prove the portion of the delay attributable to the [owner], that was separate and apart from the contractor's delay. In particular, "[w]here both parties contribute to the delay neither can recover damages, unless there is in the proof a clear apportionment of the delay and the expense attributable to each party." (Citations omitted). "Courts will deny recovery where the delays are concurrent and the contractor has not established its delay apart from that attributable to the [owner]." (Citations omitted).

CJP Contractors, Inc., 45 Fed. Cl. at 372.

In sum, when events cause a delay to the critical path, the contractor often finds itself stuck between a rock and a hard place when the owner does not agree that the event constitutes an excusable delay. Should the contractor accelerate to maintain schedule? Or, does the contractor decide to risk exposure to liquidated or other delay damages, and challenge the owner's position at the end of the project? If the decision is made to accelerate, the contractor must take the steps necessary to preserve its claim for constructive acceleration.

Photos from Urban Perspectives column page 57.
Renderings courtesy of OZ Architecture / The Foundry in Loveland.



Photos / Blue Dot Place (below). Darsey Nicklasson, president of DHN Development (photo bottom right - 4th from left). She's a planner who lives nearby and took this on as a rookie project, which was nominated for a ULI Impact Award last year.



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ACEC Colorado Announces New Foundation to Support Scholarships and Education for Colorado College and High School Students *by Jeff Kobriger, PE*



Jeff Kobriger, PE

Jeff Kobriger, PE, President - ACEC Colorado Scholarship & Education Foundation

Earlier this year, the American Council of Engineering Companies of Colorado (ACEC Colorado) established a new charitable, 501(c)3 organization, the ACEC Colorado Scholarship & Education Foundation.

The foundation's primary mission is to provide financial support through tuition scholarships to full-time Colorado college students entering their junior and senior academic years, while pursuing bachelor's degrees in Accreditation Board for Engineering and Technology (ABET)-approved engineering and surveying programs in Colorado. In July, the foundation awarded \$40,500 to 14 college students from eight different universities that met these criteria. These students' achievements were selected for recognition among the 50 applications received by the foundation. Special appreciation goes to my fellow ACEC Colorado Scholarship & Education Foundation board members, who with me donated time to review applications and interview finalists during the selection process: Les Botham (retired from Leonard Rice Engineers); Steve Hibbeler, PE (Muller Engineering); Chris Strawn, PE (Ware Malcomb); Chris Tepen, PE (Stanley Consultants); and Bryant Walters, PE (Collins Engineers). Dixie Shear, PE, also participated in the judging process as a representative of American Public Works Association Colorado.

Another important tenet for the ACEC Colorado Scholarship & Education Foundation includes providing additional support to organizations that promote math and science to high school students. This year, that included giving \$2,500 to the Architecture, Construction and Engineering (ACE) Mentor Program and \$2,000 to the Colorado Annual High School Bridge Building Contest, which is

sponsored by the Bureau of Reclamation, the National Society of Professional Engineers of Colorado and ACEC Colorado.

The foundation is also exploring additional program opportunities that could support consulting engineering education in the state.

The foundation is supported by funds raised through its annual golf tournament (held the first Monday every August), as well as corporate and individual contributions. Contributions to the foundation are tax deductible to the extent allowed by law under Internal Revenue Code Section 170. Thanks to this year's more than 50 ACEC Colorado member firms that collectively contributed \$5,700 in corporate and individual support this past year, as well as the approximately 20 sponsors and 100 players who helped raise \$10,000 in proceeds during the 2018 golf tournament, held Aug. 6 at Colorado National Golf Club (Erie).

For more information about supporting the foundation or applying for a scholarship, please contact the ACEC Colorado office at email@acec-co.org or 303-832-2200. Scholarship criteria and forms are also available online at www.acec-co.org.

Not Winning Construction Bids? It Could be **Your E-Mod** by **Scott Carlson**



Scott Carlson

Scott Carlson is a Vice President at CCIG. Reach him at ScottC@thinkccig.com or 720-330-7925



Construction companies, especially smaller ones, hate when it happens, but many large projects and government contracts require them to have an experience modification rate, or EMR, of no more than 1.00.

The thinking is that a rating above 1.00 would somehow involve a safety risk, and that the lower the EMR, the safer a company's work practices.

There's plenty of disagreement over whether this the best and fairest way to look at a company's safety record and ability to do a job.

Why? Because a company's EMR is based in part on the size of its payroll. A smaller payroll means fewer dollars to absorb any losses. Thus, a smaller construction firm would potentially see a higher EMR even if its safety record is as good as a larger competitor.

For the record, an e-mod is a numerical expression of a company's accident and injury record compared with the average among other employers in its industry. More specifically, an e-mod is a ratio of actual to expected losses that occur over a (typically) three-year period: for example, 2018 e-mods are based on loss and payroll data from 2014, 2015 and 2016. (A one-year lag is built into the calculation because the entire cost of claims resulting from serious injuries may not be fully realized for a year.)

In general, a 1.00 EMR is considered average, while a 1.20 EMR would lead to a 20 percent increase in premiums; a 0.80 EMR would result in a 20 percent reduction in premiums. The National Council on Compensation Insurance computes EMRs for all businesses and industries in Colorado.

A high EMR not only hurts a contractor's ability to land new business, but their bottom line, too. Surveys show that more than half of all employers overpay for workers' compensation insurance, a problem directly linked to miscalculated EMRs.

Changing Your E-Mod

So, what's a contractor to do? How can they get their EMR in order and avoid getting disqualified from bidding on certain jobs if their EMR is above 1.00?

Here are four important things you'll want to consider:

1. If you're in the construction business – or any business, really – it's a good idea to start by checking your e-mod score to understand why it is what it is. You'll want to ask about the data used to calculate your e-mod and whether it is up-to-date and correct. Don't assume your current agent is doing this for you.
2. You'll want to be sure you have a sound safety program in place. That includes providing new employee orientations, refresher training, and remedial training as needed. Also, report injuries early, make sure to maintain safety training records for OSHA reporting, and investigate accidents and near-misses.
3. You'll need a return-to-work plan. One of the best ways to help an injured employee recover, and to keep your claim costs down, is to offer them modified work tasks. Modified duty may include modifying a worker's essential tasks, limiting work hours, changing work conditions or physically modifying the workplace.
4. Double-check what the insurance company is telling NCCI about your claim. Insurers will set up a reserve to pay for a claim and will often submit that amount to NCCI rather than the actual, possibly lower amount required to resolve a claim. That can end up causing your e-mod to go up more than it should.

There's more to all of this, of course, but here's one more important point to keep in mind about your e-mod:

Even employers that do everything right and have no claims can see their e-mods rise. Why? Because if companies in their industry had a bad year, then everyone shares in the pain.

Seven Initiatives Likely to Appear on November 2018 Ballot Presidents Letter by *Michael Gifford*



Michael Gifford

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

In addition to the Governor's race and numerous races for state Senate and House, there will likely be a number of measures on the ballot in Nov 2018. Seven measures turned in signatures by the August 6 deadline and await certification by the Secretary of State's office. They all turned in far more signatures than they need so they likely will be on the ballot.

Initiative #93 Funding for Public Schools (Constitutional Amendment)

Fund all-day kindergarten and increase public education funding through a graduated personal and corporate tax increase.

Initiative #97 Setback Requirement for Oil and Gas Development (Statutory)

Create a 2,500 setback from any residential structure for new oil and gas production.

Initiative #108 Just Compensation for Reduction in Fair Market Value (Constitutional Amendment)

Property cannot be reduced in fair market value by government without just compensation.

Initiative #126 Payday Loans (Statutory)

Lower maximum interest rate for payday loans to 36 percent.

Initiative #153 Transportation Funding (Statutory)

Increase transportation funding via sales tax increase of 0.62%. Provide \$1.1B a year in additional funding and a \$6B bond to accelerate critical projects including widening of I-25 and I-70.

Initiative #167 Authorize Bonds for Transportation Projects (Statutory)

"Fix Our Damn Roads" Act requires CDOT to issue revenue anticipation notes of \$3.5B for transportation projects.

Initiative #173 Campaign Contributions (Constitutional Amendment)

If a candidate self-finances campaign more than \$1 million then other candidates can accept individual contributions at five times the current rate.

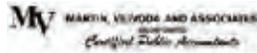
AGC Members Donate \$315,000 to Help Transportation Initiative 153 make the Ballot

AGC members have contributed \$50,000 to stop one bad measure from making the ballot (the No Growth measure Prop 66) and \$250,000 for Transportation Initiative 153. Watch for the AGC Voter Guide coming out in Oct 2018.

AGC PAC Conducts Interviews and Makes Contributions to Business Friendly Candidates

AGC conducted state legislative candidate interviews on July 24, 31 and August 2 and is now making PAC contributions to business friendly candidates for the state legislature. Watch for the AGC Voter Guide coming out in Oct 2018.

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AGC Annual Awards Banquet



Colorado's Economic Growth & AGC General Contractor Member Anniversaries Celebrated at July Breakfast with the Board *by Julie Wanzer, LEED AP*



Julie Wanzer, LEED AP

Julie Wanzer, LEED AP | Business Rewritten

With close to 500 AEC industry professionals in attendance, AGC of Colorado hosted their annual July Breakfast with the Board and General Contractor Showcase filling the main ballroom of the Denver Marriott Tech Center on July 18, 2018. AGC Chairman of the Board, Scott Van Deren, delivered opening remarks, highlighting AGC's workforce development success stories, including a Construction Careers Now graduate who was recently promoted at his firm, Drake-Williams Steel.

After recognizing AGC's sponsors and the Premier Event Sponsor, Pinyon Environmental, Michael Gifford, President and CEO of AGC, introduced the featured speaker of the morning, JJ Ament, CEO of Metro Denver Economic Development Corporation (Metro Denver EDC). Mr. Ament's presentation, themed "Investing to Create Places People Want to Be", provided insights to the latest efforts of the Metro Denver EDC as well as a brief economic forecast for Colorado from a Bloomberg Interest Rate & Economic Survey from July 2018.

As the nation's first regional economic development corporation encompassing nine different counties in Colorado, the Metro Denver EDC focuses on the economic growth of nine major industry clusters including: aerospace, aviation, beverage production, bioscience, broadcasting and telecommunications, energy, financial services, healthcare and wellness, and IT-software. Mr. Ament commented that the Denver metro region is now the largest financial center between Los Angeles and Chicago and is experiencing unprecedented growth in both employment and financial output in almost every industry sector. In addition, Denver remains in the top 20 cities for selection of the Amazon HQ2 project, based on the pillars of Place, Talent, Accessibility, and Positioning Amazon HQ2 for the Future.

In alignment with AGC's strategic initiative of workforce development, Mr. Ament also discussed another study the Metro Denver EDC is working on called "Toward a More Competitive Colorado" that focuses on the availability of skilled workers. "Not every job requires a four-year degree, and you can still have a career with integrity and honor," commented JJ Ament, as a message that needs to be passed on to parents and students.

In addition to the further networking opportunities with the 24 general contractors that participated in the GC Showcase, the event concluded with AGC honoring the 25-year and 50-year General Contractor members. The 25-year anniversary firms included: Bradley Engineering & Construction Co, Calcon Constructors, Inc., Haselden Construction, Hyder Construction, Inc., PCL Construction Services, Inc., Saunders Construction, Inc., Starker Construction Co., and The Weitz Company, LLC. The 50-year member firms included: GE Johnson Construction Company, GH Phipps Construction Companies and Hensel Phelps.

AGC Colorado Honors 25 & 50 Year General Contractor Members



On July 18th, with close to 500 in attendance at the Breakfast with the Board, AGC honored our General Contractor members that have supported our association and the industry for 25+ and 50+ years. We will be honoring our Associate/Supplier members at our breakfast in December and our Specialty Contractors in February.

50+ Year Members



GH Phipps Construction Companies



Hensel Phelps



GE Johnson Construction Company

25+ Year Members



Saunders Construction, Inc.



The Weitz Company, LLC



PCL Construction Services, Inc.



Calcon Constructors, Inc.



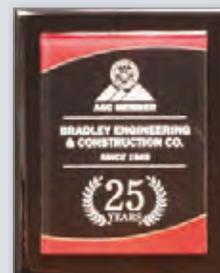
Hyder Construction, Inc.



Starker Construction Company



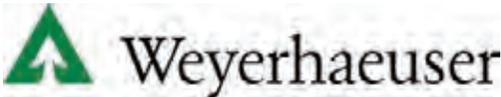
Haselden Construction



Bradley Engineering & Construction Co.

Honored Member not in attendance.

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Scott Duncan- FMI, Ryan Roley- FMI



Brad Gassman- AGC, Tom Patton- CCIG



Kevin Clarry, CFO Hyder Construction, Matt Huelskamp, President
Hyder Construction



2nd Place trophy winners: Nathan Woodring- United Rentals,
Chris Wyant- Willis Towers Watson, Dennis Walker-
United Rentals



Greg Ost- Encore Electric, Jim Bell- AmTrust Surety, Jeff Laird-
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