



Culture Builds Communities

A project of the Association of Tribal Archives,
Libraries and Museums

funded by the

Institute of Museum and Library Services
and the
National Museum of the American Indian

CULTURE BUILDS COMMUNITIES

Design Webinar Series

1. The Design Process
2. **Selecting and Working with Architects and Contractors**
3. Programming
4. Site Selection, Analysis, & Design
5. Developing the Design –
Indigenous Architecture
6. Developing the Design –
The Contemporary Museum



Dee Rendon AIA, LEED AP BD+C
Senior Architect
Valhalla Engineering
Denver, CO



Shawn Evans, AIA
Principal
Atkin Olshin Schade Architects
Santa Fe, NM



Samuel Olbekson, AIA, NCARB, AICAE
Principal
Cunningham Group Architecture, Inc.
Minneapolis, MN

Shawn Evans, AIA. Shawn, who has been a part of ATALM training programs since 2013, is Principal of Atkin Olshin Schade Architects, a 27-person architecture firm in Santa Fe and Philadelphia. In addition to leading both architectural and planning projects, Shawn is Director of Preservation and Cultural projects. He has received training in the planning and design of collections environments and has overseen projects for the Department of the Interior Museum, Penn Museum, Wesleyan University Museum, the UNM Natural History Science Center, the Ohkay Owingeh Museum, and the Palace of the Governors. He has taught architectural design and historic preservation at the UNM, Temple, and Penn. He has spoken at numerous regional and national preservation, tribal and museum conferences. He is a James Marston Fitch Fellow, through which he collaborated with Pueblo tribes on a study of their contemporary preservation practices. His tribal projects include collaborations with Ohkay Owingeh, Isleta, Kewa, Zuni, Cochiti, Picuris, Mescalero Apache, and the Chippewa Cree.



Shawn Evans, AIA

Principal

Atkin Olshin Schade Architects (AOS)

Santa Fe, NM / Philadelphia, PA

Design Webinar Series

2. Working with Architects And Contractors

Presented by: **Shawn Evans, AIA**
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FOR SUPPORTING DOCUMENTS, VISIT
[HTTP://WWW.ATALM.ORG/NODE/440](http://www.atalm.org/node/440)

AGENDA

2. Selecting and Working with Architects and Contractors

- a. Determining the Ideal Relationship
- b. Design/Construction Approaches
- c. The Team – Who works for Whom?
- d. Procurement & Contracts
- e. Community Engagement



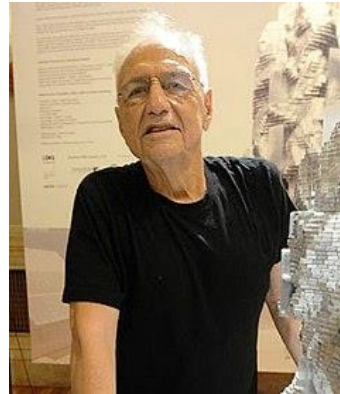
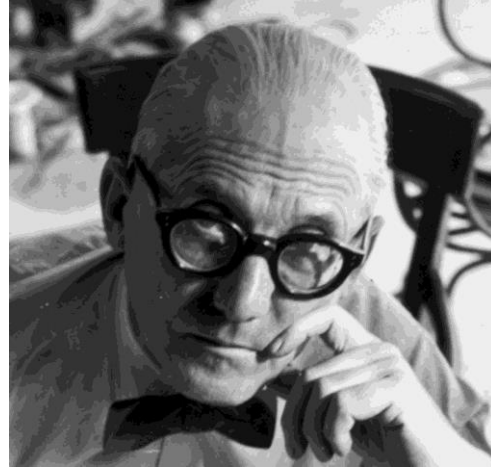
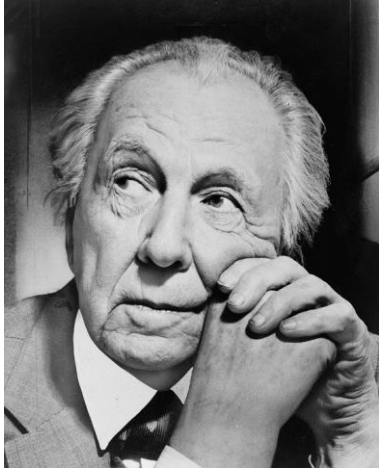
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DETERMINING THE RIGHT RELATIONSHIP



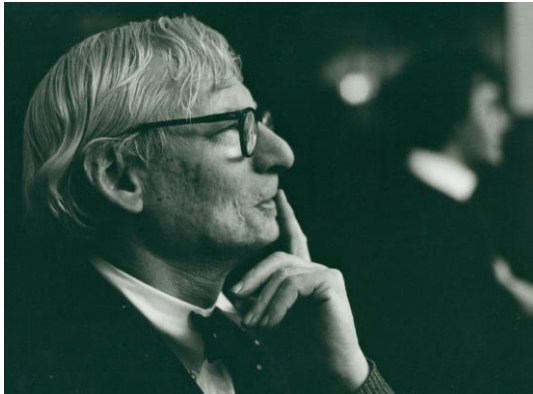
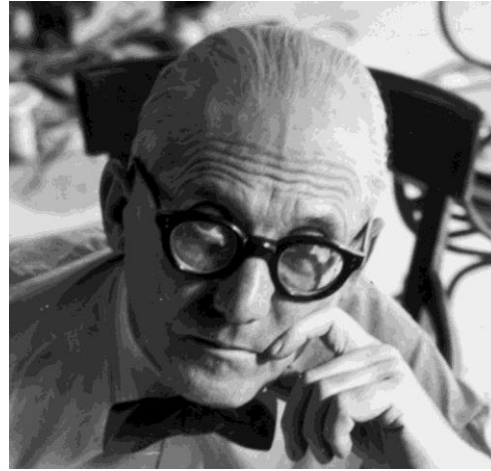
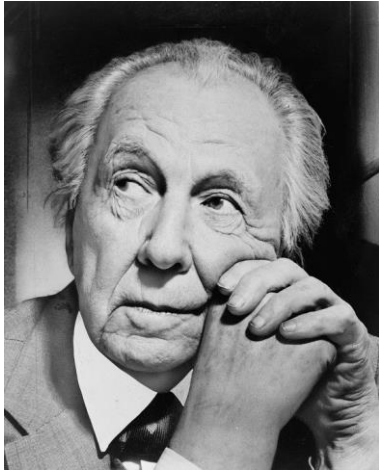
Image source: <https://www.aia.org/articles/6078524-how-many-hats-should-an-architect-wear>

DETERMINING THE RIGHT RELATIONSHIP



The image of an architect is often a solitary genius.

DETERMINING THE RIGHT RELATIONSHIP



The image of an architect is often a solitary genius.
But what you're really looking for is a firm with diverse and varied backgrounds and expertise.

DETERMINING THE RIGHT RELATIONSHIP

Who will be your partner?
Who will help you confirm



if you build it...



...you get what you need!

Needs,
Wants,
& Aspirations?

which
might
be

a safe and secure place for our heritage

a place for internal cultural preservation

a place to tell our story, provide employment, and earn revenue

THIS IS WHY YOU NEED A STRATEGIC PLAN.

DESIGN / CONSTRUCTION APPROACHES

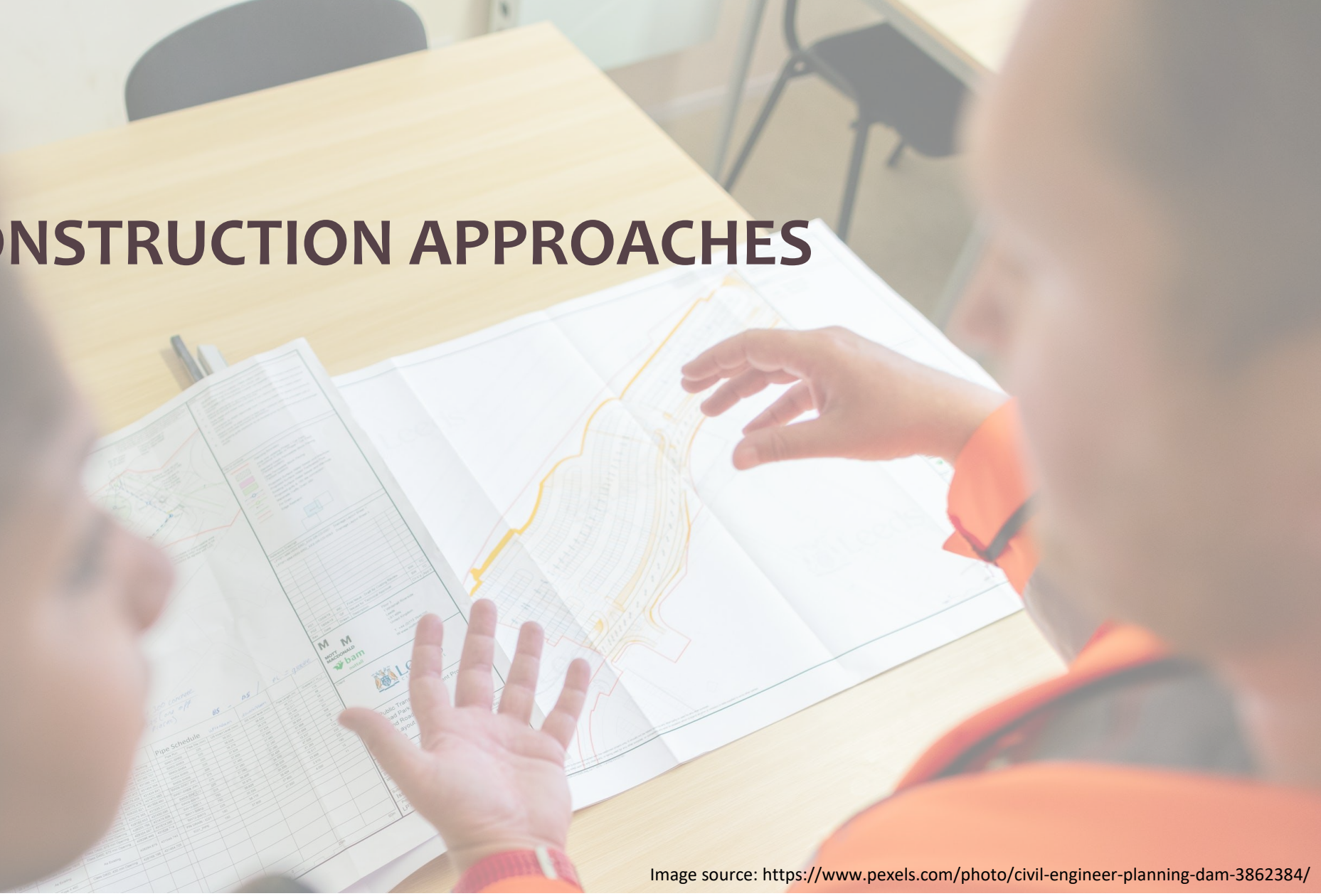
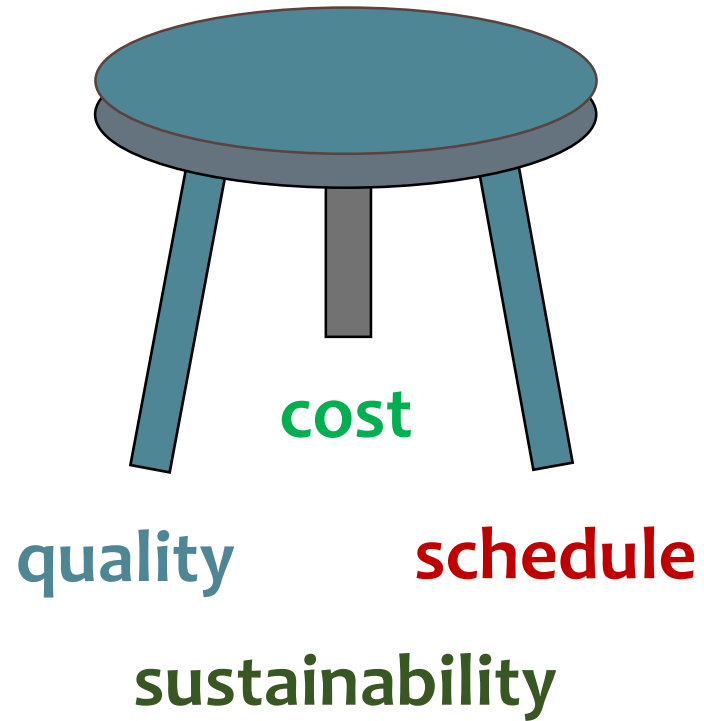


Image source: <https://www.pexels.com/photo/civil-engineer-planning-dam-3862384/>

DESIGN / CONSTRUCTION APPROACHES

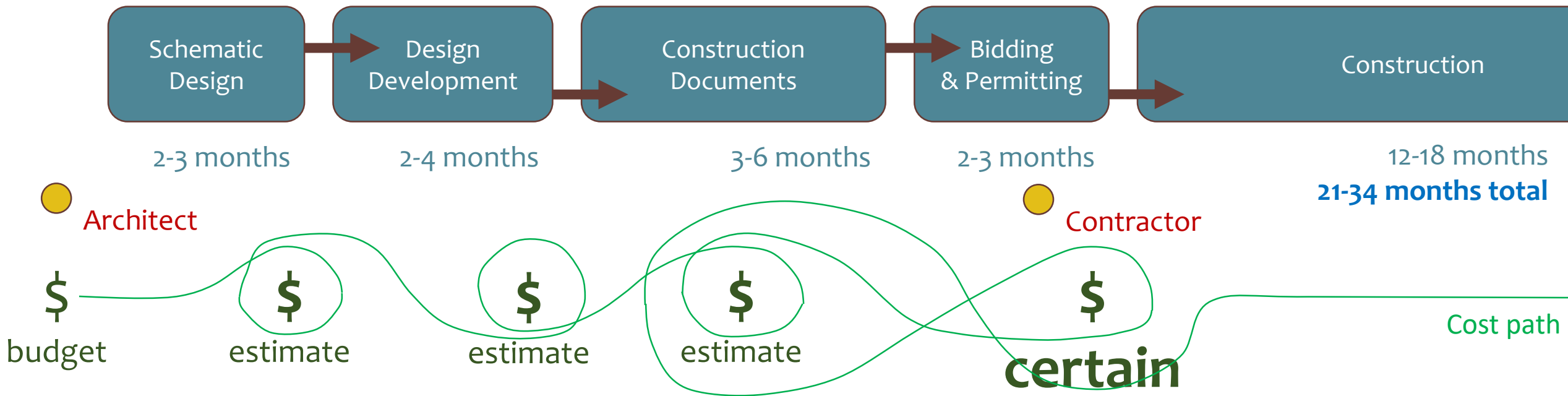
Quality, Schedule, and Cost Control



DESIGN / CONSTRUCTION APPROACHES

The Traditional Approach - Design / Bid / Build

Two Contracts – Architect & General Contractor



strengths & risks

DESIGN / CONSTRUCTION APPROACHES

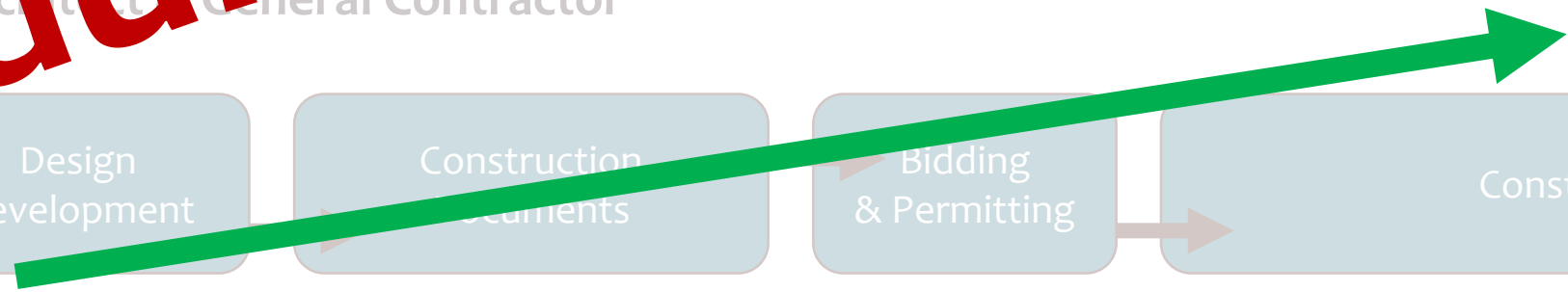
The Traditional Approach - Design / Bid / Build

Two Contracts – Architect / General Contractor

schedule

cost

quality



2-6 months 2-4 months 3-6 months 2-3 months 12-18 months
21-34 months total

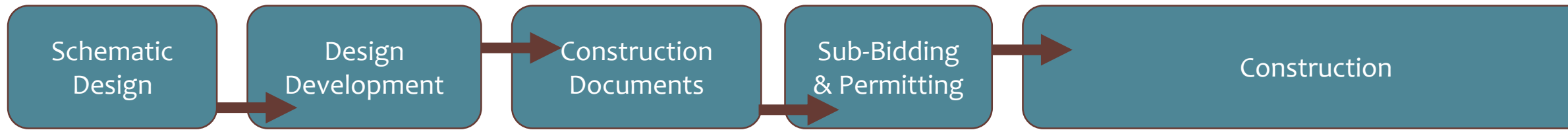
Architect Contractor

\$ budget \$ estimate \$ estimate \$ estimate \$ **certain** Cost path

DESIGN / CONSTRUCTION APPROACHES

Design – Build

One Contract – Construction Manager



2-2.5 months

2-3 months

3-4 months

1-2 months

10-14 months

**18-26 months total
FASTEST METHOD**



Contractor/
Architect

\$

\$

\$

\$

\$

certain

estimate

estimate

estimate

certain

quality path

strengths & risks

schedule



DESIGN - BUILD
Design - Build

One Contract - Construction Manager

cost



1-2 months

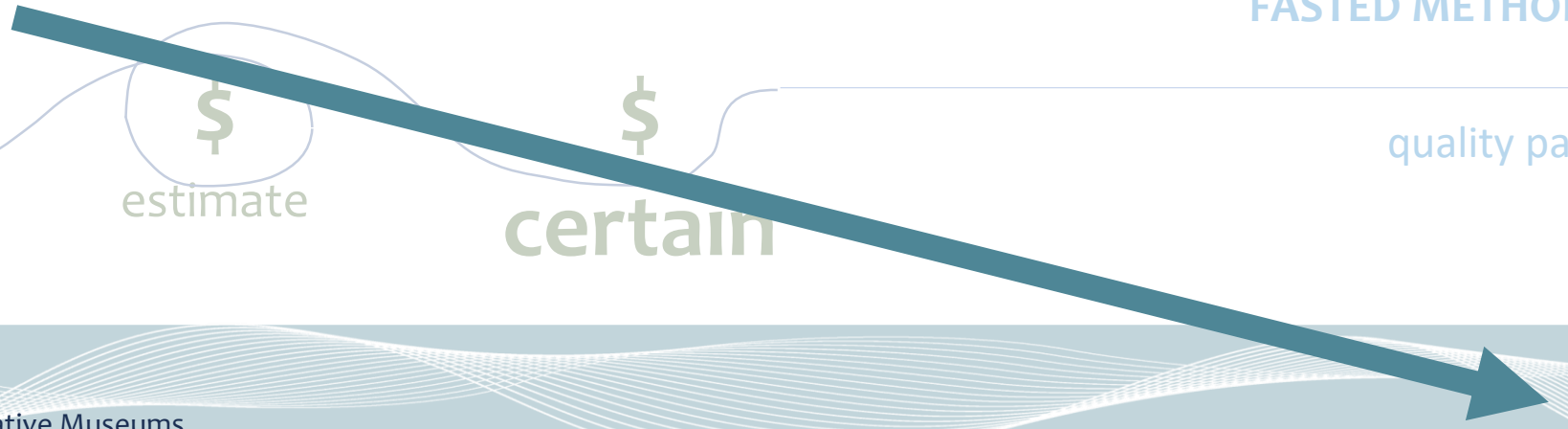
2-3 months

3-4 months

1-2 months

10-14 months
18-26 months total
FASTED METHOD

quality



Contractor/
Architect



quality path

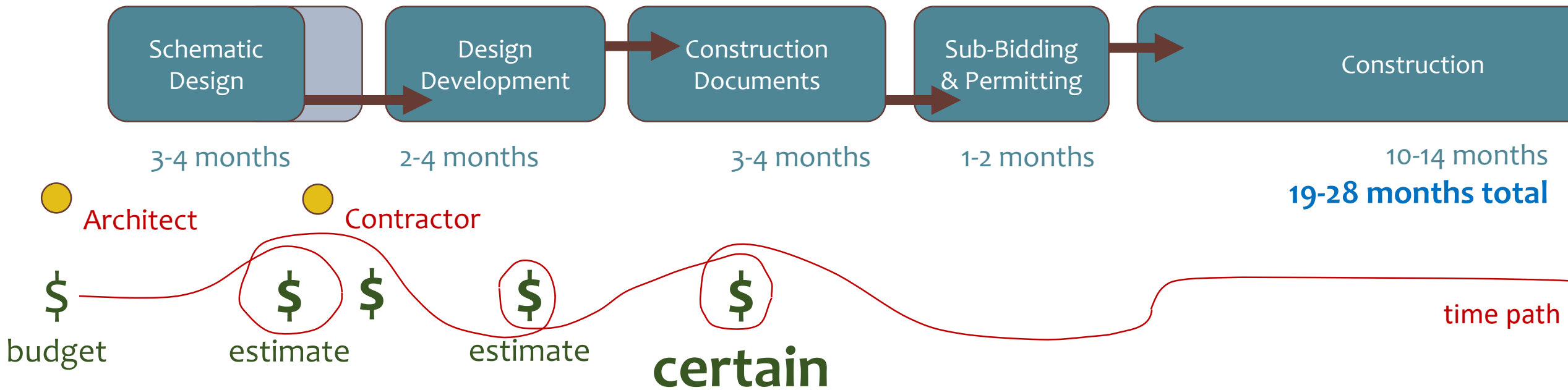
certain

certain

DESIGN / CONSTRUCTION APPROACHES

Construction Manager

Two Contracts – Architect & Construction Manager



strengths & risks

schedule



DESIGN CONSTRUCTION APPROACHES
Construction Manager

Two Contracts – Architect & Construction Manager

cost



quality



DESIGN / CONSTRUCTION APPROACHES

A few acronyms

CMAR

Construction Manager At Risk

GMP

Guaranteed Maximum Price

T&M

Time & Materials

RFI

Request For Information

ASI

Architect's Supplemental Instructions



THE TEAM – WHO WORKS FOR WHOM?

Image source: <https://www.pexels.com/photo/top-view-photo-of-people-near-wooden-table-3183150/>

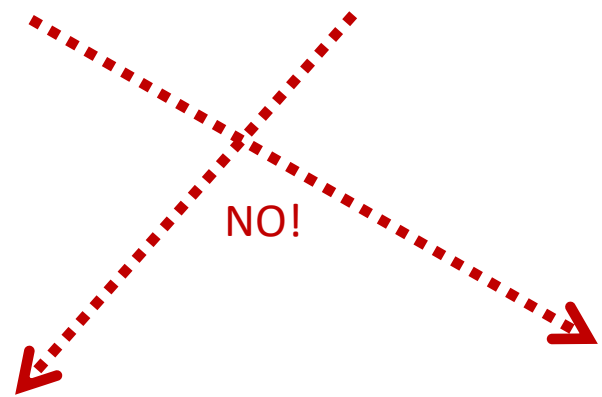
THE TEAM – WHO WORKS FOR WHOM?

OWNER ↔ ARCHITECT ↔ CONTRACTOR

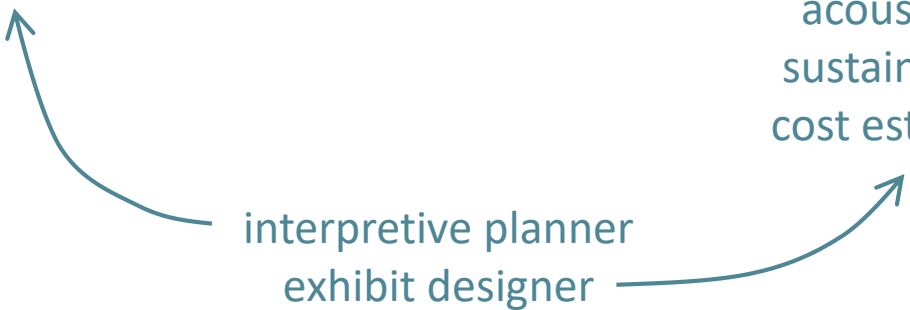
strategic planner
management consultant
owner's representative
site surveyor
hazardous materials
geotechnical engineer



civil engineer
landscape architect
structural engineer
mechanical engineer
plumbing engineer
electrical engineer
acoustician
sustainability
cost estimator



earth moving
demolition
plumbers
concrete
carpenters
steel workers
tin knockers
painters
commissioners
landscapers
cleaners



PROCUREMENT & CONTRACTS

<https://torontopubliclibrary.typepad.com/trl/2018/09/wampum-not-museum-artifacts-original-treaties.html>

PROCUREMENT & CONTRACTS

What to look for in your architect & contractor

What is the most important thing you're looking for?

Structure the procurement to aid you in comparing each firm apples to apples.

similar experience
creativity
approach
sensitivity
proximity / familiarity
budget & schedule
experience with grants
native preference

Remember this will be a long-term relationship, lasting perhaps 5-10 years.

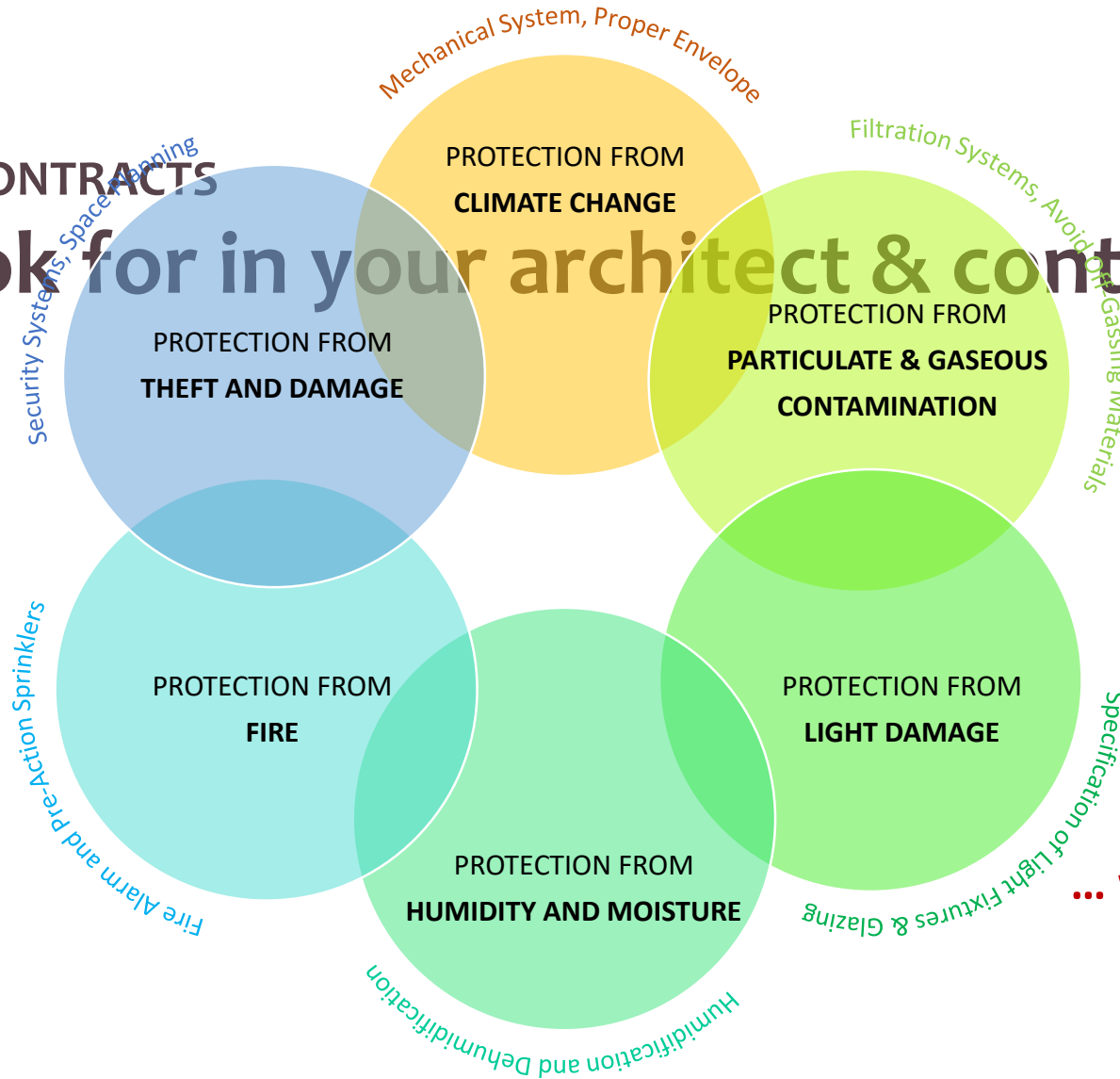
Choose someone you'll enjoy!

Do you want a firm that's done this many times, or one who'll work to develop a truly unique representation of your culture?

Experienced with developing an architecture that ensures the preservation of YOUR heritage

PROCUREMENT & CONTRACTS

What to look for in your architect & contractor



... while meeting YOUR strategic programming goals for an impactful experience!

No matter which process you use,
make it fair, recorded, and transparent.
It will need to be defended.

PROCUREMENT & CONTRACTS

Methodology for Hiring a Firm

RFQ

REQUEST FOR QUALIFICATIONS

project understanding – *what?*

project approach – *how?*

- decision making

- community engagement

team

relevant experience

- photos

- description / relevance

- cost, schedule

- reference

native experience / preference

RFP

REQUEST FOR PROPOSALS

all listed at left, plus

- detailed schedule

- detailed fee proposal

Competition?

Asking for Preliminary Designs

- *not a good idea* –

design develops in a vacuum

irrespective of cost

without community values

INTERVIEW

do they understand your needs?

how do they present themselves?

- how well do they listen?

how do they respond to questions?

how do they work as a team?

will they be a partner?

is there chemistry?

PROCUREMENT & CONTRACTS

Types of Contracts

Contracts are there to define scope, process, & responsibilities.
Contracts help prevent things from going wrong.
A good contract is balanced and protects both parties.

Tribal

Standard Contracts?

Professional Services

architect

engineer

landscape architect

Construction

AIA

American Institute of Architects

A101, A102

Owner/Contractor Agreement

General Conditions

B101, B141

Owner/Architect Agreement

Can modify contract language

Letter

okay for feasibility studies
not recommended for full services

limited definition of responsibilities

limited guidance when things go wrong

PROCUREMENT & CONTRACTS

What the Owner will be looking for

schedule and budget

lump sum fees

redesign if not at budget

process of assignment

dispute resolution

insurance

court of jurisdiction

who is initial decision-maker?

liquidated damages

changes to cost of the work

clear point of contact

ownership of documents

indemnification

PROCUREMENT & CONTRACTS

What the Architect will be looking for

schedule and budget

changes to cost of the work

clear point of contact

adjustable fees

recognition of lack of control of construction costs

additional services

standard of care

process of assignment

insurance

dispute resolution

ownership of documents

unforeseen conditions

court of jurisdiction

mutual indemnification

PROCUREMENT & CONTRACTS

What the Contractor will be looking for

schedule and budget

liquidated damages

changes to cost of the work
clear point of contact

responsibilities of the architect

liquidated damages

process of assignment

insurance

payment procedures

dispute resolution

court of jurisdiction

mutual indemnification

PROCUREMENT & CONTRACTS

Professional Fees

Lump Sum

By task?
By phase?
How calculated?
How adjust?

Hourly

Desire to keep costs down
How control?
Records review?
How limit?

Percentage

of Construction Cost
Range depends on cost, complexity
Higher cost/lower complexity = lower %
Lower cost/higher complexity = higher %
Could be between 6% and 15%

Hourly NTE

Not To Exceed

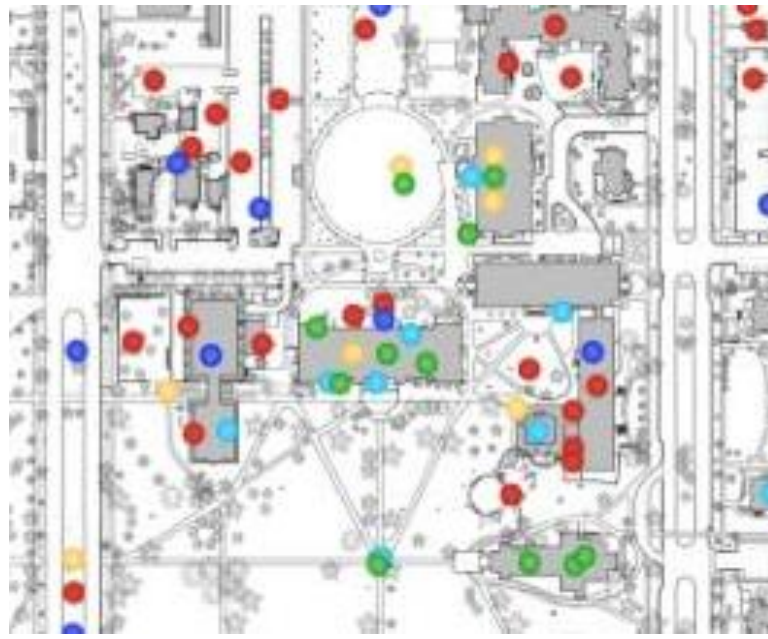
Architect benefits from cost increases?



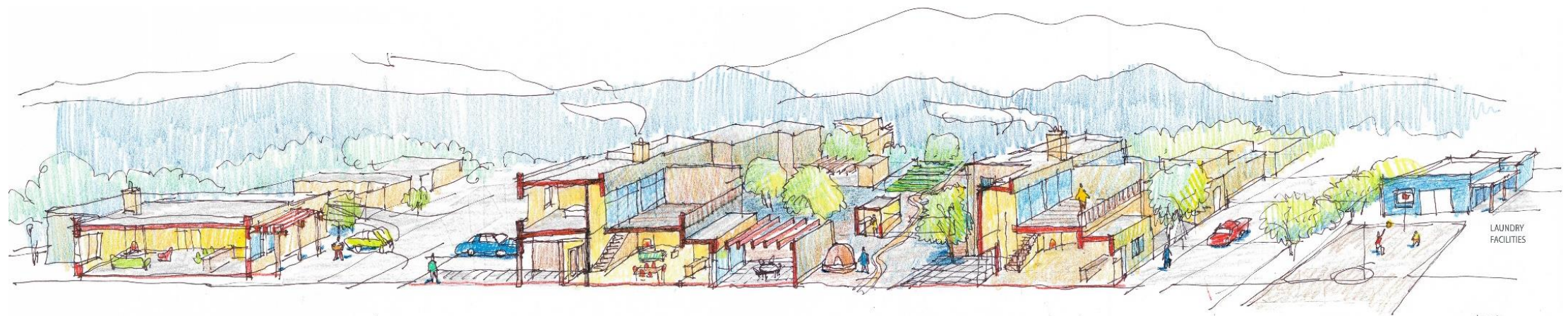
COMMUNITY ENGAGEMENT















First Capital Heritage Center / Ohkay Owingeh Museum – AOS Architects

NEXT WEEK

3. Programming

Presented by: Shawn Evans, AIA
 Atkin Olshin Schade Architects
 Santa Fe, NM

FOR SUPPORTING
DOCUMENTS, VISIT

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ORG/NODE/440](http://www.atalm.org/node/440)



Culture Builds Communities

Thank you for watching this tutorial. If you have questions, please email president@atalm.org.

To view helpful resources, visit www.atalm.org