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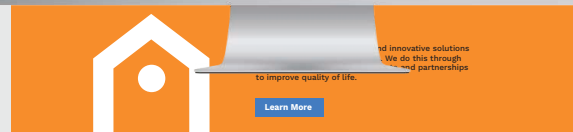
MEGHAN
BOLTAS

INVEST DSM

Branding, Print, Web Design, Environmental Graphics



602 Robert D. Ray Drive | Des Moines, IA 50309 | 515-221-8410 | InvestDSM.org



WHERE WE WORK

Special Investment Districts (SID) are areas in the City of Des Moines where a unique combination of public and private resources are being focused to strengthen middle market neighborhoods. The City designated four pilot areas to focus and test strategies to strengthen middle neighborhoods.



Oak Park / Highland Park

Historic neighborhood business district surrounded by well-built homes plus beautiful McHenry Park overlooking the river — a great value close to downtown employment and amenities.

[Learn More](#)



Drake

Beautiful historic homes on stately boulevards in an eclectic and diverse neighborhood, home to Drake University, friendly neighbors, and unique community events.

[Learn More](#)



Franklin Area

Charming homes on tree-lined streets with friendly neighbors, top-rated schools in a convenient location, walk and bike to neighborhood gems including Snookie's, Waveland Cafe, the Franklin Avenue Library, and the re-activated Franklin Jr. High.

[Learn More](#)



Columbus Park

Little Italy on the rivers, spectacular views of downtown, affordable single-family homes plus upscale, modern apartments.

[Learn More](#)



Check Out Our Schedule of Events!

OUR PROGRAMS

Residents, homeowners, potential homeowners, developers, contractors, business owners, commercial property owners — all have a role to play in making the Special Investment Districts stronger over the coming decade. For that reason, Invest DSM is developing several programs that respond to the market's needs and is seeking to partner with a wide variety of neighborhood stakeholders.

[Learn More](#)



LEARN ABOUT YOUR COMMUNITY
Sign up for our email updates!

[Sign up](#)



Invest DSM
602 Robert D. Ray Drive
Des Moines, IA 50309
515-221-8410

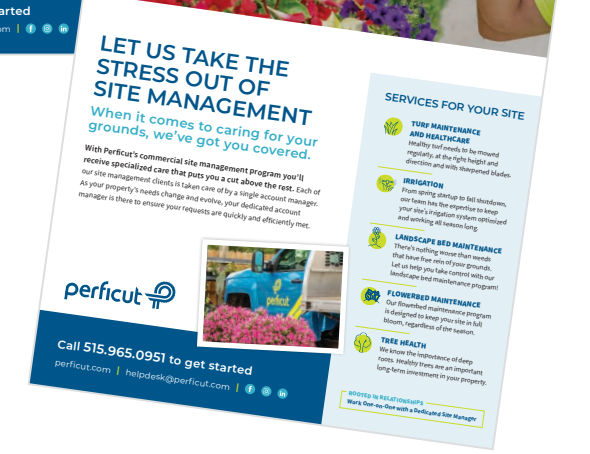
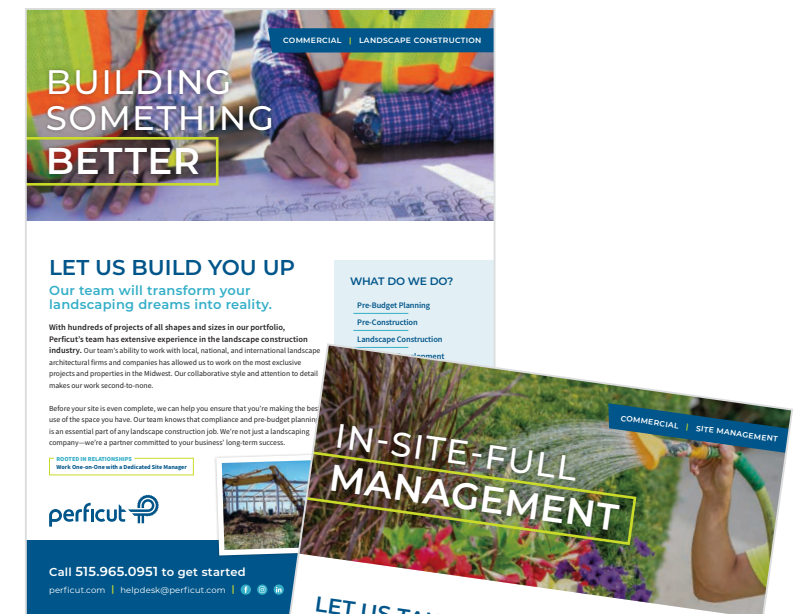
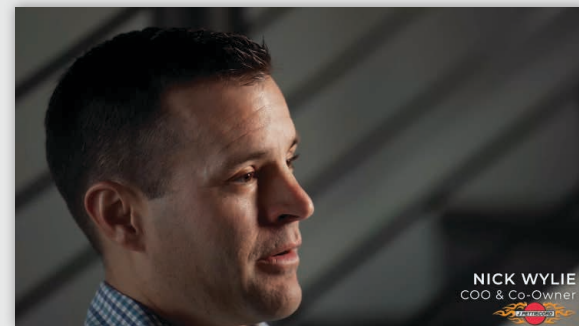
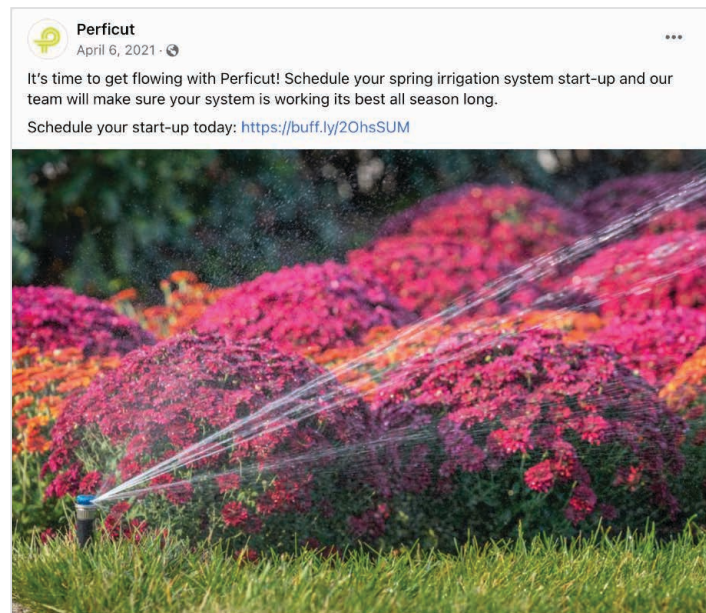
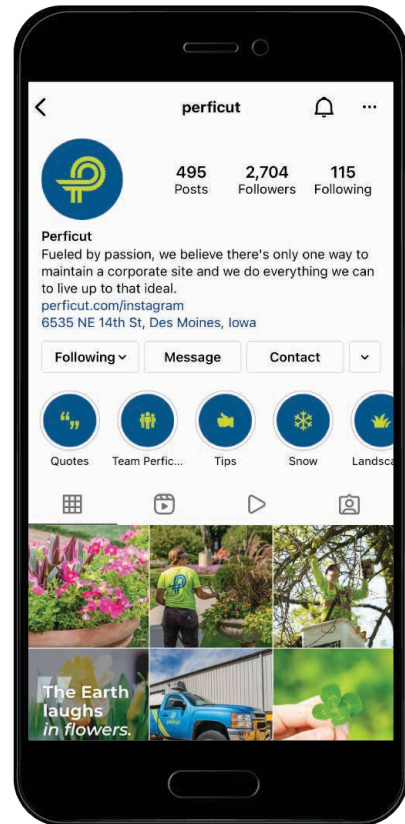
Keep up with your community!
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[Sign Up](#)



PERFICUT

Social Media Strategy, Print, Digital Ads, Video Direction

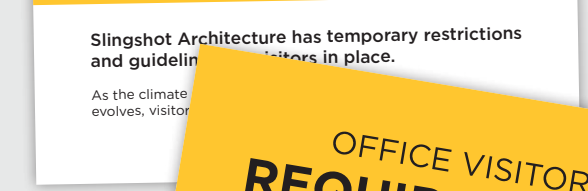
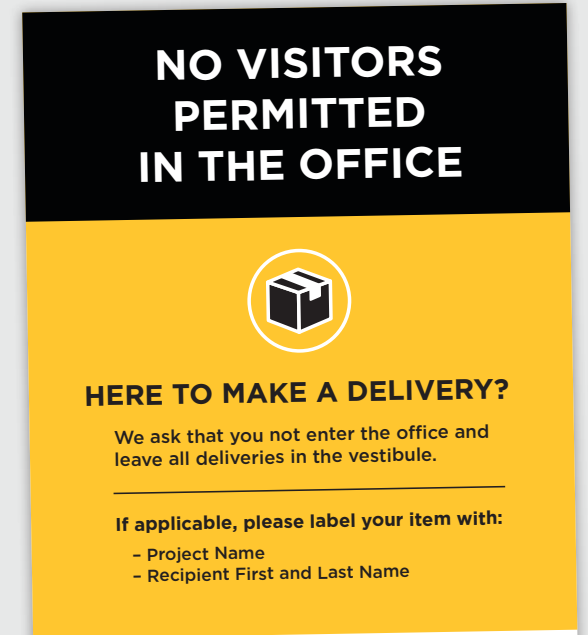
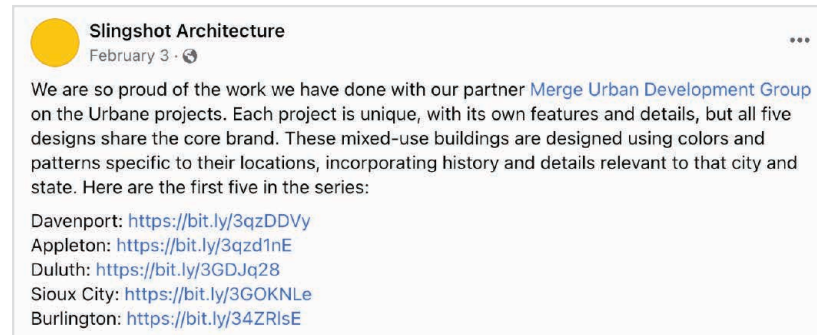
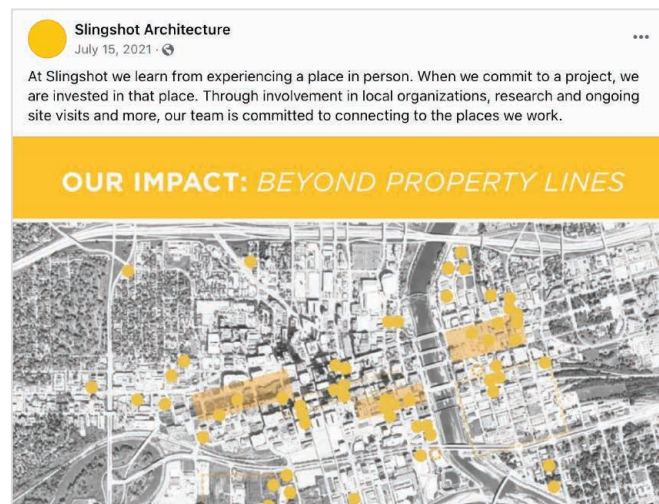
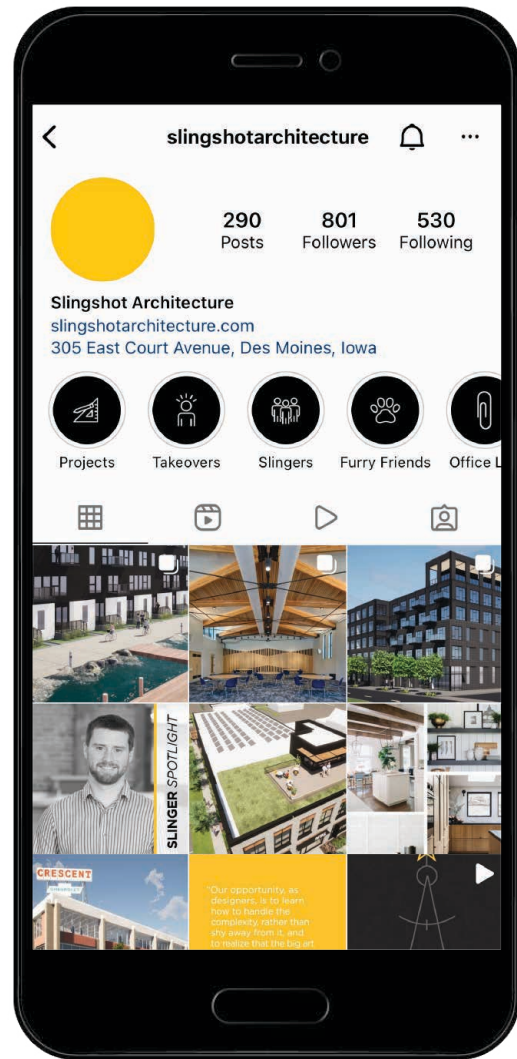


Google Ads



SLINGSHOT ARCHITECTURE

Social Media Strategy, Print



ANNA MASON CONSULTING

Print, Web Design, Social Media Strategy

TRAINING WORKBOOK

THE FOUR FACTORS

- DOMINANCE (Factor A)
- EXTRAVERSION (Factor B)
- PATIENCE (Factor C)
- FORMALITY (Factor D)

REFERENCE PROFILES

- Sail: Movement Forward, Implementation
- Bridge: Plan, Prepare, Assess Risk, Analytical
- Rudder: Mitigate Disruption, Execution
- Buffer: Communicate, Coach, People

SAILS Dominant, Impatient, Informal (High A, Low C, Low D)

How do Sails...
 Take Action:
 Communicate:
 Approach Conflict:
 Make Decisions:
 Manage Change:

HIGH A

- Seeks** Autonomy, independence, challenge to win
- Focus** Get it done, results, I, me, my
- Asks** Future: What's next?
- Wants to** Be in charge, have options, decide
- Wants to avoid** Wasting time, being told
- They will** Challenge
- Recognize & reward their** Independence, results, ideas

When they are **direct** they can be misperceived as **rude, bossy**

LOW A

- Seeks** Harmony, encouragement, reassurance
- Focus** Team, participation, collaboration, support
- Asks** How am I doing?
- Wants to** Be helpful, provide service, do for others
- Wants to avoid** Confrontation, disharmony
- They will** Tell you things are fine even when they are not
- Recognize & reward their** Support, day-to-day contributions, team approach

When they are **indirect** they can be misperceived as **not confident**

YOUR CUSTOMIZED SOLUTION FOR HIRING, ENGAGEMENT, LEADERSHIP AND GROWTH

ABOUT ANNA MASON

SERVICES

PI CERTIFIED Partner

EQ 360 socially predict perform

THE PREDICTIVE INDEX

EQ-I 2.0 AND EQ-I 360

READY TO DIG DEEP?

Book a consultation with Anna today to learn how understanding yourself and others can lead to a better team.

CONTACT ANNA

Anna is amazing and is the **best PI Consultant** I have worked with over the years. She ensures you are informed of all products and offerings and does a great job training and working with our staff. She is **very responsive to communications** and does a great job training and working with our staff.

- Sara B., Senior Vice President, HR Director

Watch Anna in Action

Stay in the Loop

Anna Mason Consulting

Raise your hand if you've ever had a bad manager. 🙋 People often cite their manager as a big factor when choosing to leave or stay at a job. An investment in your managers and leaders is one that will pay off in many ways. I work with leaders of all sorts, but I have a real passion for working with people who have never managed before.

If your team needs a hand in becoming their best leadership selves, drop me a line: <https://buff.ly/3tSfviD>

Anna Mason Consulting

97 followers

1mo · 🌐

The tools I use aren't just useful for you. Understanding yourself is valuable, but when you apply that understanding to those around you, your whole team benefits. Check out what a recent client, Lisa, had to say about our coaching work together:

"After working with Anna, I feel like I know how to coach my people and actually make progress. PI helps me understand that people are motivated differently and therefore I have to coach each person differently. My team has noticed that I've changed my approach and they are responding to me better."

- Lisa, Senior Staff Director

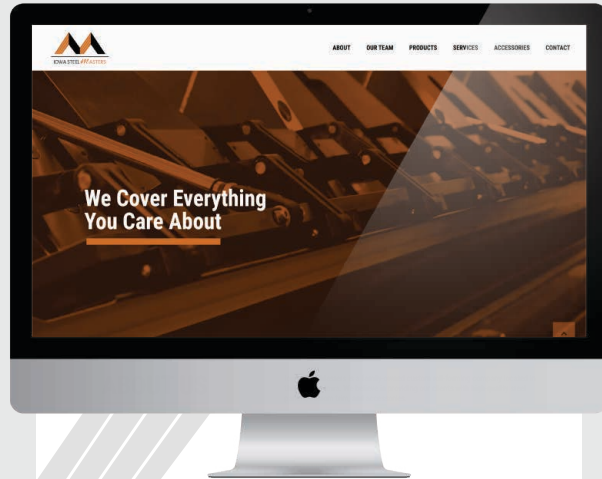
Learn more about how I can help you up your management game:
<https://buff.ly/3C4Do95>

PI helps me understand that people are motivated differently and therefore I have to coach each person differently.

- Lisa, Senior Staff Director

IOWA STEEL MASTERS

Print, Web Design



PRODUCTS



PANELS

We have the right type and profile of steel for every job! Whether you're looking for residential steel roofing or specialty made agricultural steel panels, we'll help cover everything you care about.

AG TRIM

We work with ag buildings every day and can make custom trims that fit your unique needs!



GENERAL TRIM

Not only does steel trim add to the aesthetics of your building, but it also helps protect what's most important. Most importantly trim helps ensure that moisture doesn't compromise the point where panels join together or meet at angles.

VENTILATORS

Natural airflow is essential to keeping the contents of your buildings safe and moisture free. Control the humidity levels in your facility no matter the season with these state-of-the-art ventilators.



DOUBLE 6 SOFFIT

Keep dangerous hot air in the summer and delaying moisture in the winter out of the spaces you care about most. If you can haul it, we can make it! Our soffits are made from strong yet flexible material and can be custom cut to any length from one inch to 20 feet or more.

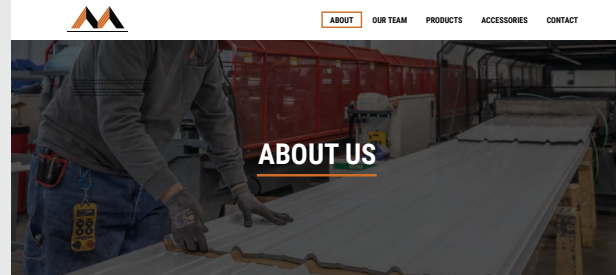
[LEARN MORE](#)

WE COVER EVERYTHING YOU CARE ABOUT.

[REQUEST A QUOTE](#)



515.689.3871
311 SHERMAN AVENUE
ACKLEY, IOWA 50601
INFO@IOWASTEELMASTERS.COM



ABOUT US



We are a family-owned custom roll-forming company located in the heart of Iowa. We believe in providing our clients with high-quality steel panels, custom trim, and accessories.

Our team is here to help you expand your steel sales and provide knowledge and product that make you look good for your contractors and customers alike. We'll deliver your order directly to you or your customer's location with our team of qualified professionals. Our central location allows for short delivery lead times or even same-day service when needed.

[MEET THE TEAM](#)

LET US STEEL YOUR HEART,
NOT YOUR MONEY

[REQUEST A QUOTE](#)

CORE VALUES

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AGRICULTURAL

Iowa Steel Masters produces custom panels and trim profiles that are uniquely suited for agricultural environments.

RESIDENTIAL

At Iowa Steel Masters we cover everything you care about—and that includes your home. Our products can be used in a variety of residential applications.



COMMERCIAL

We also offer a variety of steel roofing panels that can be used for a variety of commercial purposes.



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10' LOW PROFILE RIDGE VENTILATORS

LARGE ATTIC VENTILATION

The 3' x 2" throat ventilator is designed for large attic ventilation or livestock buildings. Natural airflow is essential to keeping the contents of your buildings safe and moisture free. Control the humidity levels in your facility no matter the season with these state-of-the-art ventilators. This vent provides 42 square inches of free area per linear foot for ventilation.

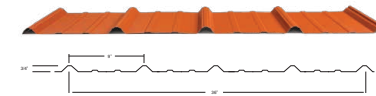
[WE COVER EVERYTHING YOU CARE ABOUT](#)

PANELS

SPECS & PRICING

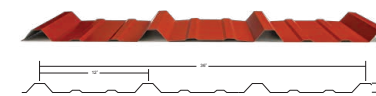
PRODUCT

AG PANEL | 9" O.C. | 29 or 26 gauge | Available Substrates | Galvalume & Galvanized



Minimum pitch recommended 2:12:12 | 36" coverage with 3/4" rib height | Anti-Siphon sidelap design
Excellent wind uplift and snow load ratings | High performance Valpar paint system in all standard colors

PBR PANEL | 12" O.C. | 26 gauge | Available Substrates | Galvalume & Galvanized



Minimum pitch recommended 1:12 | 36" coverage with 1 1/4" rib height | High performance Valpar paint system in all standard colors

THIS PRODUCT IS AVAILABLE IN AN ASSORTMENT OF COLORS. ASK US HOW WE CAN CUSTOMIZE YOUR BUILDING!

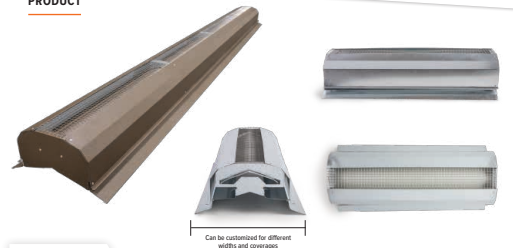
CAN BE CUT TO ANY LENGTH

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10' LOW PROFILE RIDGE VENTILATORS

SPECS

PRODUCT



SPECS

10' Low-Profile Ridge Ventilators

29g G185 Gussets & Deflector
29g G90 minimum on Exterior Panels
Stainless Steel Mesh vs Galvanized



THIS PRODUCT IS AVAILABLE IN AN ASSORTMENT OF COLORS. ASK US HOW WE CAN CUSTOMIZE YOUR BUILDING!

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PANELS

SPECS & PRICING

PRICING

PANEL PRICES				
9" O.C. AG PANEL				
Substrate	Gauge	THK	Cost LF	\$/SqF**
Galvalume® A250	29	0.015		Valpar Weather X2®
Galvalume® A250 "Gallery Blue"	29	0.015		Valpar Weather X2®
Galvalume® A250 "Copper Metallic"	29	0.015		Valpar Weather X2®
Galvalume® A250 "Liner"	29	0.0142		10yr Polyester
Galvalume® A250 "Acoustical Liner"	29	0.0142		10yr Polyester
Galvalume® A250 "Crimble"	29	0.015		Valpar Weather XL Crimble Finish®
Galvanized G90 "Most Colors"	29	0.015		Valpar Weather X2®
Galvanized G100 "Gallery Blue and Dark Blue"	29	0.015		Valpar Weather X2®
Galvanized G90 "Stains White"	29	0.015		Valpar Weather X2®
Galvanized G90 "Colors"	29	0.015		Valpar Weather X2®
Galvanized G90 "Bare Acrylic"	29	0.015		Bare Acrylic
Aluminum, White "High Gloss"	26	0.017		Valpar (High Gloss)
Aluminum, Bare	26	0.017		Bare Acrylic
PBR-Panel				
Galvalume® A250	26	0.0185		Valpar Weather X2®
Galvalume® A250 "Gallery Blue"	26	0.0185		Valpar Weather X2®
Galvalume® A250 "Copper Metallic"	26	0.0185		Valpar Weather X2®
Galvalume® A250 "Liner"	26	0.0185		10yr Polyester
Galvanized G90 "Colors"	26	0.0185		Valpar Weather X2®
Galvalume® A255 "Bare Acrylic"	26	0.0185		Bare Acrylic
ACCESSORY APPLICATION				
DripCap® For Ag Panel	9" O.C.			Condensation control.
DripCap® For PBR Panel	High Rib			
Steel Shield®	9" O.C.			Replaces underlayment for application on shingles.

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RIVER GLEN WEALTH COUNSELORS

Branding, Print, Web Design



RIVER GLEN WEALTH COUNSELORS



FINANCIAL PLANNING for Corporate Executives

As an executive, you devote significant time and energy to improving your company's performance. You are rewarded with higher levels of compensation over time, resulting in a significant accumulation of wealth.

Unfortunately, many executives do not have time to address the issues and explore the opportunities which accompany their wealth. Consequently, they often lack a game plan for their financial future.

How Much Thought Have You Given to the Following?

- When do I know I have enough assets to retire?
- How much compensation should I be deferring?
- What can be done to reduce the double-taxation effect on my deferred compensation plan, 401(k), and IRAs?
- What are the implications of having a concentrated position in my company's stock? What can I do to manage the risk?
- How do I go about evaluating and negotiating a change in job or career?
- How should my current assets be structured while I am still working in order to provide a tax efficient income stream during retirement?
- When should I begin transferring wealth to my heirs?
- How do I manage the risk and return trade-off in my investment portfolio?
- How should I go about developing a specific strategy for managing my stock options and restricted stock?
- How do I avoid unintentionally disinherit my children?

Executives are Our Focus

River Glen is exceptionally qualified to work with corporate executives. We have real life experience working as executives, so we understand how difficult it can be to find the time to give your personal financial situation the attention it deserves. In addition, we have extensive experience providing financial advice to executives. Since 2008, we have specialized in serving individuals at all levels, from middle management through presidents and CEOs, from coast to coast.

Our Services

- Equity Compensation
- Retirement Planning
- Tax Strategy
- Estate Planning
- Investment Management
- Asset Protection

2600 Westown Parkway | Suite 346
West Des Moines, IA 50266
P: 515.422.9040
riverglenwealth.com

RIVER GLEN WEALTH COUNSELORS

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West Des Moines, Iowa 50266

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Welcome to River Glen Wealth Counselors

Since 2008 our passion has been providing holistic financial planning that focuses solely on the well-being of our clients.

You spend considerable time working to ensure your company's success.
Have you given your personal situation the attention it deserves?

We Specialize in Planning for Corporate Executives

WHY? WE WERE THERE.

With 23 years of experience in senior management at publicly traded companies, we lived it. We asked the same questions you are asking now:



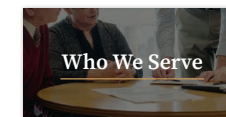
When is the best time to exercise my stock options?



Should I participate in my deferred compensation plan?



Am I overly concentrated in my company's stock?



River Glen Wealth Counselors
2600 Westown Parkway, Suite 346
West Des Moines IA, 50266
P: 515.422.9040
F: 515.440.3149

STAY CONNECTED
Want to learn more about current topics of financial interest for corporate executives? Sign up for our email list.

Sign Up

CAPITAL CITY PRIDE

Print

MEET THE BOARD

WE ASKED EACH OF OUR CCP BOARD MEMBERS WHICH STUDIO 54 PERSONALITY THEY WOULD LIKE TO HANG OUT WITH

PRESIDENT
JENNIFER CARUTHERS
Debbie Harry. She was the iconic female lead singer of Blondie and general bad ass.

VICE PRESIDENT
MARY GARDNER
I've always loved her. She was the first to wear a sequined jacket. I would give anything to be able to spend one night with her. I would love to see her in a disco ball hanging from the ceiling just taking it all in.

BOARD ADVISOR
DAN JANSSEN
Holtan. He was a Des Moines native, a Studio 54 icon, and perhaps one of the greatest American fashion designers of all time. He was daring, had flair, and knew he could influence the world with his creations.

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BOARD ADVISOR
JEFF WOODS
Grace Jones. She always looked fantastic and did pretty much whatever she wanted.

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2021 SPONSORSHIP

COMMUNITY | INCLUSION | DIVERSITY

WELCOME TO CAPITAL CITY PRIDE

SPONSORSHIP

What does your sponsorship support?

In addition to June Pride Fest weekend events such as the Des Moines Fun Run and Silent Disco, we produce events that also include the Squire Swine, Gala & Awards Ceremony, Book Club and Storytellers. All sponsorship donations will be used to pay for facilities, speaker fees, speaker transportation and lodging, awards, and promotions.

Capital City Pride is committed to giving back to the Des Moines and LGBTQ+ community. Throughout the year we volunteer and fundraise for organizations that support diversity and inclusion.

BETTER TOGETHER

In order to successfully organize and implement City Pride expanded its reach throughout the year to support our community. Capital City Pride works throughout the year to support our community. Capital City Pride works throughout the year to support our community.

A MESSAGE FROM THE BOARD

It is my privilege to welcome you to Capital City Pride's 43rd year of celebrating our community's pride in our diversity! Capital City Pride was established in 1978 when a group of courageous people marched from the Iowa State Capitol to the Blasing Hall on the East Village. It is with their spirit that we continue to seek positive change in our community, diversity, and inclusion.

Over the past three years, we established new events in the Des Moines metro and the state of Iowa, focusing on family, health, and education. These events aim to engage the Des Moines community and promote the importance of diversity and inclusion. It is with your sponsorship that we are able to produce events that inspire, educate, and celebrate our community, our culture, and our values.

For 2021, Capital City Pride had to make the difficult decision to cancel our in-person Pride Fest celebrations due to the COVID-19 health crisis. Unfortunately, the Board of Directors followed the recommendations of CDC safety protocols but we still found a way to celebrate virtually. We felt it was a great opportunity for the LGBTQ+ community, allies, and supporters everywhere to strengthen and grow. We encouraged everyone to understand that this was a time to all be active and positively engaged which resulted in hosting a safe, successful and inclusive month-long Pride Festival celebration!

For 2021/2022, we look to grow on the success of these virtual events and the historical in-person 2019 Pride Fest, which was a week-long celebration that culminated into over 20,000 attendees and the largest Pride Fest gathering in our 43 year history! With your sponsorship and participation, I am confident that we can engage an even greater and more diverse audience. By continuing to lead the LGBTQ+ community front and center to the people in the Des Moines metro and the state of Iowa, we can show pride in ourselves and our community. As you will see in the pages that follow, we have an incredible plan for 2022/2023 and we want to invite you to be a part of our continued journey.

Again, thank you for your collaboration in sponsorship, financial support. We know that together, we can continue to make Des Moines a diverse community that makes people feel welcome and safe. Capital City Pride can't wait to work with you.

If you have questions or need additional information, please feel free to contact me at president@capitalcitypride.org.

Sincerely,
Jan Caruthers
President | Capital City Pride

54 STUDIO PRIDE GALA

MARCH 5, 2022 | THE RIVER CENTER

6:00 - 6:15PM SOCIAL HOUR

6:15 - 7:00PM DINNER

7:00 - 7:30PM AWARDS

7:30 - 9:00PM ENTERTAINMENT

9:00 - 11:00PM DISCO PARTY

DINNER MENU

STARTER COURSE
Individual portobello cap pizza (can be vegetarian or vegan) with house-made roasted tomato sauce, fresh mozzarella and Parmesan cheese

MAIN COURSE
Wing-on chicken breast stuffed with thyme and served with cranberry potatoes with sautéed rainbow chard

VEGAN OPTION
Acorn squash stuffed with ancient grains and served with balsamic and sautéed chard

DESSERT COURSE
Flourless chocolate torte with salted caramel sauce finished with sprinkles and luster dust

INSPIRE, EDUCATE, AND CELEBRATE OUR DIVERSE COMMUNITY & CULTURE.

— CAPITAL CITY PRIDE

JUNE 12, 2021
FAMILY & YOUTH ZONE

CELEBRATION OF FAMILY
Not long ago it was rare to see families at the Des Moines Pride Fest. No longer. Every year, increasing numbers of LGBTQ+ couples with children and queer and trans children celebrate alongside their families. As a result, Capital City Pride incorporated the Family and Youth Zone to accommodate our growing family population. The Family and Youth Zone is designated for those who would like to enjoy a family-friendly environment, which offers a variety of activities for kids of all ages and interests.

Families, friends, and allies can enjoy activities such as: sprinklers, face painting, balloon animals, crafts and drawing table, kids talent stage, drag queen storytelling time, coloring wall and more.

Capital City Pride welcomes all families and offers a place for everyone at the Pride Fest celebration!

\$5,500 MAIN SPONSOR

- Sponsor provided banner with logo materials
- Listed and quoted in the event press release
- Included on Capital City Pride's social media and national media coverage. Most notable publications include: People Magazine, Essence Magazine, Runner's World Magazine, and The New York Times. For a full list of 2019 Pride Fest media features, please contact the Director of Marketing at marketing@capitalcitypride.org
- In 2021, we are expanding our website, social media presence, and newsletter distribution. These additions, along with further enhancements to our existing communication platforms, will ensure that your brand is continually in front of the Des Moines and LGBTQ+ communities.
- Logo and link on Capital City Pride's website
- Listed as a sponsor in the press release
- Half-page ad in the Pride Guide

\$2,500 PARTICIPATING SPONSOR

- Logo on Capital City Pride's social media
- Logo and link on Capital City Pride's website
- Listed as a sponsor in the press release
- Half-page ad in the Pride Guide

2019 MEDIA PERFORMANCE

78 EVENTS (+42 last 60 days) | **239.9K PEOPLE REACHED** (+184K last 60 days) | **13.8K EVENT RESPONSES** (+33K last 60 days) | **815 TICKET CLICKS** (+42K last 60 days)

PAGE FOLLOWER DEMOGRAPHICS

2019 PRIDE FEST PARADE

106.5k Reach	5.7% Engagement
2019 PRIDE FEST	26.7k Reach
2019 PRIDE FEST	1.6k Engagement

2019 PRIDE FEST FAMILY 10-YEARS OF LOVE

27.5k Reach	1.4k Engagement
-------------	-----------------

2019 PRIDE FEST PRIDE FET PARADE

21.5k Reach	1k Engagement
-------------	---------------

2019 PRIDE FEST MEDIA OVERVIEW

In 2019, we implemented new marketing initiatives to engage larger audiences, work with local media, and highlight our sponsors to the LGBTQ+ community. These changes culminated in several attention and local and national media coverage. Most notable publications include: People Magazine, Essence Magazine, Runner's World Magazine, and The New York Times. For a full list of 2019 Pride Fest media features, please contact the Director of Marketing at marketing@capitalcitypride.org

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Newsletter Subscribers
1,200 current subscribers (37% open rate)

TOTAL IMPRESSIONS OVER 30 DAY PERIOD 625K

ORGANIC REACH ON SOCIAL MEDIA 125K

DAILY IMPRESSIONS UP TO 116K

PAGE REACH 55K

PAGE ENGAGEMENTS 23K

TOTAL CONSUMERS 18K

UNIQUE VIDEO VIEWS 11K

LIKES 7K

12,394 POST REACH
The number of people who had your page's posts on their screen.

6,865 TOTAL PAGE LIKES
Number earned as of August 1, 2019

6,961 TOTAL PAGE FOLLOWERS
Number earned as of August 1, 2019

39,961 TOTAL NUMBER OF WEBSITE SESSIONS

8,200 PRIDE GUIDE WEB DOWNLOADS

33,000 PRIDE FEST LANDING PAGE VISITS

60+ WEB ARTICLES

WEBSITE VISITOR BREAKDOWN

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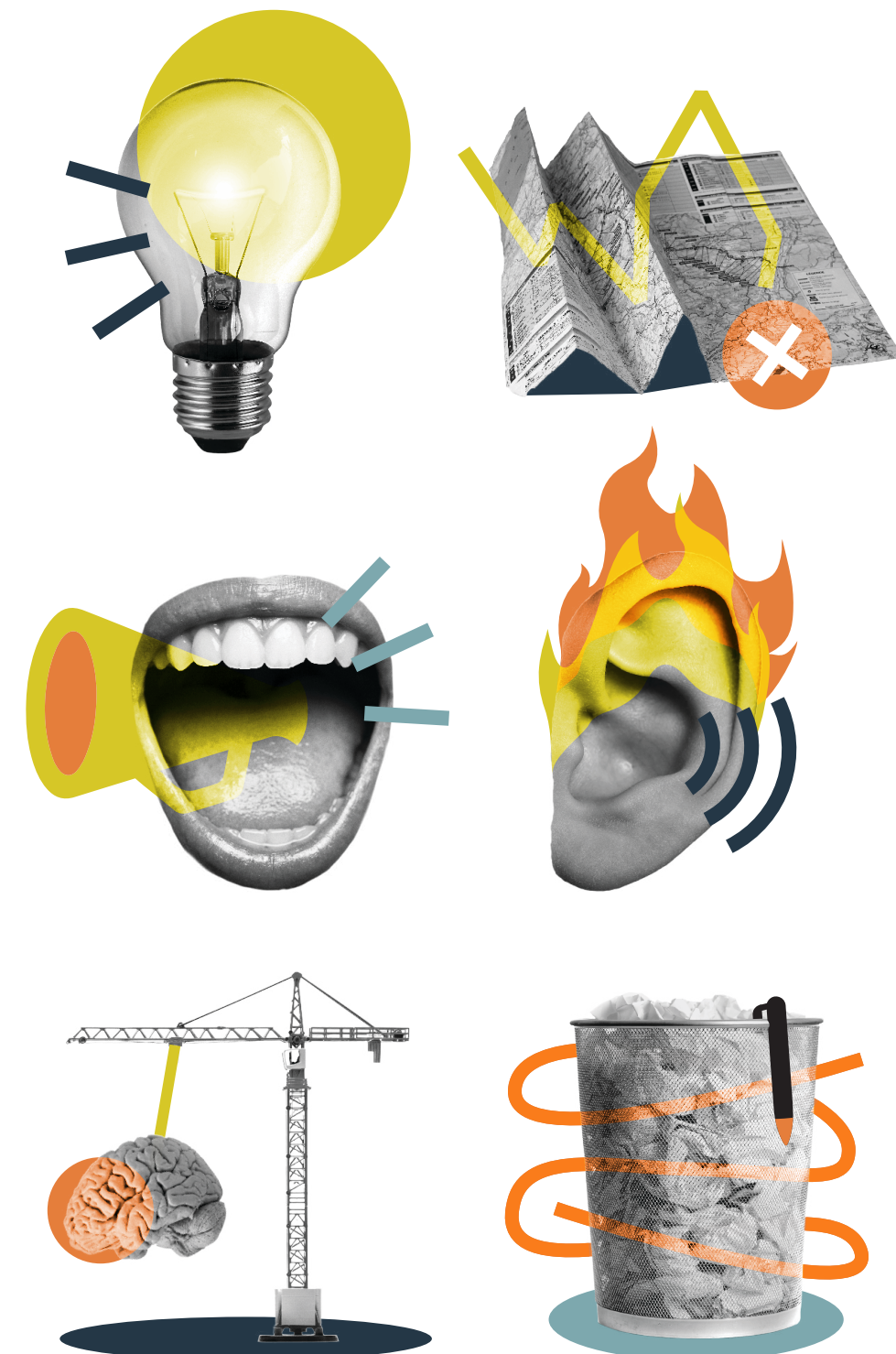
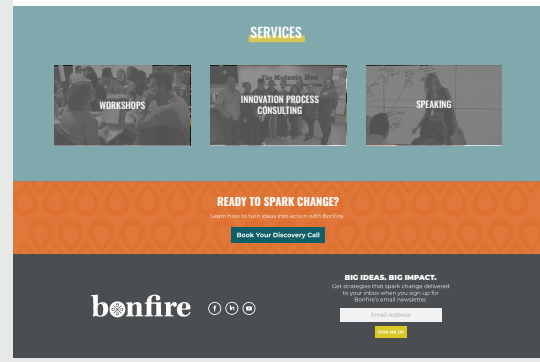
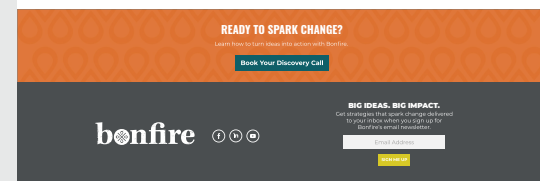
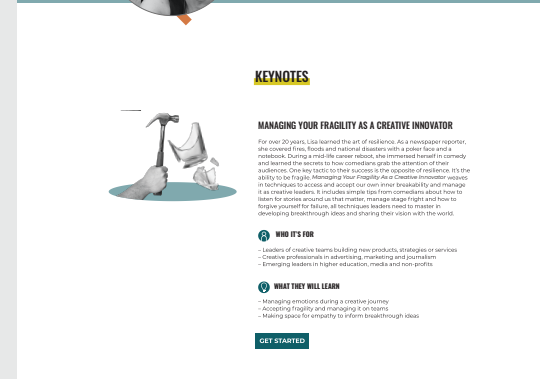
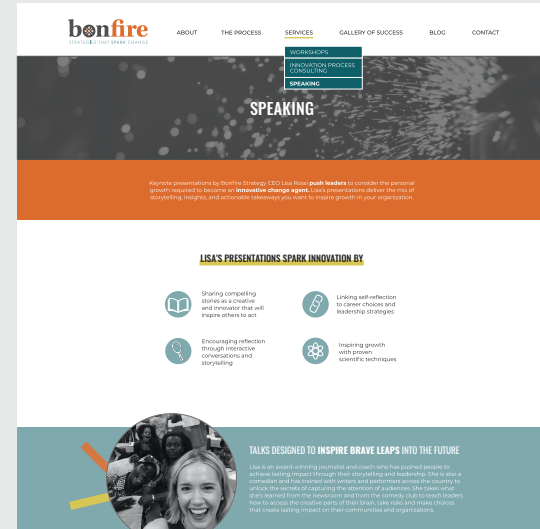
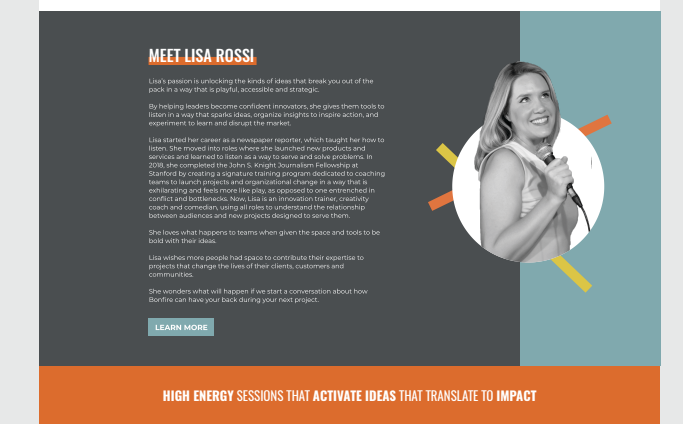
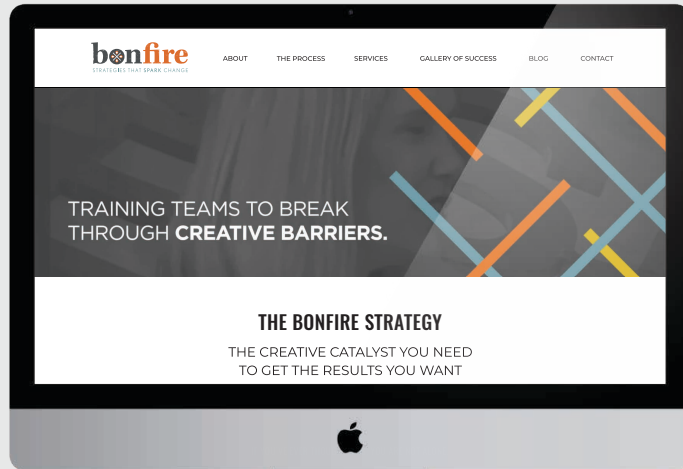
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AIA MAGAZINE

Print Editorial



Sculpting Light

Informing the Experience of Space

LIGHT BRINGS LIFE

OPN Architects brings life back to Principal's famed art deco building with a light-filled renovation

BY MICHAEL SUTHERLAND FOR AIA MAGAZINE

Eighty years ago, an art deco building was erected at 7th High Street—an innovative, imposing design built to withstand 75 years, according to a brief written during its construction. In 2004, just as the sky of the letter writer's production, Principal went to OPN Architects with an aim to renovate and reuse the iconic building. OPN Architects' 30-plus team—led by Scott Allen, AIA, Rick Lewis, AIA, Charles Norman, AIA, and David Hill, AIA—reimagined the space while honoring its history, giving the local pride of Principal's global headquarters with a multi-story, light-filled atrium that quickly became the heart of the new complex. The renovation, which was completed in 2012, led to a bright, open, collaborative work environment made for the 21st century.

The Ask: A Modern Office for the Modern Age
When Principal approached OPN Architects in March 2011, the company was looking to renovate its campus and work environment. The firm was a fresh set of eyes. "There was great historical architecture and a great plot, but there were also historic issues within the existing building—like the light well in the center—that weren't taken advantage of but could be improved," says Seely, principal at OPN Architects who served as the principal-in-charge on the project. Other areas for improvement included designing a cleanable floor-dry, creating a close-at-hand first impression space, designing updated flexible workspaces, and getting things up for more natural daylight. "We cleaned all the

spaces we saw potential, and that allowed us to do the master plan," Seely adds. **Preserving the Past**
When the building originally opened in 1928, it was hailed as a modern marvel, an exquisite example of the art deco style. In January 2011, OPN Architects had to do its homework. "We created the archive Principal had maintained for the building and documented the clean-up what had occurred over time," says Allen, associate at OPN Architects, who was the project manager. "I'd found there was a great effort before this building was built to free other buildings and solutions with the filter to reduce the maintenance costs while providing people a better working environment. For the majority of the

building, the art deco elements were limited to the public-facing areas: the south lobby, the elevator core, the auditorium, and the atrium."
When OPN Architects started the project in 2011, they found remnants of the original building's work, like the greenhouse and terraces in primary circulation locations in the south lobby. The greenhouse came from Virginia, and was the floor surface for use with terraces—the quartz floor in 1928 and was covered, the terraces was from Montana, in a quarry north of Yellowstone National Park. This quarry was also closed, so the addition to light and open space came from another site. The limestone was sourced from Indiana and was used in all additions and OPN Architects work, and the window panes in Great Lakes—also used in the additions and on the new stairs and exterior stone replacement. "The original bronze windows were also kept. A choice made in 2011 to reduce the maintenance of the windows over the life of the building seemed to be a wise one—bronze just does better than most building windows have two layers of glass in a permanent window, one of which opens to the inside and the other to the outside—"the windows were incredibly smart," says Seely. "I don't know that anybody was doing a double-pane like that. When they designed the original building, it would have been the equivalent of a super-energy-efficient building today." In fact, the existing windows were 28 percent better than the current building codes, so they opted to replace them, and removed the lower code that covered up a fraction of the windows to let in even more light.

Letting the Light In
The layout of the existing building, with masses of tall-walled rooms, allowed little natural light. Bringing the mid-levels behind some, but the top change came with the atrium. "The original 1928 building used what's now a five-story, climate-controlled atrium as a roof area for people to be outside, looking to the south, east, and west. The addition that followed created the opening in the building—the one that would eventually serve as "the heart of campus," says Allen. "When we opened the floor levels to the atrium, it provided air and movement to energize the building."
To make the most of the space, the south and north skylights were covered to let the atrium by using them up a floor. By doing this, the entire complex was on the same level—and the atrium became the main circulation between them. Now, the space has light and visual connections between levels and across floors. "The atrium was used as the building's daylighting depth, so this created the opening in the floor plate," says Allen. "Before this project, feeling your way through the building was its reason for being. It was a maze of corridors, and you had to find your way from the north end to the south end, and never saw daylight until the end of your journey." This was a concern for a number of reasons, one of which, Allen says simply, is that "we need to have light during our day to exist."
"Natural daylight substantially improves productivity," says Seely. "The team found that it was where it started—some spaces



Opposite: The multi-story atrium, with its tall windows, glass panels that allow and control natural light is the heart of the atrium. Top: The atrium space is designed to be open and bright. Bottom: The atrium is a great place to work and collaborate. Photo: OPN Architects

profile

People of Interest

MANIFESTO AND MEMORIES

Celebrating the life of Cal Lewis, FAIA (1946–2018)

BY MICHAEL SUTHERLAND FOR AIA MAGAZINE

There has been a formidable presence missing in Iowa State University's College of Design this semester as we've been mourning the loss of our beloved friend, mentor, and colleague, Cal Lewis, FAIA. Although we can still see a portion of his legacy in the building he helped design, his calming voice, keen intellect, and supportive demeanor are deeply missed. Memorializing Cal in so many ways is quite difficult. He changed the lives of so many people through his working relationships, his kind followings, and his design process that a mere listing of his accomplishments and recognitions—of which there are many—would not only be a portion of his story. However, in other ways, memorializing him is easy because he was so memorable. Cal looked like a designer: distinguished gray hair, clear glasses, classic dark suits, a thin black briefcase, and a Benetton-designed watch. But Cal always insisted that authentic impressions weren't enough on their own. Great designs, like great people, had to have character. As usual, he was right. Cal believed a designer's character influenced how they design. On his first day teaching a new design studio, he'd ask young architecture students to write a manifesto. This would spur them to contemplate who they were, who they wanted to become, and how these aspirations could (or should) shape their design activities. He didn't write one for himself because he rarely talked about himself; that was just another person's business. He was fast to share stories of his beloved wife of 50 years, Diana, and his sons and granddaughters, ISI athletes, or examples of great design he'd seen. Like his mentor, Clark Herbert, Cal wanted to prefer that the evidence of his character be demonstrated by the work he produced and how he'd interacted with others. It was

There were several salient lessons Cal left behind that express his values and actions:

Tell everyone, "design matters"
Design can and should positively affect how and where people live and work. He'd remind students and interns that learning to be an architect is hard work, but a worthwhile practice because the world needs great architectural designers.

Show everyone, "people matter"
Cal served in leadership roles in practice and academia for the last 40-plus years. He was well known for offering his sincere support through encouraging words and actions. He sincerely found satisfaction in helping others succeed, he demonstrated that a work-life balance was possible and important to nurture. If you know Cal, odds are you have a personal memory that confirms this.

Think clearly and communicate effectively
Cal didn't have a style of design; he had a thought process that favored the conjunction of logic, function, and aesthetics. His ability to understand a problem and then simplify the underlying design factors through spatial volumes and materials made him a great teacher. He'd draw parti sketch design ideas—if the sketch couldn't be made clear, then the idea wasn't viable.

Do great work
He served as principal of the 2001 AIA Architecture Firm of the Year Herbert Lewis Kruse Blunk (HLKB). Projects completed under Cal at HLKB earned more than 70 design awards, including three national AIA Honor Awards. He was named a Fellow of the American Institute of Architects in 1995, and awarded the AIA Medal of Honor in 2009. After 35 years of practice and decades of service to the Architectural Advisory Board at IUI, Cal became a

full professor and chair of the Department of Architecture at Iowa State in 2006. In his 10 years, he led the department to a top 10 national ranking in the design intelligence journal.

Be steadfast
Cal was relentlessly persistent. He became a tireless advocate for design schemes, solutions, and people when he believed in them. When Cal asked if you "had a minute," you'd hope you both agreed on the issue at hand as it rarely took a minute. When you needed him, this persistence was comforting.

Leave a meaningful legacy
He's created a multi-generational legacy of influencing the profession toward great design. More than a dozen award-winning architecture firms across Iowa have principals who once worked with Cal at HLKB. These firms are filled with dedicated professionals and former students of Cal's who are emerging as future leaders. The quality and breadth of well-designed buildings and places being produced is a testament to his influence. Under his tenure as professor and chair at IUI, instructors received national recognition for excellence in instruction, developed internationally renowned research, and advanced to professional leadership roles in academic administration and instruction throughout the country. His final gift to the department is the Cal Lewis Memorial Scholarship fund that will benefit students for years.

But his real legacy—the one he probably would care most about—in the way he shared his love, passion, and kindness with others and how it was reciprocated with admiration, respect, and great design.

We never get to say goodbye, or to thank him for these lessons. But a life's story can still continue in one's footsteps. As Samuel Beckett wrote in *The Unnamable*, "... you must go on, I can't go on, I'll go on."

Brighter Future

Brought to life by CMBA Architects, MMCRI's new I-Tech facility is doing away with old notions of trades training and carving out new career paths for high schoolers in Northwest Iowa

BY MICHAEL SUTHERLAND FOR AIA MAGAZINE

Despite having one of the nation's lowest unemployment rates, Iowa's Workforce Development reports more than 35,000 jobs are up for grabs in the state. Among the vacancies: high-paying positions for high-skilled laborers. Matt Hanson, a fifth-year industrial trades instructor at Marcus Merklein Chapman and Remson Union (MMCRI) High School in Marcus, Iowa, has a firm-based understanding of the labor shortage.

"We are living in a time where skilled tradesmen are in short supply and area industries are looking for a new breed of worker in the sense that they need not only strong hands-on skills, but also strong technical and critical thinking skills as well," Hanson says. When it became apparent that the MMCRI industrial technology space was not meeting the needs of a modern skilled trades educational facility at the program's increasing enrollment, the

MMCRI school district did not hesitate to invest in it, and, by extension, its students. The district brought in CMBA Architects and presented a two-fold challenge: Design a state-of-the-art, 14,500-square-foot addition that would not only enable the program to offer new technology courses, but also shake off the old-school stigma of shop classes.

"I knew that coming into the first design meetings, I wanted a space that was different from what other schools and area industries were doing in the sense that we wanted a space that wasn't dark and dreary like a factory or other educational spaces that we touched," says Hanson.

Though the site had its own challenges—the existing building was pretty undocked and the school already had ideas about how it wanted to implement an existing master plan—principal architect Matthew Egan, AIA, says the biggest challenge was "changing current perceptions on alternative educational pathways. What does our design was creating space that was inspiring and indicative of the innovation happening in industrial technology programs."

From the very start, the design team's strategy was to let daylight pour in and visually connect the space to the community it serves. "Daylight was by far the most important feature of the addition and was used not only functionally, but as an architectural element to elevate the overall perception and presence of the industrial technology program," says Egan.

On the facade, the expensive use of glass is carefully articulated by a screen system that allows for comfortable, continuous use of the space. The effect is equal parts transformative and functional. "The space itself," says Egan, "is meant to inspire students, and focus on showcasing students."

The new facility, in use since the start of the 2018–2019 school year, has a sense of connection, visibility, and professionalism, and boasts manufacturing and machining classes that were not previously possible due to constraints in the old space.

With higher enrollment and a better connection to potential employers, MMCRI's bigger, brighter industrial technology facility can only be described as a success.

"We wanted something modern that would get students excited about our program and the skilled trades, and really think the design team hit what we were after," says Hanson.

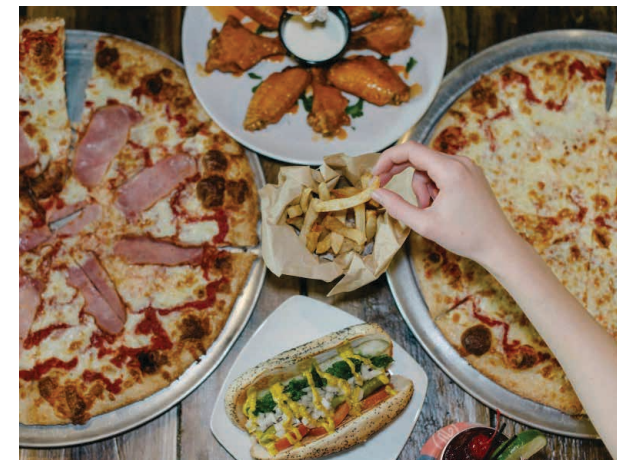
Opposite: The transparent facade allows for daylight and visually connects the facility to the community. **Top Left:** Carefully placed glass panels like the screen system and garage door maintain functionality without sacrificing high design. **Top Right:** New equipment adds in manufacturing and machining instruction, an important step in students' education. **Bottom:** Hanson credits more space and improved work flow for the go-to, higher-quality projects students are now bringing out.

PHOTO DIRECTION

Nefarious Whiskeys



Wayward Social



LOGO DESIGN

NAVITURE



Alison
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