



# STORY LINE

STORY CONSTRUCTION NEWS & VIEWS | FALL 2018

## PRESIDENT'S PERSPECTIVE

# MANAGING EXPECTATIONS



Mike Espeset, *President*

**A**s a lifelong fan, I expect that the Minnesota Vikings will have a championship-type season this year. Based on what I have heard, read, and watched on television, the conditions are prime for that to happen. I have no reason to think otherwise, other than that the franchise has a history of underachieving teams and disappointing letdowns, all of which help in managing my expectations. Even though I should know better, I was eager for this year -- that is, until we played the Buffalo Bills on September 23. While I have not lost hope, my expectations for the remainder of the year have been reset. There is drama in my party. I am sad and disappointed.

In our industry and our work, we need to consistently be understanding and managing expectations on projects. As leaders, this is part of the job, and it's quite a task (expectation)! We need to inquire deeply enough with the stakeholders on a project to truly understand their stated and unstated expectations, and then orchestrate the process to establish a common frame of reference for the team to work toward, and enroll the team in that common frame of reference. It is important and effortful work. It has little to do with bricks and mortar and much more about process and emotion.

Once the expectations are identified, the team members need to live up to the expectations for their part. The interdependence for the performance of the team depends on the sum of the parts and how they play out. Therein lies the dilemma. Some of the players are known and reliable members of the team and others are unknown and variable players in the market. A high degree of interdependence. Tricky.

Expectations belong to all players; owners, designers, subcontractors, suppliers, municipalities, etc. Expectations do not have boundaries based on how you participate or where you are on the organizational chart. Expectations belong to people; not companies. When we are out of sync on expectations, there are conditions for drama to join the party.

The Vikings have all the skill position players to do something special along with the facilities, coaching staff, etc. The conditions are right. Now, the defensive unit, the offensive line, and the new kicker need to do their part. They need to perform so the team can do the same. It is a real job to manage expectations. People have them, not companies. It is part of our work, and likely yours too.

*Mike*

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# ADDITION AND RENOVATION COMPLETED AT ALPHA GAMMA RHO FRATERNITY

Alpha Gamma Rho's Iowa State chapter knew it needed more space than what was currently available for members at their house in Ames. With fraternity activities like chapter meetings, Yell Like Hell practice and homecoming lawn display construction, as well as a growing member base, AGR needed a larger dining area and functional space that could serve several needs. "We put a lot of pressure on Story since we didn't have a fallback option when the students came back for fall semester in August," said Mike Nissly, AGR Alumni Treasurer. "Story came in late in the planning process, but they were still able to give us a fresh look and proposed some ideas that we really liked and decided to move forward with."

Story Construction and the team added to the chapter room at AGR, expanded the living room, added study rooms and extended the dining room to fit all fraternity members. A new grand entrance and connected balcony were also added to the front of the building. An elevator was installed and air conditioning was extended to each of the study rooms. This involved tearing up much of the existing building in the study room areas, but the crew was still able to get the appropriate occupancy permits from the City of Ames in time to allow students back into the building for the fall semester of 2017, while other construction continued.

"All through the summer we were pushing, and Story responded and met that milestone," said Nissly. "I really liked the way the crew took ownership of the project. If they felt something could be improved from the original plan, it was brought to us for discussion, and our project was improved because of these suggestions. Communication with Story's supervisors was always open and honest, which was a must as we pushed toward completion."

Clint Jensen, Story's project manager for the AGR addition and renovation, returned Nissly's sentiment.

"Mike and the guys at AGR were awesome to work with," said Jensen. "We could come to them with anything and we'd get a response very quickly. They were decisive and purposeful, and you could tell how much they cared about this space for the young men in AGR."

The addition to the AGR house totaled 7,000 SF, and the remodeled portion was about 5,000 SF. To cap it all off, an emblazoned Alpha Gamma Rho crest was added to the terrazzo floor on the grand staircase of the new addition.

## OWNER

Alpha Gamma Rho, ISU

## DELIVERY METHOD

General Contractor

## ARCHITECT

RMH Architects

## PROJECT MANAGER

Clint Jensen

## PROJECT SUPERINTENDENT

Grant Olson

## PROJECT ENGINEER

Deb Thurmond

## PROJECT SIZE

Remodel: 5,000 SF

Addition: 7,000 SF

## YEAR COMPLETED

Fall 2018



## STORY COMPLETES HVAC IMPROVEMENTS TO DRAKE'S QUAD RESIDENCE HALLS

When Drake University and MODUS Engineering came to Story Construction looking to solve an issue with ventilation in their Quad Residence Halls, it was clear that the team would have a tight window between 2018 spring and fall semesters to complete HVAC renovations in time for students to move in in mid-August. INVISION Architecture was brought onto the project for design support, and demolition began immediately after spring semester. Story's CP2.0 process was essential in completing this project on time and allowing Drake students a place to live with better airflow throughout the four residence halls.

"In the initial pre-construction phases of this project, Story's CP 2.0 process made us comfortable going back to our board and telling them we believed this project was achievable with the limited time we had," said Michelle Huggins, Planning & Design Manager at Drake University. "Story was great at communicating the necessary time line, and they found opportunities during winter and spring breaks to test out approaches to the renovation."



The heavy rains and flooding from the beginning of July also provided some additional challenges and added work for the Story crew. All in all, Story renovated around 140,000 SF of residence halls, or about 400 dorm rooms.

### CLIENT

Drake University

### DELIVERY METHOD

Construction Manager  
Constructor

### ARCHITECT

INVISION

### PROJECT MANAGER

Shane Geiselhart

### PROJECT SUPERINTENDENT

Marc Champoux, Charlie Harris

### PROJECT FOREMAN

John Whaley

### PROJECT SIZE

140,000 SF

### YEAR COMPLETED

Fall 2018

### CLIENT

ISU Research Park/Rockwell Collins

### DELIVERY METHOD

General Contractor

### ARCHITECT

Rockwell Collins Facility Service

### PROJECT MANAGER

Randy Cummings

### PROJECT SUPERINTENDENT

Ron North

### PROJECT FOREMAN

Matt McBeth

### PROJECT SIZE

3,500 SF

### YEAR COMPLETED

May 2018

## SMALL PROJECTS GROUP CONTINUES WORK AT ISU RESEARCH PARK

Story's Small Projects Group (SPG) are familiar faces at the ISU Research Park in Ames, having completed more than 150 projects at the Park since 2004. One of the latest projects completed at the Park is the renovation of 3,500 SF of space for Rockwell Collins. The new space is designed to accommodate ISU engineering students and graduates being trained to provide specialized flight deck avionics, cabin electronics, cabin interiors, information management, mission communications, and simulation and training to Rockwell Collins' unique military and commercial aviation clients.

To renovate the space, Story's SPG removed carpet, blinds and cabinets, then reconfigured the space to build collaboration spaces and huddle rooms as well as a new conference room, production demonstration room, and a kitchenette. The team also installed walls for a fully glass front wall system.

Nate Easter, Real Estate Development and Operations Manager for the Research Park, commented, "We are pleased Rockwell chose to continue to invest in their relationship with Iowa State by the establishment of this office at the Research Park. It will help the company to maintain relationships with students and faculty, and create new ways to work together. Story completed the project on time and to their specifications; which creates a seamless look with their other offices."





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