

DBIA

INTEGRATION QUARTERLY

The publication of the Design-Build Institute of America

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New Design-Build Research Predicts a Bright Future

An aerial photograph of a city with a large, silver wrench in the foreground, positioned as if it's about to tighten a bolt on a building. The wrench is the central focus, with its handle and head clearly visible. The background shows a dense urban landscape with various buildings, streets, and green spaces.

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New Design-Build Research Predicts a Bright Future

Read more at www.DesignBuildDoneRight.com



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LEADERSHIP REFLECTIONS

BY LISA WASHINGTON, CAE

Using Data to Drive Our Decisions

Good leadership means knowing what you know and what you don't know. Our decisions cannot be made in a vacuum, and—as design-builders especially—we understand that truly great things happen when you use “past experience” as an indicator of future success. These basic truths are at the heart of our excitement

over the recent release of market trend research conducted by FMI. This research is not only vitally important for our entire industry, it's also important for the Design-Build Institute of America, our members and customers.

Solid data will help drive good decisions. Certainly, we know anecdotally what we see every day in communities throughout our nation. The growth of design-build continues in all sectors and all sizes of projects. Success breeds success, and it's becoming increasingly difficult for reticent Owners and industry practitioners to ignore the cost and time savings being delivered in design-build projects virtually everywhere. However, what our industry needs is the hard data to define the “what, when, where and whys” of design-build. FMI's research provides that data, and thus provides our industry and DBIA the tools we need to consistently achieve exceptional outcomes—with not just design-build, but Design-Build Done Right™.

Another important data tool for us is the new Design-Build Project Database. You can read more details about this vital resource in this issue of Integration Quarterly, but I want to urge all of our Owners and design-build teams to showcase your project successes online at <http://projects.dbia.org/>. Share your good work in this searchable

database and help our industry illustrate the power of design-build for all types of projects.

This year marks the beginning of another strategic planning process for DBIA. While data is certainly important, equally important for DBIA as we begin our strategic planning process is the engagement of our members so that we may gather your priorities and goals as we plan for the future. DBIA's strength continues to be the diversity of our members, including all aspects of the design, construction, engineering and administrative skills needed for successful design-build project teams. That diversity, combined with a true commitment to improving the way America delivers projects, is what fuels our growth as an industry and organization. We've engaged with our members already in a number of ways, including an interactive planning session at our spring Design-Build for Water/Wastewater and Transportation Conferences. That feedback will help inform our strategic plan for the next three years.

As DBIA celebrates its milestone 25th anniversary year, we're committed to not only celebrating the past, but to using that experience to prepare for the future. With your help, I'm confident we'll have the data and team in place to continue America's design-build success story for years to come.

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BY THE NUMBERS

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WEBSITE

Pictures Tell the Story

DBIA is excited to be building a project of our own—our new website. We've been working with a web developer for many months to create an online experience that's enjoyable and easy to use for all of our visitors. The design-build industry is creative and innovative and it's time that DBIA's website reflects that too. We want to showcase the many successful design-build projects and teams from all corners of the U.S., so we're coming directly to you.

If you have a beautiful project photo or a team photo that reflects your great work, DBIA would like to share it with the world as an example of design-build's project successes. Please send your photos to Communications@dbia.org and we'll let you know if we can find a home for them at dbia.org.

CHAT

The Best of Design-Build Conversation Comes Directly to You

New in 2018, "Design-Build Delivers" is a podcast that brings together thought leaders and design-build experts to break down everything from high-performing teams to what's new and hot in the industry. Produced monthly by DBIA, here's a recap of what we've talked about so far and are planning for the future:

January—Leadership Skills for High-Performance Teams with Brent Darnell. Darnell is an international best-selling author, experienced educator, and leading authority on Emotional Intelligence focusing on the architecture, engineering and construction (AEC) industry.

February—Progressive Design Build. "The Power of Progressive" with Geoff Neumayr, the Chief Development Officer at San Francisco International Airport. SFO is one of the nation's leading progressive Owners and Geoff has years of experience in using Progressive Design-Build on large public projects.

March—Back to the Future: 25 years of Design-Build. As DBIA celebrates its 25th Anniversary, CEO Lisa Washington interviewed two long-time design-builders with diverse roles in the industry about the growth of our industry and what lies ahead in the future. By looking back, we can set a course for the future of design-build.

April—Leadership Development for Young Professionals and Those Who Manage Them with DeWayne Ables, Pioneer IQ.

May—Building Successful Design-Build Teams with Barbara Jackson. A long-time professor and advocate of design-build, Barbara Jackson gives us a snippet of what it takes to build a successful design-build teams, which was part of her "Leadership Matters," a four-part webinar series produced by DBIA.

June—Design-Build Today: Long-Awaited National Market Research Examined. Armed with brand-new design-build research from FMI, we sat down with members of the FMI team to break down this research and discuss what it means for the future of design-build.

You can subscribe and download "Design-Build Delivers" on iTunes, Google Play Music, Stitcher, and Soundcloud.



WEBINARS

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New Webinars in 2018

The *Leadership Matters Series*, presented by Barbara J. Jackson, PhD, DBIA, addresses one of the hottest topics in our industry, building better team leaders. In the design and construction industry we have primarily focused on management as the predominant skillset needed for success. However, the old model of simply "planning the work, and working the plan," is no longer all that is needed to succeed in our business. As an industry, we need to shift from being order takers, to being value generators, and that requires far more than management skills. What is missing and needed is a new kind of leadership, capable of influencing and inspiring real change to impact the cultural traditions and behaviors

that have hindered our industry and stifled real innovation for far too long.

The Nuts and Bolts of Progressive Design-Build Series, presented by Robynne Thaxton Parkinson, JD, DBIA, offers the basics on Progressive. Progressive design-build is one of the newest and least understood forms of design-build. In the first of the three-part series, Robynne provides an explanation of progressive design-build as well as its various forms. She also discusses the owner's considerations in the determination regarding whether to use progressive design-build as well as helpful procurement tools that help the owner select the right design-build team for the project.

Preparing and Delivering Powerful Presentations, with Michael T. Buell, Assoc. DBIA, FSMPS, CPSM, covers all the steps necessary to 'own the room' during your interview presentations. When you fully understand your audience, the positive feedback you receive is early and often—which in turn helps you be more comfortable and more effective with your presentations. Come learn how to get your selection committees to love everything you say.

The Risky Business of Right of Way: What is it costing you? is presented by Shannon Sweitzer, PE., DBIA and discusses Right of Way

Acquisition for design build projects, including aligning project schedule and cost risk. The presentation will highlight a number of variables that impact Right of Way acquisition decisions and costs. Some brief case studies and lessons learned will also be shared.

Turning Obstacles Into Opportunities While Developing a Design-Build Market with Michael T. Buell, Assoc. DBIA, FSMPS, CPSM, is a research-based discussion on how to take the most typical reasons why some architects, contractors and owners hesitate to utilize design-build and turn them into positive project opportunities. By getting these entities to share their genuine concerns and desires for a project, it will likely line up precisely with the values of design-build when done right. Come learn how to get your clients to give you ingredients to help make the case for design-build to them more effectively.

While DBIA's individual courses are available to everyone, our members enjoy the added benefit of discounted online subscription packages. Access live and on-demand webinars and hundreds of hours of recorded conference sessions at one low price. You can find everything you need to know about DBIA's online courses at dbia.org/courses. 🌐



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LEGISLATIVE UPDATE

BY LOUIS JENNY, VICE PRESIDENT, ADVOCACY AND OUTREACH
RICHARD THOMAS, DIRECTOR, STATE/LOCAL LEGISLATIVE AFFAIRS

Keeping Design-Build on the Legislative Agenda in the States and in Washington, Too

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New York State

The outcome of 2018 New York legislative session could be one that is remembered for years to come in the design-build industry. Governor Cuomo's budget bills would expand design-build

authority into the building sector, the first major design-build expansion in the vertical construction space and broaden authority for New York City. Previous legislation only authorized design-build for vertical construction on a project specific basis. Assembly and Senate leaders came together with Governor Andrew Cuomo to pass a budget that includes design-build authorization for several New York City projects (see below). This passage grants New York City the necessary authority to deliver urgent infrastructure improvements.

Project Specific Authorization:

- Brooklyn Queens Expressway Reconstruction
- Rikers Island Jail Replacement
- New York City Housing Authority

DBIA's Liberty Region also partnered with the WTS-Greater New York Chapter to host a symposium, "Delivering a New New York," at the Yale Club of NYC in June exploring the role design-build plays in New York's impressive infrastructure renaissance. It was an exciting event that brought together some of the state's top

agency and industry leaders to talk about the past, present and future for state agencies and industry leaders.

Virginia

Design-build authority in Virginia was once again threatened as the Virginia legislature considered legislation that would have restricted the use of design-build, setting back the progress we've made there.

The three bills that were introduced—HB 774, HB 1271 and SB 317—would have imposed a \$40 million threshold on design-build and construction management at risk projects (CMAR) on most state agencies and institutions (not the DOT). The legislation would also have raised the local government threshold on CMAR projects from \$10 million to \$40 million.

DBIA responded immediately, organizing a grassroots effort of DBIA members and industry stakeholders to educate legislators of the dangers of this bill. DBIA staff met with key legislators to discuss the provisions of the bill and how they would negatively affect the delivery of infrastructure. We prioritized our efforts in the House, which proved to be a fruitful strategy. We and our allies kept HB 774 and HB 1271 from getting hearings.

In the Senate, we had a taller order, as the author of SB 317, Senator Ruff (R-15), chaired the committee to which the bill had been referred. Nevertheless, DBIA staff met with every legislator on the

committee, and senators began to push back. Lacking the votes to move the bill forward, the committee voted to carry the bill over to next session, effectively ending the debate for this year.

Federal Infrastructure Funding

Washington has been buzzing for a year about President Trump's interest in infrastructure financing, and in February the Administration released a proposal. It is primarily a mixture of incentives and regulatory adjustments, but also calls for \$200 billion in federal spending over ten years.

The Administration did not provide legislative language and is instead letting Congress take the lead. Congressional committees are putting together legislative ideas; however, due to a lack of agreement on how to pay for the new spending, many believe any action will be pushed until late in 2018, or even next year.

DBIA has compiled proposals designed to encourage consideration of design-build in infrastructure projects and provide funding for design-build training. We will continue to advocate for those proposals both to the Administration and to key decision-makers in Congress.

No matter what Congress does this year, DBIA's design-build proposals will likely be the basis of what we bring to Congress when it considers reauthorization of the highway act (Fix America's Surface Transportation Act, or FAST Act), which expires in 2020. 🌱

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OWNER SPOTLIGHT

BY SEAN MATLOCK

Delivering a Design-Build Masterpiece in Missouri

The Rogersville Freeway project was awarded DBIA's 2017 Chairman's Award for Community Impact & Social Responsibility

When an artist creates a work of art, it all starts with a blank canvas. Each step of the painting brings different elements to the canvas, all which must blend seamlessly to create the finished masterpiece.

Project Freeway: U.S. 60 Rogersville was MoDOT Southwest District's FIRST design-build project, and has become one of our most accomplished masterpieces. The project utilized innovative design elements such as the "dog bone" roundabout, was the first design-build project at MoDOT to incorporate right-of-way acquisition as part of the project, and included community involvement in every aspect. I wanted something that would stand out, and this project was it—a masterpiece for the community and Missouri's transportation system.

The key to any transportation project is support and involvement from the community. Our project team met regularly with city representatives, an integral part of maintaining two-way communication throughout the process. In fact, city officials were included on the project proposal scoring team. After the project was awarded to Ozark Regional Road Constructors, the project team, contractor and local officials met regularly to review progress updates and future plans.

Communication with the public was blended seamlessly into every aspect of the project. Residents and drivers were provided with information before and



during the actual road construction. An email group was created through "sign ups" from public meetings, digital engagement (QR codes, social media, web), and provided regular project updates and news of traffic impacts to those who joined.

Project Freeway: U.S. 60 Rogersville added another innovative layer to the canvas. The project team developed diversity outreach programs with the local high school in Rogersville, and with Missouri State University in Springfield.

Logan-Rogersville High School was the site for the project's Young Women in Engineering program, a monthly program utilizing the one-of-a-kind practical laboratory for design and construction right on their doorstep. Each month the team introduced key engineering concepts, and linked those lessons to what was happening on the project. The program included regular site visits that provided for more a more tangible education for the students.

The team also provided an outreach program for Missouri State University's

Division of Diversity and Inclusion. Minority scholarship recipients were exposed to the different careers and trades that were part of Project Freeway. Because of logistical constraints, we utilized technology to bring the project site to them. By using Google Hangouts, I could be in the classroom interviewing our construction/engineering inspectors on site who would show students the progress of the project and the current work taking place. The students were able to ask questions during the live remote.

As we progressed toward completion of the project, we filled the blank canvas with so many different layers of innovation, an extraordinary road project came to life. The community was engaged, informed, and supportive, and coupled with the innovative design and construction, completed this true masterpiece in transportation. 🌱

Sean Matlock is the Transportation Project Manager of the Missouri Department of Transportation



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The Challenges in Dealing with Conflicts of Interest

As design-build captures an increasing percentage of the public construction market, more and more designers find that they have potential conflict of interest (COI) issues. The most challenging situation is when the designer has performed limited, programmatic-type services for an agency, and then wants to participate on a design-build project that relates to that program.

In response to this, many agencies have developed COI regulations. Some of these are “black and white”—if the designer/consultant worked on the project in any way, it is precluded from participating on the design-build team. Other regulations give discretion to the agency to determine whether the prior work gives the designer’s team a competitive advantage. These agencies want designers who work for them to have a reasonable ability to work on their design-build programs. In fact, one of DBIA’s best practices is that the agency makes an early programmatic decision on COI so the market knows how to respond.

In my personal view, “discretionary” COI policies are in the best interest of the public. However, as with anything that involves discretion, this can create arguments when an entity feels it has been disadvantaged by the agency’s decision. That is what happened in a recent federal bid protest heard by the U.S. Government Accountability Office (GAO), *Matter of HBI-GF, JV*. The conflict of interest in that protest arose from

an engineer’s participation in the peer review of a design that was ultimately issued for construction.

The Army Corps of Engineers issued an RFP soliciting proposals for heavy construction services to complete over six miles of cutoff walls at the Herbert Hoover Dike embankment in Lake Okeechobee, Fla. The RFP included extensive and detailed technical specifications and construction plans for the work. It is unclear from the decision as to whether this was a design-build project, although the facts suggest that it was.

The joint venture of Hayward Baker and Gannett Fleming (JV) submitted a proposal in response to the RFP. Once the Corps received the proposal, it

plans and specifications and submitted to the Corps comments on the design.

The JV presented arguments to the Corps that Gannett Fleming’s peer review involvement was not a COI, but the Corps was not persuaded. The Corps proceeded to create a competitive range of the most highly rated proposals and informed the JV that it was being excluded because its proposal suffered from a COI.

The JV protested the Corps’ determination that it should be eliminated from the competition, arguing that the Corps failed to meaningfully consider relevant information. The JV argued, for example, that (a) the peer review process was limited in scope, and (b) the content of the peer review report was limited

“...both agencies and potential competitors need to understand an agency’s ground rules on conflict of interest.”

notified the JV that its proposal potentially violated the agency’s organizational conflict of interest rules. The purported conflict arose from Gannett Fleming’s independent external peer review of the project’s cutoff wall, which occurred in the year preceding the issuance of the RFP. Gannett Fleming participated in the peer review through a joint venture with GEI Consultants (GF-GEI). In conducting the peer review, GF-GEI reviewed the

to clarifications and refinements of existing construction plans and technical specifications.

The GAO examined the Corps’ decision that the JV had an organizational conflict of interest based on “biased ground rules.” This is intended to address the situation where a company like the JV allegedly sets the ground rules for a future competition (for example, writing the specifications that competitors must

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meet). The GAO framed the issue as being whether a firm like the JV could skew the competition—intentionally or not—in favor of itself.

The GAO's decision noted that it would not substitute its judgment for that of the agency, "absent clear evidence that the agency's conclusion is unreasonable." In fact, the GAO's decision recognized that because the appearance of an unfair competitive advantage may compromise the integrity of the procurement process, it was acceptable for a contracting officer's decision to err on the side of avoiding the appearance of a tainted competition.

In evaluating the facts of this case, the GAO found that the Corps' decision was reasonable. The Corps' contracting officer found that the GF-GEI geotechnical

engineer involved in the peer review report was also heavily involved in the JV's proposal. Additionally, during the peer review process, GF-GEI personnel submitted more than 80 substantive comments on the design, many of which were incorporated

recommendations, many of which were accepted by the Corps.

For example, the GF-GEI team questioned the Corps' specification of four-inch diameter core samples, stating that the tooling needed to produce a four-inch diameter sample is not

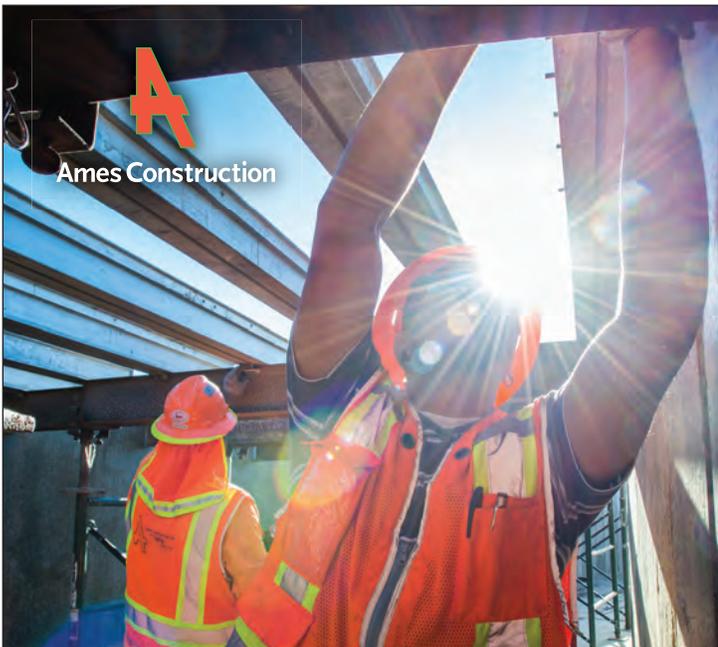
"In evaluating the facts of this case, the GAO found that the Corps' decision was reasonable."

into the subsequent RFP. As a result, GF-GEI "had access which allowed it to possibly, by participating in the setting of procurement ground rules, have special knowledge...that may skew the competition in its favor..."

The JV argued that nothing in the peer review task order scope of work called for GF-GEI to recommend alternative approaches to the specifications or construction plans, and GF-GEI did nothing more than request clarifications. The GAO rejected this argument, finding that the Corps had reasonably concluded that Gannett Fleming's participation in the peer review process provided an opportunity to shape the specifications and construction plans in its favor. GF-GEI's report included substantive suggestions and

commonly used by most specialty geotechnical contractors and would therefore have cost implications. The reviewer then recommended a specific make and model of core drilling tool, and advised the Corps to consider revision of the sample diameter requirement to reflect the recommended tooling. The Corps concurred with the recommendation. The peer review report also had comments about substantive changes concerning personnel requirements and construction and testing methods.

The GAO's decision is a strong reminder that both agencies and potential competitors need to understand an agency's ground rules on COI. If an engineer is interesting in performing classic design services at an early stage of the project, it should assess what impact, if any, this will have on future participation. Team members need to have the same understanding of potential conflicts. Hayward Baker presumably could have teamed with another engineer and avoided the problem. While we do not know whether Hayward Baker and Gannett Fleming discussed this before forming the JV, the results of this case provide a great "lesson learned" as to the fact that they should have. 🍀



Dedicated Performance

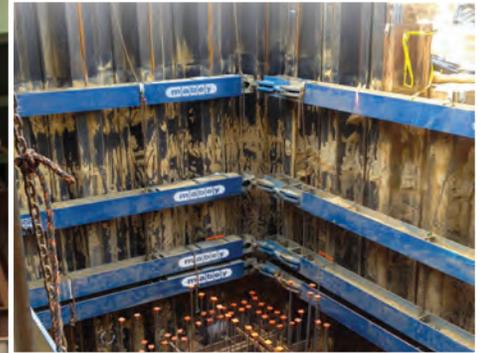
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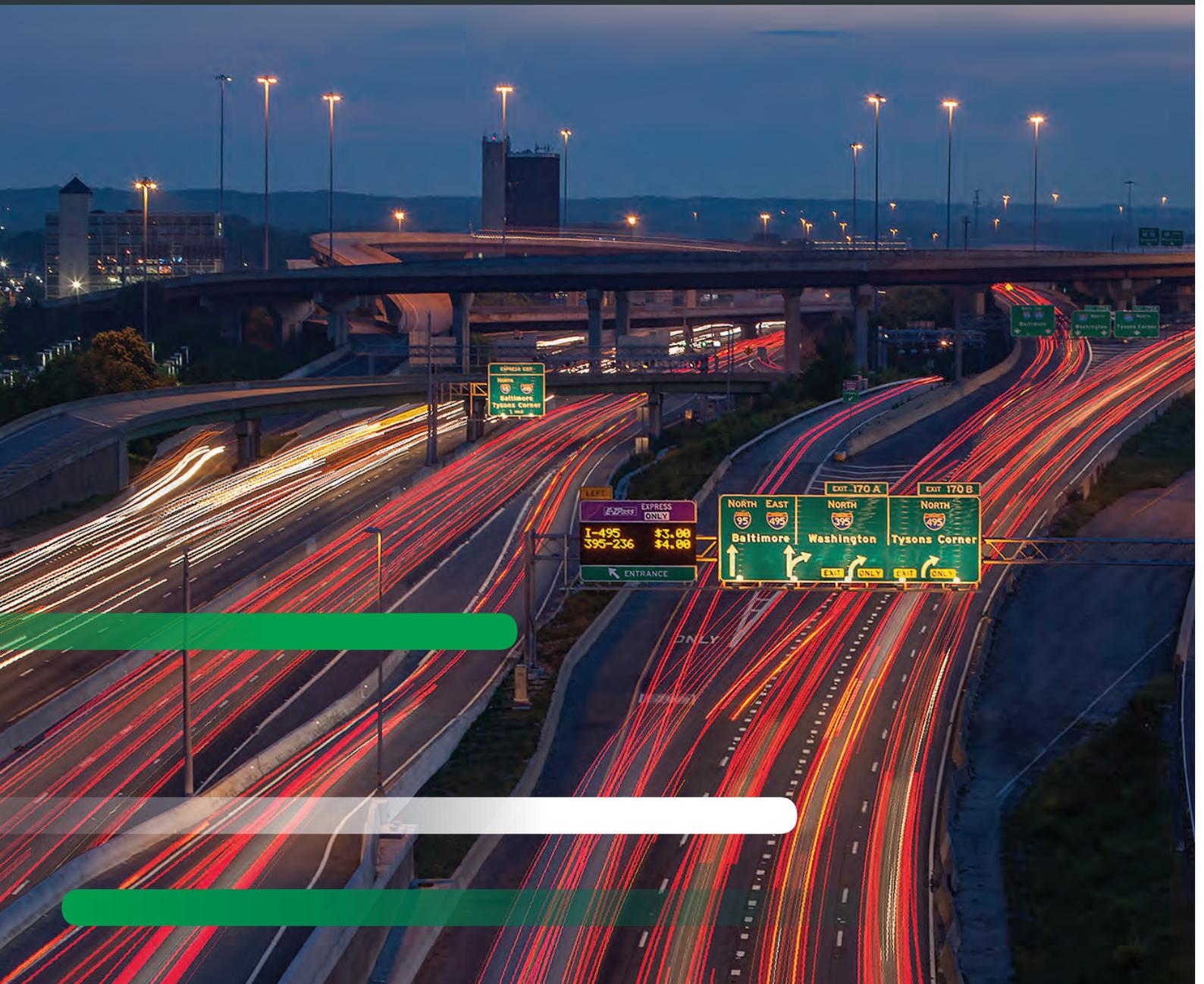
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Opportunities for Design-Build Professionals





New Design-Build Research Predicts a Bright Future

BY KIM WRIGHT

In every industry, from Fortune 500 companies to small family-run operations, knowledge is power. Research, whether complex or even a simple customer survey, provides insights that help answer important business questions and drive future decision-making. That's why the release of new design-build market research conducted by FMI has been eagerly anticipated. We all know, instinctively, that the use of design-build continues to grow nationwide; however, it's been several years since we've seen in-depth market research to quantify that growth in a meaningful and statistical way—until now.

In the fall of 2017, FMI, one of the engineering and construction industry's leading research and management consulting firms, embarked on a detailed analysis of design-build utilization. FMI has more than 60 years of experience in the industry, across many sectors and practice areas, and took on this project with a keen sense of the data needed to help the design and construction industry better understand the nonresidential design-build market size, direction, trends and drivers.



The goal was simple—to provide a detailed project delivery market analysis, including market size, direction, trends and drivers across many sectors and regions. “This data will provide practitioners and Owners the important information they need to shape their project and business decisions,” says Lisa Washington, DBIA’s Executive Director/CEO. “It will also verify and validate the growth, value and successful outcomes of design-build for lawmakers in states still slow to adopt full authority.”

The FMI research is being conducted in two phases. The first, released this spring, focused on nonresidential building construction. The second phase, to be released later in the year, will provide data specifically on the transportation and water/wastewater sectors.

Phase I: The Future is Bright

The data is deep in the FMI survey, but here are the headlines which provide the big picture. Design-build continues to deliver a rising share of America’s projects, with solid growth anticipated for the next five years. The reason is simple—experience with design-build was rated highest across all project delivery methods. Owners predict the use of design-build will continue to grow, while over half of the Owners surveyed say they have used, or will use, design-build in the next five years. One-third of Owners say the percentage of design-bid-build projects will shrink over the next five years, with FMI projecting a drop from 25% design-bid-build market share to 19% by 2021.

Diving into the Data

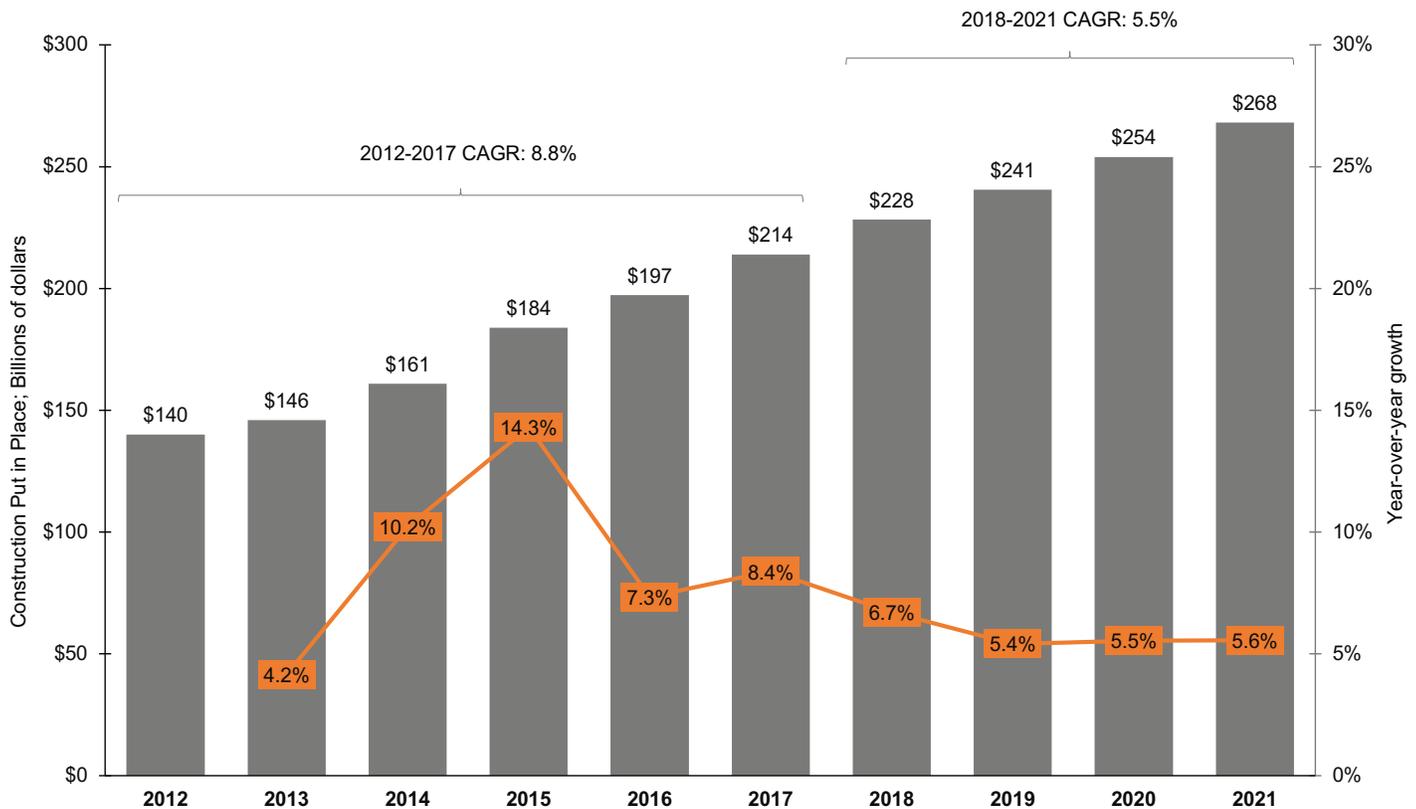
Market Share: Design-build spending for non-residential construction is anticipated to grow 17% from 2018 to 2021 and reach over \$260 billion. 2018 is anticipated to see the highest single-year growth at 6.7%. Design-build will continue to gain market share, accounting for 45% of nonresidential construction spending over the 2018-2021 period. Researchers

Design-build spending for nonresidential construction is anticipated to grow 17% from 2018 to 2021.

U.S. nonresidential design-build construction put in place; 2012-2021

Billions of dollars

Source(s): FMI analysis of multiple sources



attribute the growth to “dissatisfaction with the adversarial nature and limitations of design-bid-build as well as increasingly challenging project characteristics and demands has resulted in greater interest in and use of design-build and other alternative delivery methods.” On the flip side, the projected drop in the use of traditional design-bid-build is due to “negative project Owner experience and perceptions of design-bid-build are most influenced by limited opportunity for innovation, lack of a fast-track process and higher risk profile for the project Owner.”

Design-build spending in Manufacturing and Education represent the greatest percentage of design-build construction spending by segment over the 2018-2021 period.

Market and Segment Distribution

The Mountain, Pacific and South Atlantic census divisions are anticipated to yield the highest growth rates over the 2018-2021 period. At 19%, manufacturing holds the largest share of design-build spending through 2021, with religious occupying the smallest share, at 1% of the anticipated \$990 billion to be spent during that window.

Design-Build Drivers

FMI’s research shows that knowledge of design-build is increasing as Owners become more familiar with the process. Once Owners get a full understanding of the process and benefits associated with

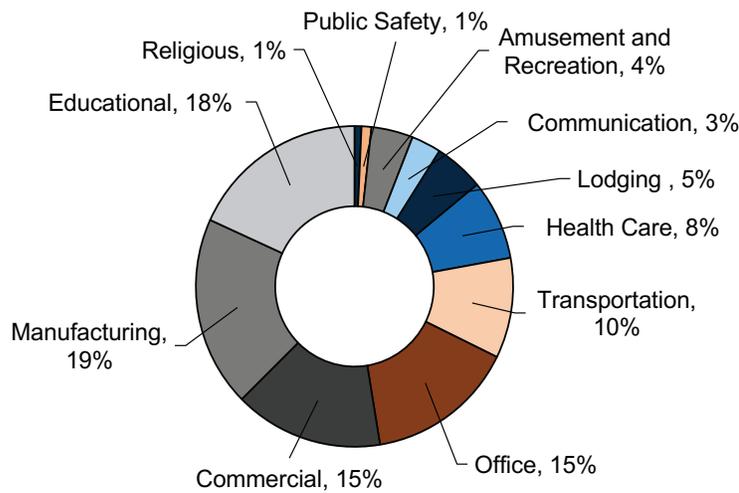


“We’ve found the use of design-build to be a good experience. It reduces our risk, and the issues can be defined to the design-build team.”

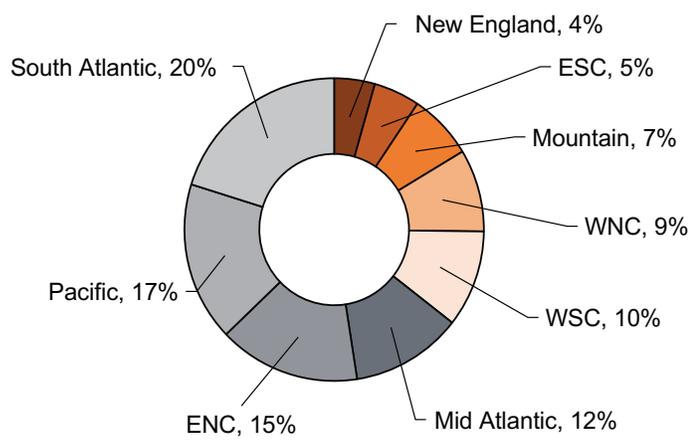
—Owner Commentary

Distribution of market
CPIP spending, 2018-2021

Segment breakout



Market breakout



design-build, they are more likely to continue to employ it as a preferred delivery method. In fact, over half of Owners indicate they have used or anticipate using design-build in the next five years, with 67% predicting the use of design-build will increase during the same time. Even more importantly, the use of design-build is proving successful for Owners and it receives the highest satisfaction ratings across all project delivery methods, with 76% describing their design-build experience as “very good” or “excellent”—more than double the rating for traditional design-bid-build.

There’s More to Come

FMI will also conduct a second phase of its design-build research, focusing on the transportation and water/wastewater sectors. Together, this two-phase project will be the most comprehensive design-build market research our industry has seen in years and will help inform vital project decisions being made in industry offices, Owner conference rooms, DBIA’s national headquarters and even state legislatures throughout our nation. 🌐

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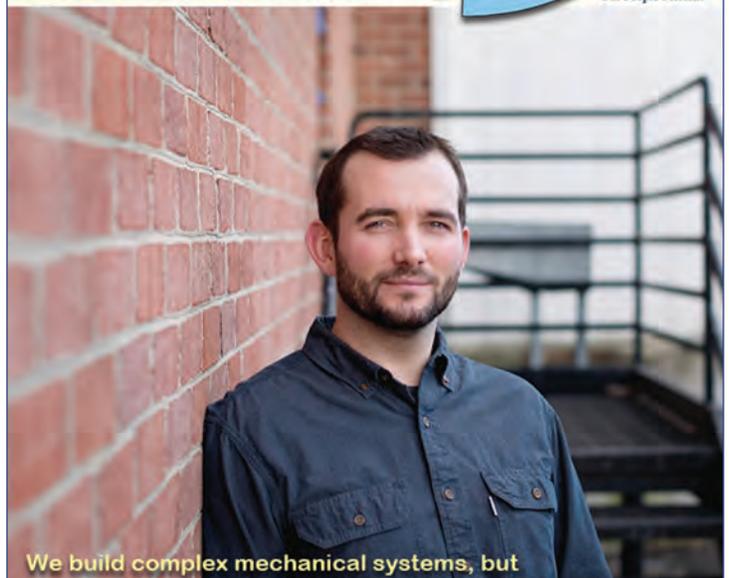
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- B.S. in mechanical engineering
- Became a mechanical engineer
- Obtained his professional engineer's license
- Achieved LEED accreditation
- Grew into a senior mechanical engineer
- Promoted to design-build manager
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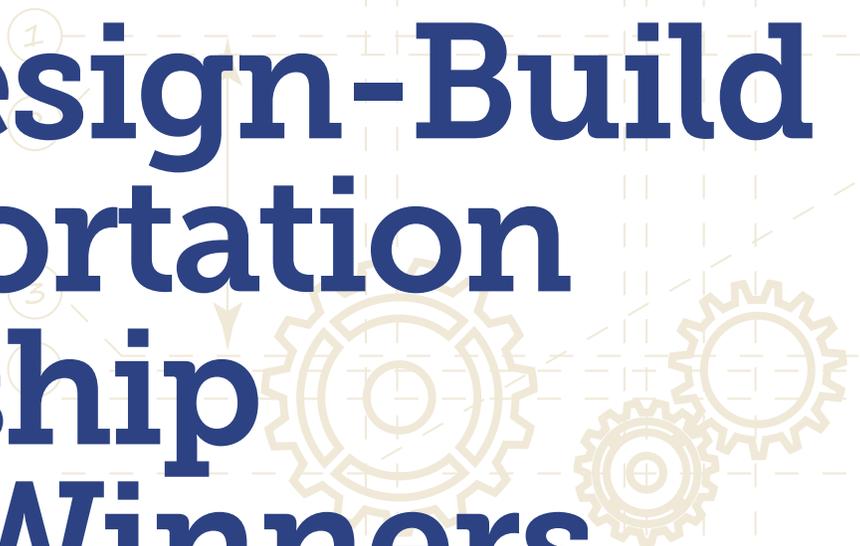
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2018 Design-Build Transportation Leadership Award Winners



DBIA has chosen four incredible transportation leaders as 2018's Transportation Leadership Awards winners. This year's winners include two owners, one individual and one agency, and two practitioners. Each award winner has proven to be a true champion for design-build, and has made significant contributions in advancing the awareness, understanding and use of the design-build project delivery method.



Los Angeles World Airports



Chris Gaskins



Jim Avitabile



Adrian Price

OWNER OF THE YEAR: The Los Angeles World Airports (LAWA)

Having used design-build in the past and present, with plans to use design-build in the future, Los Angeles World Airports is a prime example of an owner dedicated to design-build delivery. Over the years, Los Angeles World Airports has used design-build on a number of high-profile projects, including the Midfield Satellite Concourse North project, the Tom Bradley International Terminal update, and its new Central Utility plant, creating modern engineering marvels and state-of-the-art construction throughout its airports. LAWA also has plans to use design-build on several elements of the ongoing Landside Access Modernization Program at LAX, including two Intermodal Transportation Facilities. The impressive number of successful design-build projects LAWA produces is a model for how owners can use design-build expertly and efficiently.

INDIVIDUAL OWNER: Chris Gaskins, South Carolina Department of Transportation (SCDOT)

Chris Gaskins is a true champion and innovator for design-build in the state of South Carolina. As Preconstruction Design-Build Engineer for the South Carolina Department of Transportation, Gaskins leads a dynamic 12-engineer group that oversees the delivery of statewide design-build projects. He also facilitated the development and implementation of the Design-Build Procurement Manual and, along with every member of his Design-Build Group, has achieved DBIA certification as a Designated Design-Build Professional. Before joining SCDOT in 2007, he spent 10 years with Law Engineering as a project manager and senior geotechnical engineer where he worked on one of South

Carolina's first design-build projects. Gaskins is a Registered Professional Engineer and a Registered Professional Geologist in the state of South Carolina and has 20 years of experience in geotechnical engineering. Along with being an active member of DBIA, Mr. Gaskins is also a member of the American Society of Civil Engineers and the Association of Environmental and Engineering Geologists.

INDUSTRY PROFESSIONAL: Jim Avitabile, P.E., DBIA, RS&H—Orlando, FL

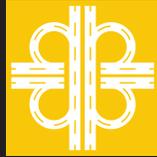
Jim Avitabile has worked on projects from California to Maine, and everywhere in between, working on roadways, limited-access highways, bridges, toll roads, interchanges, rail and transit facilities, and more. Jim leads RS&H's Strategic Initiatives related to its Transportation Practice and has assisted

public agencies such as TxDOT, FDOT, MDOT, CDOT, and LYNX refine their procurement streamlining procedures rated to design-build and P3 project delivery. He has served in active leadership roles with DBIA at both the regional and national level, serving as Chair of the DBIA National Transportation Markets Committee since 2011 and leading the committee efforts for the DBIA Transportation Sector Best Design-Build Practices. He is also a Registered Professional Engineer in four states and is a certified DBIA Professional.

YOUNG PROFESSIONAL: Adrian Price, P.E., Flatiron Construction—Morrisville, North Carolina

Adrian Price is the Design-Build Coordinator at Flatiron Construction and for nearly a decade has worked on a variety of design-build projects. Adrian is currently working on the \$145 million dollar N.C. 12 Rodanthe Bridge project for the North Carolina Department of Transportation. As an engineer and young professional, Adrian represents the future of the design-build industry by advocating and successfully implementing a collaborative approach between team members of all positions inherent in Design-Build Done Right™ project delivery. 

webber



Built on 55 years of construction experience, Webber, LLC has grown to be one of the largest general contractors in Texas, nearly doubling in revenue and backlog over the past three years. Headquartered in Houston with regional offices in North Texas and Central Texas, Webber has more than 2,000 employees and manages about 100 projects across Texas, Oklahoma and Arkansas.

With the acquisition of PepperLawson Construction in 2016, Webber's capabilities have grown to include vertical construction and waterworks expertise for water treatment, reuse and desalination facilities. These complimentary business lines will all allow Webber to fully leverage the global resources of our parent company and one of the world's largest infrastructure companies, Ferrovial S.A., while serving our clients comprehensively.

As part of the diversification and reorganization of the company, Webber has appointed four proven leaders to head each of the divisions: commercial, heavy civil, waterworks and materials. With each focused on their division while collaborating to provide our clients with the best delivery and service, Webber will take on larger projects while continuing our track record of excellence in safety, innovation and construction.



Tim Creson
PRESIDENT & CEO
WEBBER, LLC

“ The need for both transportation and waterworks infrastructure is at an all-time high in the U.S. and there is strong demand in the commercial sector in Texas driven by population growth and the positive business environment. Webber's strong market position, with specialized business lines will allow us continued growth and success under the direction of our four division leaders. ”

webber

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WebberConstruction



Curtis Van Cleve
PRESIDENT

Curtis was named President of Webber's Heavy Civil Division in early 2017 after originally joining Webber in March 2013. He has been in the Construction business for over 33 years and has worked at many prominent construction companies in Texas and along the East Coast.

Curtis was named the 2012 Executive of the Year in Transportation by the American Business Awards and is active in the AGC of Texas, DBIA, ARTBA and the Texas Concrete Paving Association.



Todd Granato
PRESIDENT

Todd became President of PepperLawson Construction (now Webber Commercial) in 2014, and has been instrumental in maintaining the company's high level of performance and integrity while integrating the company into Webber. Todd has more than 31 years of construction experience and has managed commercial projects in excess of \$100 million.

Well-known and respected in the Houston AEC community, he serves on a number of local organization's including the Katy ISD Bond Committee, Houston ISD Foundation and the Texas Tech University's School of Engineering Dean's Council.



Atul Raj
PRESIDENT

Atul led PepperLawson Construction into the water business in 1993 and later became co-owner of PepperLawson Waterworks. Seeing the potential for growth into the DBFOM in the water industry, Atul orchestrated the deal to sell PepperLawson Construction to Webber to obtain access to the resources necessary to achieve these goals for the company. Atul is now President of PLW Waterworks.

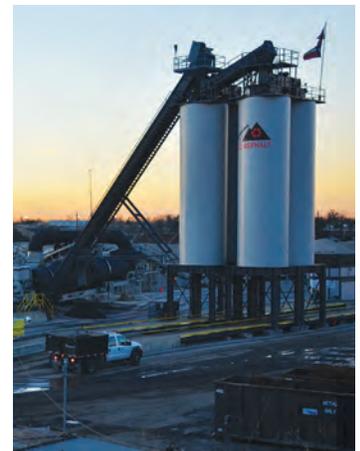
He is involved with many industry organizations including TXWIN, AGC, HCA, WDBC and AWWA, as well as a frequent speaker at industry events.



Richard Henderson
MANAGING DIRECTOR

Richard was named Managing Director of Southern Crushed Concrete (SCC), the materials division of Webber, in late 2016. He has been focused on diversifying SCC's material offerings, which includes recycled crushed concrete, recycled asphalt, sand mining and demolition services across 13 locations in the Greater Houston-area.

Richard joined Webber in 2014 and has more than 25 years of experience in the construction and materials business across the U.S.





New Design-Build Project Database

This issue of Integration Quarterly focuses on the importance of data to our industry. Project databases are an important tool to help quantify and detail projects nationwide and are often utilized by researchers (like FMI in its design-build research) to help define industry trends.

Thousands of design-build projects are completed each year and yet without a design-build specific project database there is no single place to find important details about design-build's place in the market. Until now. The Design-Build Institute of America has created a new Design-Build Project Database to provide access to details on a diversity of design-build projects

across the nation. One of the most effective ways to demonstrate the value of design-build is to provide a comprehensive and searchable database of successful design-build projects, allowing Owners, legislators and the industry to easily access specific project details in all sectors, project types and geographic location.

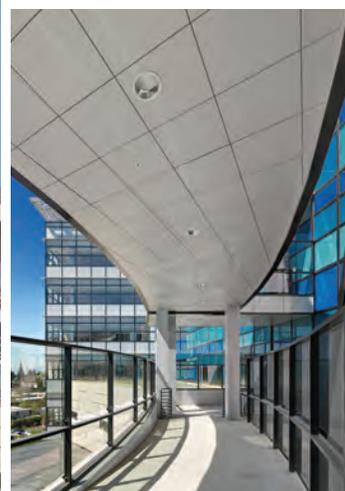
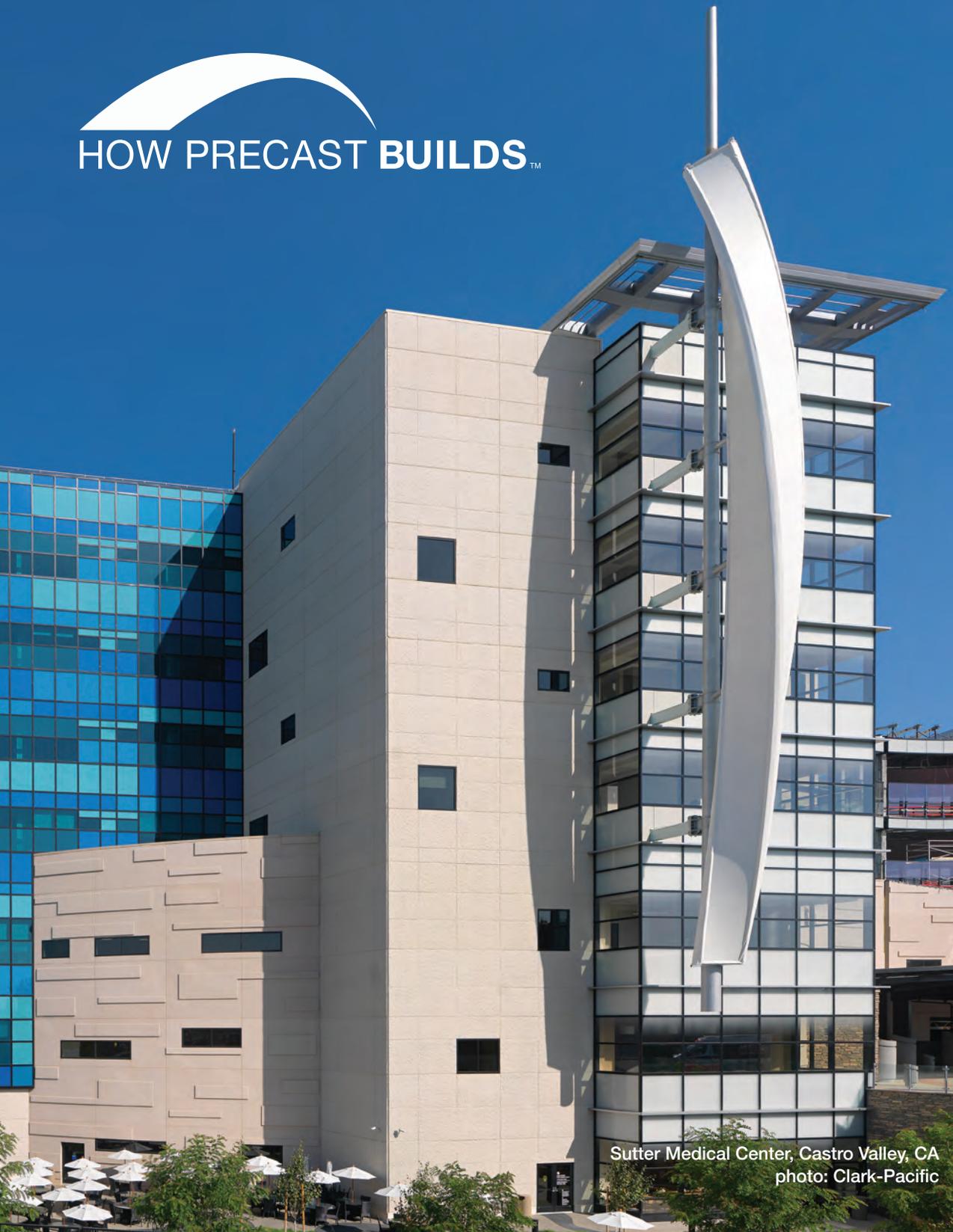
However, a database is only as good as the information it holds and DBIA is now accepting project submissions from the industry. Design-builders are urged to enter their projects into the online database to share insights into the successes driving the design-build movement nationwide. Whether the project is large or small, horizontal or vertical, public or private, no matter the

sector, Owners and practitioners are searching for team and project details on all types of ventures. The DBIA database provides a unique opportunity for design-build teams to provide project details and photos to show off their good work while also sharing insights into the successes driving the Design-Build Done Right™ movement nationwide.

An additional benefit of the new DBIA database is that, once a project has been submitted into the project database, that information can also be used to build the foundation for an entry into DBIA's annual Design-Build Awards Competition. Design-Build teams are encouraged to submit their projects into the new database at projects.dbia.org. 



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Making a Mark in Nebraska

BY NATHAN SMITH

Aaron Grote is a man of many titles, talents and responsibilities. Grote, a professional engineer with Lamp Rynearson in Omaha, Nebraska, has worked on a variety of projects in his 14-year career that range from housing to sanitary sewers. He is a member

of the Commercial Real Estate Summit Planning Committee as well as being a co-leader of Lamp Rynearson's Early Career Professionals group. When he wasn't busy juggling these duties, Grote also managed to be the president of DBIA's Nebraska chapter for 2016 and 2017. All this activity has resulted in several honors in Grote's career, including being named the 2018 Young Professional of the Year by the American Council of Engineering Companies of Nebraska.

"As project delivery methods evolve, it is critical that engineers be kept up to date regarding new data and information to better prepare us for the future of our industry. I'm fortunate to be able to see projects I designed being built in the real world. Seeing the impacts of my work is awesome," Grote told the Omaha World-Herald. "I'm part of a team, of course, but I know I've contributed to change that matters."

Grote was introduced to the world of design-build through his boss, who five years ago recommended DBIA as "something to look into," which led to Grote joining the Steering Committee for DBIA's Nebraska chapter. After being a member of the committee for a few years, Grote began to contribute more



and more to the group, making plenty of contacts along the way, which eventually led to him become the treasurer of the Nebraska chapter. Not only has he learned the ins and outs of the Nebraska chapter but also of design-build as a project delivery method.

“As project delivery methods evolve, it is critical that engineers be kept up to date regarding new data and information to better prepare us for the future of our industry. I’m fortunate to be able to see projects I designed being built in the real world. Seeing the impacts of my work is awesome.”

Grote believes design-build is a project delivery method every professional should be knowledgeable about. "It's something you need to be able to use," he said. "It's a tool that needs to be available to your owner, your

developer, and in certain circumstances it's extremely valuable. A lot of these projects are driven by it, and I think it just has great value in some of those projects."

Being president of the Nebraska chapter taught Grote a lot about the process of design-build and the amount of work a successful design-build project requires. "In my involvement you learn a lot of things," he said. "You learn about the process, the actual steps involved, and the legislative hurdles that are involved."

When he was starting out, he didn't have much of a say in how the design of a project would go, but Grote focused his learning on why certain projects are successful using various delivery methods. This education helped him overcome the challenges that arise in Nebraska, teaching him about processes that he wouldn't have known about if not for his association with DBIA. "I wouldn't have known these things, or

the people that taught me those things," he said. "They are extremely valuable people to know, and it's helped me both personally and professionally to be involved in an organization like that." 🌱



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We are the Lead Partner on a \$939 million contract from the San Francisco Public Utilities Commission to provide CM/GC services to the Southeast Water Pollution Control Plant. And, the General contractor, self-performing a \$196M Solids Management Improvement Project for Trinity River Authority.

DBIA's New Primer... for Owners

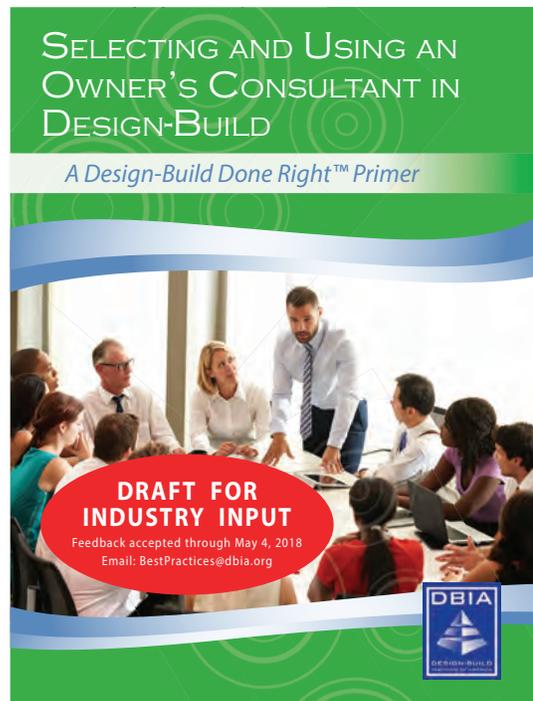
DBIA is pleased to announce the release of a new primer, *Selecting and Using an Owner's Consultant in Design-Build*. This new addition to DBIA's growing library of guides on Design-Build Done Right™ is in

response to the growing use of owners' consultants. Whether experienced in, or new to, design-build, any owner will find this guide a wealth of information on how to find, select and use an owner's consultant.

Call them what you wish—owner's consultant, owner representative, owner advisor, owner's engineer, owner agent, criteria professional/consultant or A/E1—they all serve the same purpose—to guide an owner through the process of advertising, selecting, hiring and working with the best design-build team for their project. The owner's consultant will, from their own expertise in the design and construction industry, be able to advise an owner on how to use design-build to achieve the best possible outcome. As an added benefit, they can advise the owner on the level of knowledge, experience and expertise that exists in their own organization.

Working from the assumption that the owner has already chosen to use design-build, this primer can help an owner select an owner's consultant who will guide them through the process. The primer is divided into five sections:

- Background—An overview of how the owner's consultant's role has



developed and how, in design-build project delivery, it differs from other methods.

- Qualifications—A review of the skills, both technical and "soft" that will be necessary in a design-build environment.
- Scope—The array of services provided by an owner's consultant, including assistance in properly communicating to the selected consultant where the owner's priorities lie.
- Additional Resources—Some of the other primers, guides, education, etc., that DBIA can provide to assist both the owner and their consultant.

The technical requirements of an owner's consultant include an in-depth knowledge of the industry and the laws and regulations affecting it as well as the range of standard documents available. A brief description of the kind of education and experience that might demonstrate this knowledge is part of the "Qualifications" section. It also includes a description of the kinds of "soft" skills that will be required to establish and keep a design-build team in alignment with an owner's needs and wishes.

The "Scope" section covers the range of services an owner might expect from a consultant, from the initial assessments through procurement through the final delivery of a project. Owners have the option of choosing how much—or how little—they need from their consultant but knowing what that range is will be of use.

All of the information in this new guide will be of invaluable assistance to any owner desiring to have the best possible design-build project in finding the right owner's consultant and utilizing their services most effectively. *Selecting and Using an Owner's Consultant in Design-Build* can be found online at: dbia.org/resource-center 



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PERSPECTIVES

What do you see for the future of traditional DBB?



**Baabak Ashuri, Ph.D.,
DBIA, CCP, DRMP**

Georgia Institute of Technology

DBB will remain a tool in the owner's project delivery toolbox but will be used for more repetitive and less complex projects with less opportunities for innovation. Owners will use the DBB method to take advantage of the maximum market competition to receive the lowest bids possible for the project (cost will be the main driver in future DBB projects). Future DBB projects will be different from past DBB projects. Owners will attempt to make the DBB process more collaborative. For example, owners will incentivize contractors to propose innovative solutions through the alternative technical concepts (ATCs) that are proven to be highly effective in the DB environment.



**Kelly Strong, Department
of Construction Management**

Colorado State University

In the future, design-bid-build will be used predominantly for simple, standardized, repetitive build projects where the design and cost risk to the owner is minimal and the benefits that can be gained through innovation are too low to warrant the procurement costs associated with design-build or CM/GC. On projects where an owner still wants to use Design-Bid-Build, I think the process will look much different in the future and owners will use more collaborative and incentive language in both design and construction contracts. The Integrated Design Bid Build process used on the recently completed NGA Campus East project in Virginia may be a model for using DBB on large, complex projects going forward.



Keith R. Molenaar, Ph.D., DBIA

**College of Engineering and
Applied Science at the University
of Colorado Boulder**

Looking forward, I believe that design-bid-build use will always have a place in our market. Owners select a project delivery method to achieve multiple project goals, including schedule constraints, funding availability, opportunity for innovation, risk allocation, owner experience and market capacity. Design-bid-build can be a valid choice in some instances when schedule or the opportunity for innovation are not drivers. When owners do choose design-bid-build, I believe that they will begin to incorporate tools that facilitate team integration and foster an environment for group cohesion. Design-bid-build cannot be effective if it is done in an adversarial environment. In short, lessons learned from design-build can help to improve the design-bid-build process.

Your Online Responses

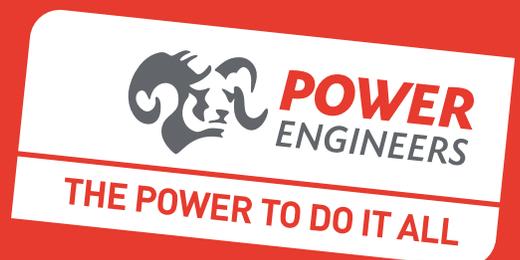
“ Design-bid-build will be used only on high volume cookie cutter projects. Traditional design-bid-build will never entirely disappear, but it will evolve. There will always be design-bid-build projects. Old habits die hard. ”

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