

DBIA

INTEGRATION QUARTERLY

The publication of the Design-Build Institute of America

ISSUE 1 | 2018

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INTEGRATION QUARTERLY (DBIA IQ) is published quarterly by the Design-Build Institute of America (DBIA), 1331 Pennsylvania Avenue, NW, 4th Floor, Washington, D.C. 20004, U.S.A. Subscriptions are available at \$75 per year in the United States, \$150 for international subscribers. Single copies are \$20 each for members, \$25 for nonmembers, shipped within the United States, depending on availability. The statements and opinions expressed herein are those of the individual authors and do not necessarily represent the views of INTEGRATION QUARTERLY or DBIA. The publisher reserves the right to accept or reject any editorial or advertising matter. The publisher is not responsible for claims made by advertisers. ©2016 DBIA. All rights reserved. The contents of this publication may not be reproduced, in whole or part, without the prior written consent of the publisher.



LEADERSHIP REFLECTIONS

BY LISA WASHINGTON, CAE

Reviewing the Past to Build our Future in 2018

Every three years DBIA embarks on a strategic planning initiative, and 2018 marks the beginning of another planning cycle. Through a review of our vision, mission and values statement, DBIA will work to reinforce our commitment to promoting the value of Design-Build Done Right™ as the optimal integrated project delivery method, while at the same time assessing other key industry issues that could impact successful project delivery.

As I'm sure you'll agree, in the short time since our last planning cycle, we're living in unpredictable times where new ideas and widespread movements can begin with just a single tweet. This requires that we focus less on a traditional, static strategic plan, and more on an adaptive approach. Such a plan will provide us a roadmap for where we want DBIA and the industry to be, and it will allow for many different options to reach our destination.

The process will require that we ask ourselves tough questions. How do we champion the merits of Design-Build Done Right™ to achieve exceptional project outcomes? How will emerging technology impact the way we do business? What does the generational shift mean to the A/E/C industry? These are just a few things we must consider as we chart our path forward.

While what is needed to serve the core purpose changes as the environment changes, our core purpose remains the same. The first and foremost question when considering any action as part of a strategic planning cycle is, "Does this decision enhance our ability to perform our mission and, if so, how?" It will be important that we open our minds and remain committed to what we are as an organization today, but also be open and receptive to what we

can become. Like the design-build process, we must embrace innovative strategies and alternative methods that allows DBIA to develop and deliver value to our members, customers, the industry and the nation.

Successfully developing and executing strategy lies in the synergy that exists between the national board of directors, our fourteen regions, and the industry experts serving on the various DBIA committees. Although these varying players inevitably hold different perspectives on key issues, there are similarities and commonalities that permeate all levels. A big part of the planning process is filtering through the differences and building on the parallels for the greater good.

DBIA leadership is excited to begin the planning process to chart our course for 2019-2021, and we will be coming to you, our valuable members and customers, for feedback and support along the way. As your chief staff executive, my responsibility will span beyond my own contributions to DBIA's vision. Equally—perhaps even more important—will be my role in facilitating visionary thinking throughout the organization, including that of everyone reading this article. The success of DBIA will be measured by the organization's relevance to our members. We will consistently implement priorities that align with our mission and the market. And we will consistently be looking for feedback from you to ensure we continually add value.

► Lisa Washington is a certified association executive (CAE) with more than 20 years of association management experience. She has served as DBIA's CEO since June 2009.



Speaking the same language

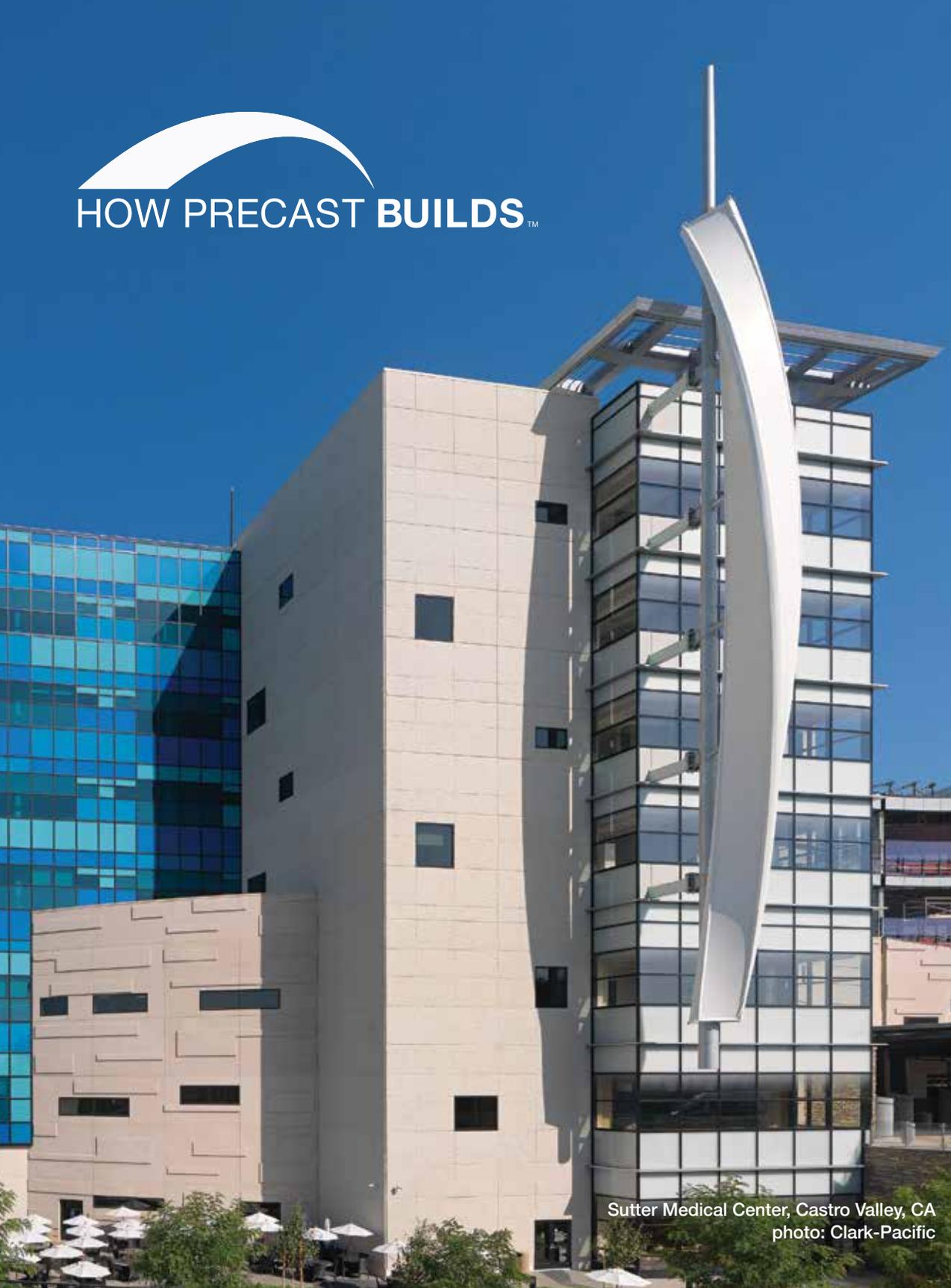
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BY THE NUMBERS

2017 Was a Record Year for DBIA

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34 Custom Courses
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585
30% are Owners

CAREER SPOT

Connecting Our Community

DBIA is excited to rollout our new and improved employment center for design-builders, CareerSpot. As the center of expertise in design-build project delivery, DBIA is uniquely positioned to connect employers and career seekers who share an interest, passion and commitment to integrated project delivery in the design and construction industry. With hundreds of job listings and employers hiring, DBIA's CareerSpot should be the first stop for design-build employers and job-hunters alike.



PODCAST

Join the Conversation

We know design-builders are creative, collaborative and hungry for the latest industry tips and trends. But what you don't have is a lot of free time. That's why DBIA has created Design-Build Delivers, a new podcast focused solely on the design-build industry providing timely information and educational resources to all sectors, positions and specialties.

DBIA's education and certification courses are the gold-standard for the industry and our Design-Build Delivers podcast will provide listeners a sampling of the unparalleled expertise provided by DBIA. By leveraging our popular DBIA Education courses, industry expertise and national conference

seminars and panelists, Design-Build Delivers provides thought-provoking and entertaining interviews with industry leaders on the issues important to design-build Owners and practitioners. While nothing beats our Design-Build Education and Certification course curriculum in keeping you on top of your game, DBIA's podcasts will provide a sampling of real-world project solutions, best-practices and the latest design-build news and industry innovations.

You can find the DBIA Design-Build Delivers podcast on iTunes, Google Play, Stitcher and our website at dbia.org/podcast.



Washington State University Wins Design-Build Student Competition

After one of the closest competitions ever, the Alliance Construction team from Washington State University came out on top as the 2017 DBIA National Student Competition Champion, narrowly defeating the Milwaukee School of Engineering and the University of Oklahoma. Only three points separated the first and third place winners. The teams were tasked to create a student health and wellness facility on a liberal arts college campus in the Northwestern United States and each team presented their proposals before a national judging panel of industry professionals at the 2017 Design-Build Conference and Expo. In addition to making the project their own, the teams also had to address the real-world challenge of convincing the hypothetical college board of trustees, which has never used design-build before, why it should approve the use of Design-Build rather than Design-Bid-Build and Construction Manager at Risk, which were delivery methods used by the college in the past.

Giving students real-world experience is an important benefit for these teams, which not only responded to the Request for Qualifications (RFQ) and Request for Proposal (RFP), but also presented their projects before a live audience of industry professionals. "The competition itself is as close to real life as it can get, and I think that that's great for the students to have that opportunity," said David Gunderson, an Associate Professor at Washington State and coach of the Washington State team. Gunderson has been entering Washington State in the student competition for years and was very pleased with how coachable and team-oriented this year's group was.

"One of the best things is to watch the



students gain respect for each other as they work together, and they realize what they bring to the team, and they then realize that they can take that to industry. This particular team had the advantage—our team last year placed second—they had the advantage of seeing that team and build on that and grow," Gunderson said.

After seeing a team of then-seniors take second place at the Student Competition last year, this year's Washington State team came together from several disciplines and were able to grow and learn together throughout the competition, which was a huge boon for their professional development.

"[G]etting to work with these guys and go through the entire process and respond to these, although fictitious, but pretty professional style documents and design process, it's been really helpful for me and I definitely feel a lot more competent going out of school and looking for those job placements," said team member Collin Schweikl.

Being among industry professionals, especially as an undergraduate student, had a huge effect on the students from a personal and professional development standpoint. "Coming to conferences is pretty scary...though every time you do it, especially when you have an opportunity to actually participate in it, you're just reminded why it's worth doing," said team member Kelli Young.

Gunderson agreed, and was excited about the benefits of the competition not only for his winning team but for all the students in the School of Design + Construction at Washington State.

"I think it's important from an academic perspective to remember that these students certainly learn a lot, but then they go back and work with their peers and their programs, and those students are going to learn a lot from the experience that they've had," he said. "Because of that, this competition has a big impact on design and construction education." 🍀

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OWNER SPOTLIGHT

BY LARRY BLOUIN

▶ Larry Blouin is the former Executive Director of Capital Project Delivery, University of Chicago



Collaboration and Community: A Winning Formula at the University of Chicago

The University of Chicago provides a distinctive educational experience, empowering individuals to challenge conventional thinking and pursue research that produces new understanding and breakthroughs with global impact. Our students live and work together within various campus housing facilities to elevate social and academic success and it was important the new Campus North Residential Commons's design emphasize that collaboration and connection.

The new building is sited near the core of campus, with the programming goals of expanding the quality of housing options, housing more undergraduate students in the University House System, improving the quality of the undergraduate student experience, and enhancing the sense of connection between all members of the campus community.

In Fall 2013, the University prepared the site for the new residence hall, in

anticipation of beginning construction in June 2014. The University set ambitious and visionary goals for Campus North Residential Commons, from the design and construction to LEED Gold certification and community involvement and connection. A worldwide search for an A/E and construction manager design-build team ensued.

Once selected, the design-build team of Mortenson Construction/

Studio Gang quickly agreed upon a co-location central office. Here they engaged key subcontractors as design assist partners to help coordinate critical details of the structure. Early bid packages were released while completing the final phases of the design. The design-build team used building information modeling to inform structural, enclosure and MEP design and scheduling. The building façade's precast design purposely included



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OWNER SPOTLIGHT



many complex angles and connection points. The team opted to construct a full-size mock-up to review and address any challenges with the assembly. This effort ultimately led to a less troublesome installation of the concrete superstructure, precast, and curtain wall systems.

The Campus North Residential commons opened in fall 2016, a full year ahead of the University's original plan due to the efficiencies of the design-build process. The new facility is comprised of four buildings totalling 400,000 square feet and ranging in height from a single-story dining commons to a 15-story residential tower with a student reading room at the top. These structures include eight Houses of approximately 100 students each, with first- through fourth-year students living together. Each House is structured around a three-story

The Residential Commons complex opened in fall 2016, a full year ahead of the University's original plan due to the efficiencies of the design-build process.

lounge, where students can meet, study, and relax. The four buildings overlap, forming a new portal at the corner of the University that is complemented by plazas, walkways, courtyards, and retail. The portal welcomes both students and the community to campus, inviting them to enjoy these new amenities.

We are very proud to receive three awards for the Campus North project from the Design-Build Institute of America. The University of Chicago's Campus North Residential Commons

won an Award of Merit, Excellence in Design, and the first-ever Chairman's Award for Community Impact and Social Responsibility. The University of Chicago is a leading academic and research institution that has driven new ways of thinking since its founding in 1890. It's only fitting that the innovation inherent in design-build helped deliver a beautiful hub for our campus in addition to a welcoming gateway that blurs the line between campus and community. 

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OWNER NON-MEMBER	\$1,500

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OWNER NON-MEMBER	\$375

NOTE: Pricing for Certification Workshops include the cost of the Certification Application and Certification Exam.

DATE	COURSE/WORKSHOP	CITY/STATE
JANUARY 10-12	CERTIFICATION WORKSHOP	FAIRFAX, VA
JANUARY 23-25	CERTIFICATION WORKSHOP	SEATTLE, WA
FEBRUARY 5	CONCEPTUAL ESTIMATING	FAIRFAX, VA
FEBRUARY 5-7	CERTIFICATION WORKSHOP	LOUISVILLE, KY
FEBRUARY 6-8	CERTIFICATION WORKSHOP	CENTENNIAL, CO
FEBRUARY 7-9	CERTIFICATION WORKSHOP	KANSAS CITY, MO
FEBRUARY 26-28	CERTIFICATION WORKSHOP	SAN FRANCISCO, CA
MARCH 2	CONCEPTUAL ESTIMATING	PHILADELPHIA, PA
MARCH 5-7	CERTIFICATION WORKSHOP	MINNEAPOLIS, MN
MARCH 7-9	CERTIFICATION WORKSHOP	ORLANDO, FL
MARCH 8	DESIGN MANAGEMENT FUNDAMENTALS	ROCHESTER, NY
MARCH 12-14	CERTIFICATION WORKSHOP	SAN DIEGO, CA
MARCH 13	CONCEPTUAL ESTIMATING	SPOKANE, WA
MARCH 15	BIM EXECUTION PLANNING	OAKLAND, CA
MARCH 16	DEVELOPING AN ACQUISITION STRATEGY	WORCESTER, MA
APRIL 3-5	CERTIFICATION WORKSHOP	SANDY, UT
APRIL 4-6	CERTIFICATION WORKSHOP	MILPITAS, CA
APRIL 10	DESIGN MANAGEMENT FUNDAMENTALS	VIRGINIA BEACH, VA
APRIL 10	DESIGN MANAGEMENT FUNDAMENTALS	HONOLULU, HI
APRIL 10-12	CERTIFICATION WORKSHOP	ATLANTA, GA
APRIL 17-19	CERTIFICATION WORKSHOP	SEATTLE, WA
APRIL 19	CONCEPTUAL ESTIMATING	UNION CITY, CA
APRIL 23-25	CERTIFICATION WORKSHOP	LAUREL, MD
APRIL 23-25	CERTIFICATION WORKSHOP	SACRAMENTO, CA
MAY 2-4	CERTIFICATION WORKSHOP	INDIANAPOLIS, IN
MAY 8-10	CERTIFICATION WORKSHOP	POCONO MANOR, PA
MAY 10	DEVELOPING AN ACQUISITION STRATEGY	BIRMINGHAM, AL

To register, visit www.dbia.org/education



DATE	COURSE/WORKSHOP	CITY/STATE
MAY 17	DESIGN MANAGEMENT FUNDAMENTALS	OAKLAND, CA
MAY 22-24	CERTIFICATION WORKSHOP	SPOKANE, WA
JUNE 4-6	CERTIFICATION WORKSHOP	DALLAS/FORT WORTH, TX
JUNE 11-13	CERTIFICATION WORKSHOP	BOSTON, MA
JUNE 14	DESIGN MANAGEMENT FUNDAMENTALS	JACKSONVILLE, FL
JUNE 18-20	CERTIFICATION WORKSHOP	HONOLULU, HI
JULY 16-18	CERTIFICATION WORKSHOP	FAIRFAX, VA
AUGUST 23	BIM EXECUTION PLANNING	HONOLULU, HI
AUGUST 27-29	CERTIFICATION WORKSHOP	RALEIGH, NC
SEPTEMBER 5	DEVELOPING AN ACQUISITION STRATEGY	PHILADELPHIA, PA
SEPTEMBER 11-13	CERTIFICATION WORKSHOP	VIRGINIA BEACH, VA
SEPTEMBER 14	CONCEPTUAL ESTIMATING	HOUSTON, TX
SEPTEMBER 17-19	CERTIFICATION WORKSHOP	ST. LOUIS, MO
SEPTEMBER 17-19	CERTIFICATION WORKSHOP	SAN DIEGO, CA
SEPTEMBER 20	DEVELOPING AN ACQUISITION STRATEGY	OAKLAND, CA
SEPTEMBER 25	DEVELOPING AN ACQUISITION STRATEGY	DENVER, CO
OCTOBER 2-4	CERTIFICATION WORKSHOP	CHEYENNE, WY
OCTOBER 5	BIM EXECUTION PLANNING	WASHINGTON, DC
OCTOBER 15	CONCEPTUAL ESTIMATING	WORCESTER, MA
OCTOBER 15-17	CERTIFICATION WORKSHOP	CHICAGO, IL
OCTOBER 17-19	CERTIFICATION WORKSHOP	PORTLAND, OR
OCTOBER 24	DEVELOPING AN ACQUISITION STRATEGY	CHARLOTTE, NC
NOVEMBER 6 PRE-CONFERENCE	DEVELOPING AN ACQUISITION STRATEGY	NEW ORLEANS, LA
NOVEMBER 14-16	CERTIFICATION WORKSHOP	TAMPA, FL
NOVEMBER 29	DEVELOPING AN ACQUISITION STRATEGY	MILPITAS, CA
DECEMBER 4-6	CERTIFICATION WORKSHOP	WASHINGTON, DC
DECEMBER 13	CONCEPTUAL ESTIMATING	HONOLULU, HI

Silver Anniversary

1993
25
YEARS
2018

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THOUGHT LEADERSHIP

WILLIAM G. HASBROOK, JR., DBIA, MEMS, TCFM, A.M.ASCE

► William G. Hasbrook, Jr the Vice President for Dragados USA, Inc. and DBIA's 2018 National Board Chair.

Celebrating DBIA's 25th Anniversary

As DBIA celebrates this important milestone, we talked to our new National Board Chair about the past, present and future.

1 As DBIA celebrates its 25th anniversary this year, what would you like to see for our association?

I would like to see DBIA continue to mature. We are somewhat unique out of all the professional organizations to which I belong. We don't represent one side or the other but instead support and advocate the delivery method for all parties through Design-Build Done Right. We need to look ahead and be forward-thinking so that we not only keep up with, but also lead the industry in how best to deliver effective design-build projects. I expect to see a continued educational focus, as well as a secondary emerging focus on research and applications. I see our numbers growing, and members getting even more involved in helping the association realize its future successes.

2 Are there new areas or initiatives you'd like to explore for DBIA members?

Coming into our 25th year, I look back and reflect on where we came from with that first meeting I attended in 1993, and where we are today, and it's simply amazing! New areas or



initiatives? The sky is the limit. We have an incredible, robust, and diverse group of members that represent the best of the best. I'd also be remiss if I didn't recognize our unbelievable, supportive, and attentive professional staff led by Ms. Lisa Washington (and including my long-time go-to friend Lexie Hall, and all the other staff and support members)—the best I have seen in any organization, bar none. All our board members—Regional, Certification, and National—are incredibly involved, active, and make things happen. But our heartbeat comes from the Regions. I'd like us to continue to leverage these folks, empower them, and let them identify the areas

and initiatives that are important to them—after all, THEY are DBIA!

3 For 25 years DBIA has thrived thanks to our devoted and engaged volunteers. Why have you invested so much time and effort over the years?

I am a big believer in getting involved and giving back, especially when you personally benefit—and DBIA is no exception. Over the last almost 25 years, I have served at chapter, regional, and national levels, including on both the Education and Transportation Committees (including moderating the very first ever DBIA

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session on transportation—and ask me about that when you see me—it's a humorous story), on Southeast and Southwest Regional Boards, as a national instructor, on the 2011–present Certification Board (serving as the National Certification Chair in 2014), and on the 2015–present National Board (serving as the National Vice Chairman in 2017 and as the current Chairman for 2018).

I also have shared my enthusiasm and vision for design-build through public outreach to our youth (our leaders of tomorrow) and numerous other organizations, including but not limited to the Boy Scouts of America, Junior Achievement, industry days at local middle and high schools, the Society of American Military Engineers (SAME—where I was affectionately known as the 'Professor of Design-Build' for the then SAME University), the Small Business Administration (SBA), Associated General Contractors (AGC), American Road & Transportation Builders Association (ARTBA), Structural Engineering Institute of the American Society of Civil Engineers (SEI ASCE), the

Infrastructure Advancement Institute (IAI), and many other government agencies (including consulting with two states in order to get their DB programs approved, up, and operating) and organizations, private firms, clients, and other professional groups.

Quite candidly, when you have a passion this big for something it's not a job or investment, it's simply a joy. And working hand-in-hand with such a diverse, professional, and dedicated group of individuals makes it a privilege. I am both humbled and honored to be presented with this opportunity to serve, and look forward to all we can accomplish together as an association in 2018, and beyond. ♻️

Did You Know That DBIA Has **GREAT Member Benefits?**



Education and Professional Development

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- Discounts on coursework toward earning and maintaining the Designated Design-Build Professional™ credentials.

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- Discounts on DBIA contract documents, forms and books.

Network and Knowledge Sharing

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- Committee volunteer opportunities.
- Receive the latest news and updates regarding the status of design-build laws and regulations.



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Design-Build Delivers A Diversity of Projects

BY KIM WRIGHT





As the use of design-build continues to grow nationwide, so does the number of successful design-build projects across all project types, sizes and sectors. In fact, there are few communities in America untouched by the growth of design-build. An increasingly diverse variety of successful design-build projects is dotting the landscapes of our cities, counties and states. Whether it's iconic urban infrastructure, such as the Mario M. Cuomo (formerly Tappan Zee) bridge in New York or an award-winning small commercial building like the Shake Shack in Dallas, design-build is delivering innovation and efficiencies in a growing array of projects. "The design-build industry is shattering any remaining myths about what design-build can do for communities by delivering an impressive diversity of projects from airports to office buildings and wastewater treatment plants to bridges, and everything in between," says DBIA's Executive Director/CEO, Lisa Washington, "these successes simply can't be ignored and are fueling the growth of our industry."



SNAPSHOT

Maryland Proton Treatment Center

Baltimore, Maryland

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► Maryland Proton Treatment Center

DESIGN-BUILDER

► General Contractor: Haskell

DURATION OF CONSTRUCTION

► 41 months

PROJECT COST

► \$75,969,252



Healthcare

The Maryland Proton Treatment Center is an

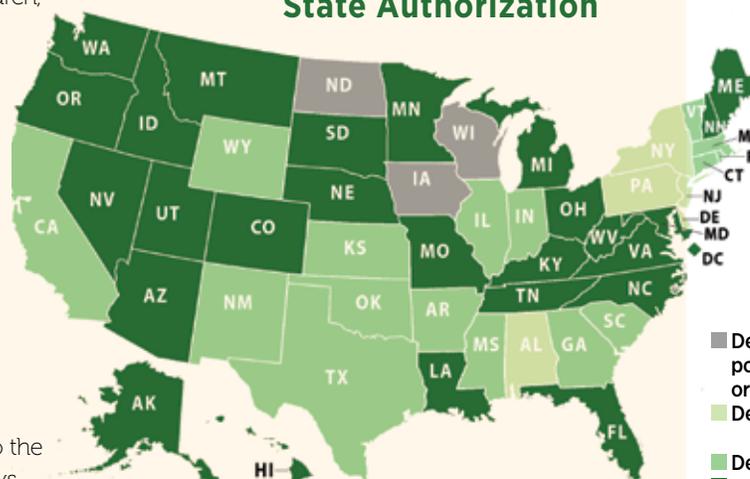
111,000-square-foot outpatient cancer treatment center that provides Proton Therapy, the world's most advanced form of cancer treatment. Built on the University of Maryland's BioPark campus in Baltimore, it is only the eleventh such facility in the nation and the second to be delivered via design-build. This innovative healthcare project was completed six months ahead of schedule.

Success Breeds Success

It's hard to imagine today, that not so many years ago, design-build was only permitted in a handful of states and prohibited entirely for use by the federal government. In 1996, the Federal Acquisition Regulation was amended to allow federal funds to be used on design-build projects. Today, all federal agencies are authorized to use design-build and only three states have severe design-build limits (one political subdivision, agency or project).

In the Transportation sector alone, DBIA's survey of State Departments of Transportation showed an 800% increase in the use of design-build between 2002 and 2016. Eighty-seven percent of those owners say they'll continue to use design-build on transportation projects today. That response also mirrors findings in new DBIA/FMI research, to be released in 2018, predicting design-build will see the greatest increase in utilization compared to all other project delivery methods in the future. When you look at the impressive design-build projects delivered across all sectors and throughout the nation, it's easy to see why the future of project delivery is design-build. A look at some of America's successful design-build projects, across sectors, provides a glimpse into how owners, public and private, have optimized the innovation and collaboration central to the design-build process in impressive ways.

2017 Design-Build State Authorization



- Design-build is limited to one political subdivision, agency or project
- Design-build is a limited option
- Design-build is widely permitted
- Design-build is permitted for all local agencies for all types of design and construction



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► Ross Group

ENGINEERS

► Garver, LLC, HDR Architecture, Inc.

DURATION OF CONSTRUCTION

► 18 months

PROJECT COST

► \$10,864,284.33



Education

The state-of-the-art new Canine Training Academy

at Lackland Air Force Base in Texas is a part of the TSA's National Explosives Detection Canine Training Program. This unique project includes an elegant 25,000-square-foot building, outdoor training areas and site utilities. This LEED® Silver facility provides the optimal educational environment for the training of the men, women and explosives detection canines who protect and serve our country. This \$10.8-million project was delivered in just 18 months.



Aviation

You need look no further than New York and New

Jersey for some of the largest aviation design-build projects underway today. The \$4-billion central terminal at LaGuardia Airport is the largest P3 project in the country. The Port Authority of New York and New Jersey (PANYNJ) anticipates there will be a schedule savings, compared to a traditional public-sector approach, of over a year, and a reduction in the operating and maintenance expense over the life of the project. The \$2.4-billion Newark Liberty International Airport Terminal A redevelopment project is among the largest public design-build projects in New Jersey. PANYNJ says design-build is being used there to manage risk and address key issues prior to entering into the final contract.



Industrial

Sabra Dipping Company is a strong proponent

of the design-build delivery method, believing that a trusting, reliable partnership between fully integrated teams yields the best combination of quality, cost and schedule. Design-build became especially useful on this project because the schedule was frequently in play and deadlines were tight, causing the teams to move into the construction phase prior to having design fully vetted. Sabra's LEED Gold Certified Processing Facility in South Chesterfield, Virginia, utilized design-build for its 100,000-square-foot expansion that doubled production capacity on a fast-tracked 16-month schedule.

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SNAPSHOT

The Shake Shack

Dallas, Texas

CLIENT/OWNER

► Crescent Real Estate Equities, LLC

DESIGN-BUILDER

► The Beck Group

DURATION OF CONSTRUCTION

► 4 months

PROJECT COST

► \$3,037,039



Small Projects

There's a myth out there that says design-

build isn't effective on small projects. The Dallas Shake Shack disproves that in a big way. Built on a leftover corner of the Crescent Development in Dallas, the 2,900-square-foot facility proves small projects can deliver big impacts. The design was created as a public space that serves as a mini-park. Featuring a transparent glass pavilion and a floating canopy, the materials and detailing blur the line between the park and dining room, bringing the outside in.



Transportation

The Elizabeth River Tunnels project in

Virginia is one example of how design-build brings together the expertise needed, across all disciplines, to create successful projects in challenging environments. The Tunnels are a \$2.1-billion, six-year-long project in the Hampton Roads region of Virginia, serving as a vital link between the cities of Norfolk and Portsmouth. The Elizabeth River Tunnels reduce traffic congestion with the addition of two additional lanes, interconnecting tunnels and light- and fire-protection enhancements in the existing tunnels. In addition to a new tunnel, rehabilitations were made to three existing tunnels and ten bridges. This impressive project was completed a full year ahead of schedule.



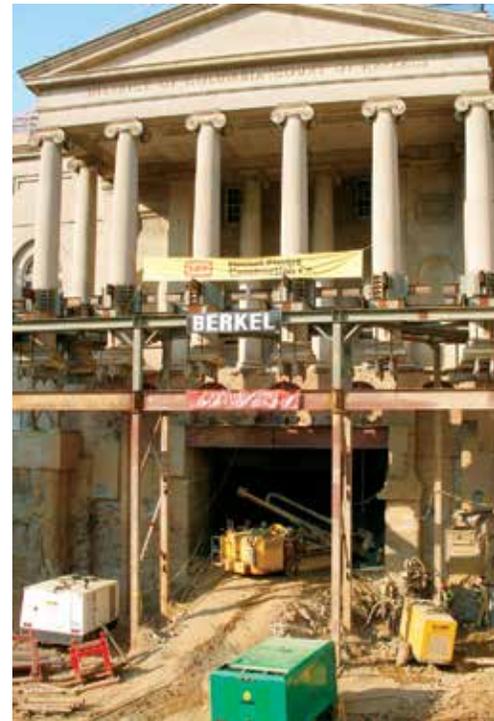
Water/Wastewater

The \$280-million Northern

Treatment Facilities Project is a regional project helping solve wastewater treatment needs for the northern Denver metropolitan area. It's a result of 35 years of wastewater planning for the area and highlights how progressive design-build delivery can achieve schedule savings and cost certainty. The Metro Wastewater Reclamation District wanted a consolidated approach to eliminate nine lift stations. It's one of Colorado's largest and most complex wastewater projects and demonstrates the collaborative spirit of progressive design-build that met scope, quality, budgetary and schedule goals.

As these projects have illustrated—whether it's a billion-dollar airport or small commercial project—the challenges facing owners and practitioners are as unique as the projects they're delivering. That environment is where design-build flourishes by providing the flexibility that comes with collaborative teamwork, ultimately delivering innovation, time and cost efficiencies on a diversity of projects from coast to coast. ♻️

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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.”



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.

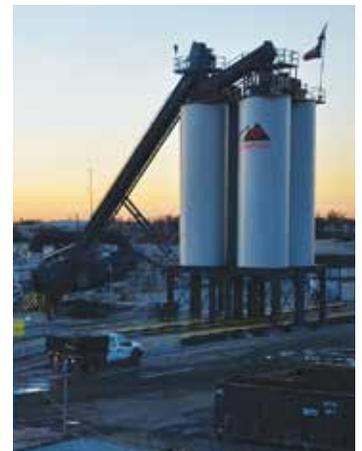
He is involved with many industry organizations including TXWIN, AGC, HCA, WDBC and AWWA, as well as a frequent speaker at industry events.



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.



company/webber



webberllc

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Meet our
team@ DBIA
BOOTH# 417

The 2020 Census: What Will It Mean for Transportation Funding?

Whether on the road, through the air or over the water, billions of dollars are invested in American transportation infrastructure projects each year. Many of these federal transportation programs rely on the results of decennial census-derived data to distribute transportation funds to the states. The Census Bureau is now ramping up its spending and workforce to prepare for the 2020 count, which will be the first time the Census will be conducted largely online instead of by mail. An accurate and trustworthy head count is vital to many federal programs which depend primarily on Census-driven data, including highway programs such as the National Highway System Component, Congestion Mitigation and Air Quality Improvement, Metropolitan Planning, Surface Transportation and Equity Bonus.

In advance of the 2020 census, the U.S. Census Bureau has released a new report detailing Americans' use of transportation in their communities. The 2012-2016 American Community Survey (ACS) digs deeper into Census datasets to produce demographic and socio-economic statistics that inform how more than \$675 billion in federal and state funds are distributed each year. The transportation datasets used in the ACS will also be used in concert with the new 2020 Census to help determine the funding formulas for states. Including population information and other standard census demographics, this survey collects data on daily commutes and the use of public transportation, information that is particularly important in the transportation sector. The results provide an interesting snapshot of how Americans use transportation in their communities.



Overall, the American Community Survey found that commutes got slightly longer from 2012 through 2016 than in the previous five-year period. The worst work commutes are in the Northeast, with residents in East Stroudsburg, Pennsylvania, facing the longest average commute of 38.6 minutes and the Walla Walla, Washington, community the shortest average commute of 15.4 minutes. The survey also found that more than five percent of workers nationwide use public transportation with nearly one-third of commuters in the New York-Newark-Jersey City area relying on subway, bus or commuter trains

Not only will state DOTs and the industry be watching for how 2020 Census data could impact transportation funding, the Institute of Public Policy at George

Washington University has also created a new project, Counting for Dollars 2020, to track and analyze the Census's impact on federal spending across a broad spectrum of programs, including highway planning and construction. The Counting for Dollars project will examine the use of Census-derived data by 16 large federal programs and a listing of 22 Census-derived datasets used by these programs. They'll break down their analysis by program and state, allowing users to see how many federal dollars are being distributed and where.

The 2020 Census will undoubtedly play an important role in building our nation's infrastructure for the future. However, until then, Congress and the White House will also have a role to play in the debate and passage of a new infrastructure investment package. [🔗](#)



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Progressive Design-Build Makes a Big Splash in Water Sector

BY KIM WRIGHT

The use of design-build in America's water sector is certainly not new, and according to recent research it's on the rise. That's not surprising given the infrastructure funding challenges we face nationwide combined with the push and pull to augment supply while also managing demand in the residential and commercial water sectors. The collaboration and innovation inherent in design-build project delivery, which has delivered both cost and schedule savings, has been a natural fit for water projects throughout the nation. The use of Progressive Design-Build continues to provide value for Owners and water project teams.

In Houston, the Northeast Water Purification Plant Expansion Project has been described by Mayor Sylvester Turner as "the largest water treatment project on the planet—not just in the State of Texas, not just in the United States, but on the planet." Led by Senior Assistant Director Ravi Kaleyatodi, the project will expand the plant's total capacity from 80 million gallons per day to 400 million gallons per day by 2024. According to Kaleyatodi, a tight delivery deadline meant that design-build was the best—and only—option if they wanted to complete this project by 2024. "On this kind of project, design-build works very well," said Kaleyatodi, who keyed in on the ability to begin work on the site while the designing was still going on. If this was done the traditional way, he continued, the timeline for the project would have been pushed back.

Not only is the Houston expansion project massive in scope and size, it's also the largest Progressive Design-Build water project of its kind in the U.S. today, according to The Houston Waterworks Team,



a joint venture between CDM Smith and CH2M which is delivering the \$1.2-billion project in partnership with the City of Houston and four other authorities. This expansion will boost the water purification plant production with the goal of reducing the region's dependency on groundwater during a time of commercial and residential growth.

The region's variable water conditions will also demand the type of innovation design-build can deliver, including innovative treatment strategies like chlorine dioxide, ozonation and biological filtration. According to Randy Rogers, CDM Smith senior vice president and the project's engineering manager, the facility will allow the city to switch between two recipes for water treatment, a "wet-weather recipe and a dry-weather recipe."

Just as vital to this project is early collaboration among the large project

team. "We're working together to make this effort successful," says Rogers. "In our Collaboration Center, we have members of the Houston Waterworks Team, staff from the city of Houston and their advisors, representatives of the regional authorities and their advisors—all together under one roof. Every time we modify or progress the design, our constructors provide input and give us feedback on the cost and schedule impacts. Our experts are constantly trading ideas and finding ways to improve the design. Working with each other and with the city, we can deliver all the benefits of design-build and make the city's vision a reality."

Want to know more about Progressive Design-Build? DBIA has a PDB primer that defines Progressive Design-Build Done Right™ for both owners and practitioners on our website at dbia.org. 

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Design-Build Helps the Aviation Sector Soar

American airports serve more than two million passengers every day. The Federal Aviation Administration predicts that U.S. airlines will reach the one billion passengers-per-year mark in less than a decade. Yes—you read that correctly—by 2027, one billion with a “b” passengers will be jamming security lines, fighting for outlets and squeezing into terminals designed in a different era. According to Kevin M. Burke, President and CEO, Airports Council International—North America, “U.S. airports have nearly \$100 billion in infrastructure needs during 2017-2021 to accommodate growth in passenger and cargo activity, rehabilitate existing facilities and support aircraft innovation.” This growing need for aviation infrastructure investment combined with a lack of funding led the American Society of Civil Engineers (ASCE) to issue a failing grade of “D” on their latest Aviation Infrastructure Report Card.

Despite the fiscal challenges, there have been a growing number of large-scale and high-profile airport renovations launched throughout the nation. Design-build is playing a key role in many of these important projects including: Newark Liberty, LaGuardia, Salt Lake City International, Seattle-Tacoma, San Francisco International Airport, Kansas City International and more. For owners like the Port Authority of New York and New Jersey (PANYNJ), design-build provides the time and cost savings necessary to help maximize project success on designated aviation projects. Tim Pullen, the Alternative Project Delivery Manager at PANYNJ, says, “We find ourselves in the position of limited resources. We all must do more with less and to be innovative, not only technically but also financially. Our board authorized a



\$32.2-billion capital plan with 600 projects and we’re now analyzing all of those projects to determine where design-build makes sense in advancing those projects.”

Catherine Cronin is the program director for the \$2.4-billion Newark Liberty redevelopment. She points to the inherent collaboration as a critical component of the decision to use design-build at Newark. “We want to leverage the industry appropriately. We want to know what other people are doing in design and construction that is speeding up the means and methods, including where they’ve innovated in other places and done something different than what we might have specified had we finished the design ourselves.”

San Francisco International Airport (SFO) has a long history of using design-build and Progressive Design-Build to deliver billions in airport renovations over the past decade. For SFO’s Chief Development Officer, Geoff Neumayr, collaborative approaches like design-build have guided a re-invention of the airport experience in San Francisco

while also re-defining project goals far beyond the traditional “cheaper is better” philosophy. “I think there’s been an evolution about becoming truly sustainable and resilient and the fact that the total cost of ownership matters, particularly in the public sector, because developers might build a building for a quick turnaround, but public owners own it for 40, 50, 60 years. That’s an entirely different objective,” according to Neumayr.

As the list of aviation projects using design-build, Progressive Design-Build and public-private partnerships (P3s) continues to grow, industry leaders are hopeful these tools will help deliver even more aviation sector successes. Neumayr predicts this could be the beginning of a new era in aviation infrastructure, “All of us in the aviation industry know that we can do better. This is a unique opportunity in time. When you see how design-build and DBIA have taken off across the country, this is that moment in time that our industry has been waiting for, for so many years.” 

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The Healthcare Sector and Design-Build: A Prescription for Success

BY NATHAN SMITH

It might appear that providing quality healthcare and delivering successful design-build projects share very little in common in terms of approach, goals and outcomes. However, the commonalities between the healthcare and design-build industries are striking. Both have seen incredible changes over the decades as technology, innovation and improved outcomes have driven both industries to strive for excellence unimaginable just years ago.

Not so long ago, most medical records were handwritten and nearly all patient records were paper files. The technology that exists today, such as minimally invasive surgery and magnetic resonance imaging, was only a pipe dream. Since then, the growth and advancement of technology

and electronic patient records has taken the healthcare industry to new heights and changed our expectations of what an effective healthcare system can deliver to its patients.

The same could be said about the expectations for design-build projects. Fifteen years ago, "design-build was something people used on parking garages, and wasn't really embraced for hospitals," remembered Pat Nemeth, former Vice President of Facilities at Sharp Healthcare. Nemeth brought design-build to Sharp when she was hired in 2009, advocating for the delivery method during her interview process. "I told them 'if you're interested in me, I want to transition Sharp's procurement to design-build,'" she said. And with corporate commitment at the highest

levels, Sharp Healthcare began to turn out some of the best healthcare projects in the country.

According to Nemeth, the expectation of a successful design-build healthcare project has changed in recent years, not only due to the changes in the healthcare industry but also because of the success of design-build as well. "We ask harder questions," said Nemeth, "because the usual questions about a project being completed on time and on budget are a given today—it's no longer enough."

"Excellence is really going beyond that to deliver buildings that inspire and improve the delivery of healthcare," and she points to the Sharp Chula Vista Medical Center in San Diego as a recent project that has asked the "harder questions." "It was the



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first hospital that went out to bid asking the design-build teams the question, 'what can you design the building to do that will reduce the risk of medical errors?' she said.

That quest for innovation and collaboration is a hallmark of the impressive healthcare projects awarded DBIA National honors in 2017. The Maryland Proton Treatment Center in Baltimore provides the world's most advanced form of cancer treatment and is only the second such facility in the nation to be delivered via design-build. Sharp's Mary Birch Hospital for Women and Newborns used design-build effectively to manage an extensive remodel over multiple phases spanning several years while the facility remained fully operational. Both projects hint at what the future holds for design-build in the healthcare sector.

New market data research to be released by DBIA in 2018 bears out what so many in the healthcare sector have predicted. Design-build in the healthcare sector is a natural fit. The integration, innovation and technological advances inherent in both industries will continue to spur growth in the hospitals, clinics and labs of the future. 



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Where do you predict we'll see the greatest growth this year for our industry and why?



Greg Gidez, DBIA AIA
DIRECTOR OF DESIGN SERVICES,
HENSEL PHELPS
Denver, CO

"Throughout history, efficient and effective transportation systems have been economic drivers of growth. Aviation is a growth market that is embracing design-build, recognizing the benefits of integrated processes and a teamwork approach on these highly complex projects.

If Congress can pass a bipartisan infrastructure bill, we will see opportunities in horizontal and vertical construction, including roads, bridges, water and wastewater, and the buildings that support these systems. These projects will range from small to mega, and can capitalize on design-build best practices to maximize project value and return on investment."



Jill Wilson
VICE PRESIDENT, COMMUNICATIONS &
MARKETING, GRAY CONSTRUCTION
Lexington, KY

"Working solely in the private sector, we've seen tremendous gains over the past 10 years in the industrial sector utilizing the design-build delivery method. This has been especially true for complex process projects. With American manufacturers expanding, coupled with increased foreign direct investment, we expect this trend to continue this year especially in EPC design-build."



Scott A. Churilla, DBIA
VICE PRESIDENT, INTEGRATED
DELIVERY PROGRAMS, HDR, INC
Omaha, NE

"In the infrastructure market sectors—transportation, water and power—we are definitely seeing an uptick in design-build delivery. I see two main drivers. First, capital improvement programs are being released now that there is some level of comfort that the Great Recession is behind us. Second, a recognition by and among our Owner clients that these projects can be delivered successfully and quickly utilizing design-build."

Your Online Responses

“ **Design-build is effective in all types of projects and all sectors. I predict we'll see widespread growth in both public and private projects throughout 2018.** ”

“ **Multi-family housing, because of a tough home owner market that is going to get tougher.** ”

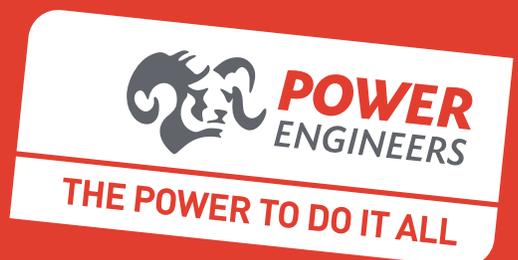
“ **Design-build in transportation will continue to see growth in 2018, especially if we can get an infrastructure plan out of Washington.** ”

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