

A DESIGN-BUILD INSTITUTE OF AMERICA PUBLICATION



# DESIGN-BUILD DONE RIGHT®

Design-Build Best Practices

## UNIVERSALLY APPLICABLE

- any project type
- any sector
- any size
- any variation of design-build delivery

# Design-Build Done Right® Best Practices Get an Update



# DBIA

## INTEGRATION QUARTERLY

A DESIGN-BUILD INSTITUTE OF AMERICA PUBLICATION  
2023 Q2

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## Leadership Reflections

### **By Lisa Washington, CAE**

DBIA Executive Director/CEO

As we hit the mid-year mark of DBIA's milestone 30th anniversary, I have enjoyed reflecting not only on how the organization itself has grown, but also on how design-build delivery has increased in popularity over three decades. From [FMI's projection that nearly half of all construction will be design-build](#) to the recent release of our updated [Universal Best Practices Primer](#), DBIA is poised to go into our 30s ready to respond to the rapidly changing industry and ensure design-build teams are prepared to do the same. And, of course, by "DBIA," I mean all of you – our



**Lisa Washington, CAE**  
DBIA Executive  
Director/CEO

valuable members and supporters. None of this would be possible without your engagement and support.

In 2014, when DBIA first released the Universal Best Practices Primer, I recall it was a pivotal moment for us in shifting from simply promoting the value of design-build to a deeper focus on the “how to” of design-build. It was clear even back then that the concept of design-build was gaining traction. Still, effective implementation of a single point of responsibility contract and understanding the necessary mental shift required more clarity.

I remember horror stories of design-build projects gone awry and recalling numerous conversations with DBIA Board of Directors members and other volunteer leaders that, in these cases, design-build was “done wrong.” Thus, the Design-Build Done Right® platform was born, which we still emphasize today to underscore that education and implementation of best practices are critical to project and team success.

And here we are today with the second edition of our Universal Best Practices Primer, the capstone to Design-Build Done Right® and evidence that promoting quality design-build through preparation remains valuable in the industry.

In addition to updating our best practices, DBIA has also released a [Deeper Dive on Progressive Design-Build](#) that delves into the nuances of this approach. This update comes in response to the increased authority and use of [PDB procurement](#), adding to the flexibility of design-build across the nation. And more Design-Build Done Right® resources will be coming soon.

In 2023, DBIA launched our new [Design-Build Delivers webinars](#), free for members, focused on targeted industry topics such as design-build market trends, collaboration tools and technological advancements. We are pleased to see how members and non-members alike have embraced these webinars. The series' popularity demonstrates the importance of providing fresh and timely design-build resources to you in a variety of ways.

As we communicated earlier this month, with this Q2 issue, we are sunsetting our Integration Quarterly magazine in favor of more timely and convenient media, such as the [Design-Build Delivers webinars](#), our [podcasts](#) and our [blog](#). These communication venues offer DBIA more consistent, convenient and current opportunities to connect with our design-build community, and we encourage people to sign up for regular updates through our [Connect with Us](#) page.

The coming months will bring more DBIA programming and networking opportunities, including the [Federal Design-Build Symposium](#) in Arlington, VA, on August 22–23. With the passage of historic infrastructure funding legislation and continued post-COVID recovery, it's a critical time for us to come together to optimize federal project outcomes.

We will continue celebrating design-build's past, present and future at the [Design-Build Conference & Expo](#) in National Harbor, MD, November 1–3. In addition to the first-rate Design-Build Done Right® programming you expect from DBIA, we will honor outstanding professionals, teams and projects at our numerous awards ceremonies throughout the event, including the prestigious [Brunelleschi Lifetime Achievement Award](#), Distinguished

Design-Build Leadership awards, national project/team awards and our [DBIA student competition](#).

We are excited about these outstanding design-build resources we've rolled out in the first half of 2023, and there's even more to come. Thanks to the flexibility inherent in design-build, the triple-bottom-line success for design-build projects and teams and your commitment to Design-Build Done Right®, we are well-equipped to plan for a future that we can only imagine.

We truly are in it for your success,

A handwritten signature in blue ink, appearing to read "Lisa Washington". The signature is fluid and cursive, with a large loop at the beginning and end.

**Lisa Washington, CAE**  
DBIA Executive Director/CEO



# Tindall

BUILDING SYSTEMS

## The Icon Apartments in Richmond, VA

See how Tindall worked seamlessly with SWA Construction's architects to lay out a plan, timeline, and model for a total precast solution that utilized the T-SLAB® system.

[LEARN MORE](#)



# Say Goodbye to Integration Quarterly and Hello to More Timely Information

As busy professionals, creators and innovators, we know your time is valuable, so DBIA's goal has always been to meet you where you are with the latest and most useful design-build information and resources.

With this issue of of Integration Quarterly Magazine, DBIA will be sunsetting the publication in favor of more timely, dynamic media to meet your diverse information needs. Digital IQ issues from 2018 onward will be archived and [available on our website](#) to view.

DBIA will continue to offer valuable content through our various platforms, including the new Design-Build Delivers Webinars which are free to DBIA members, monthly podcast and weekly blogs.

If you have not yet, be sure to sign up for regular updates through our Connect with Us page so you don't miss out! You can also keep up with DBIA through our official social media accounts and on our YouTube channel. If you are interested in advertising opportunities on our blog, please refer to our 2023 Advertiser's Guide.

We look forward to delivering consistent, convenient and current content and programming to all of our design-build community.

# The Celebration Continues



We're halfway through DBIA's 30th anniversary celebration year and want to be sure you're celebrating with us. So please take a few minutes to visit our [30th anniversary webpage](#) for a look at the past, present and future of design-build.



# Celebrate 30 Years of DBIA with Our Commemorative Swag!

For a limited time, you can get exclusive DBIA-branded gear to mark our 30th anniversary and show you're ready for the next 30 years of design-build success!

We offer a range of sizes in our t-shirt and polo shirt offerings, which means you can find items to fit everybody. Or mark our milestone anniversary with a bandana or socks decorated with our iconic DBIA pyramid.

Hurry to the [DBIA Bookstore](https://store.dbia.org) to get your gear today!



**New!**

**GRAB YOUR GEAR IN THE DBIA BOOKSTORE**

[STORE.DBIA.ORG](https://store.dbia.org)



# The Design-Build Institute of America Bookstore

Visit DBIA at Booth #5367 at AIA.  
Find what you need to deliver successful design-build projects.



**DBIA's Bookstore provides convenient access to the nation's best design-build resources, including:**

- Customizable Contract Documents
- Design-Build Done Right® Primers
- Position Statements
- Deeper Dives
- Design-Build Books
- Manual of Practice
- DBIA Gear

**Visit: [store.dbia.org](http://store.dbia.org)**

# And the Winner Is....



The 2023 [Design-Build Project/Team Awards Competition](#) is officially underway. A diverse group of experienced design-build industry and Owner jury members will judge the project entries in this year's competition. Each year, competitors raise the bar on design-build excellence across many categories, including Aviation, Civic/Assembly, Education, Federal/State/County/Municipal, Healthcare, Industrial/Process/Research, Office, Rehabilitation/Renovation/Restoration, Transportation and Water/Wastewater. We'll also honor the best in VDC, engineering, architecture, process, small projects and teaming, plus projects with enlightened Owners and those exemplifying meaningful DEI practices.

While the projects are diverse, they share one common element – delivering Design-Build Done Right® excellence. That will be the focus of DBIA’s awards jury meeting for two days in July to pore over thousands of pages of material. Awards Jury chair **Barbara Jackson** said many of DBIA’s jurors consider this judging to be one of the highlights of their year because DBIA award winners continue to shape the industry. “There’s a reason we return to do this each year,” Jackson said. “It’s because we love it. I love it. I wouldn’t miss it for the world. It’s just such a benefit and a privilege to know that your work in this room enhances the practice of Design-Build Done Right®.”

As design-build evolves, so do the projects themselves and DBIA’s national awards program. **Emily Eagon**, who manages DBIA’s awards program, said, “Each year, we evaluate our process to make improvements for the future. This year there were several enhancements to the submission process, including the ability to invite other project team members to collaborate on the application with submitters.”



Merit winners in each category will get the good news this summer. They will go on to compete for Excellence awards as the best in their category and several other special awards, including the 2023 Project of the Year.

DBIA is committed to celebrating the people and projects that raise the bar and demonstrate what Design-Build Done Right® can achieve. We'll honor this year's national design-build award winners at November's [Design-Build Conference and Expo](#) Awards Dinner at National Harbor, Maryland.

# Now Accepting 2023 Brunelleschi Lifetime Achievement Award Nominations

DBIA is currently seeking nominations for its prestigious 2023 [Brunelleschi Lifetime Achievement Award](#).

The Brunelleschi Award is named after **Filippo Brunelleschi** of Florence, Italy, best known for solving an “unsolvable” architectural puzzle and completing the dome of the Santa Maria del Fiore, the Duomo. Still the largest brick dome in the world, the Florence cathedral had remained unfinished for decades waiting for the master builder who would not only devise the method to span the 143-foot space but oversee the construction.

Brunelleschi earned the title of *capomaestro*, or master builder, by providing a unique design for the dome, interpreting that design and supervising those who translated it into a reality, as well as inventing several strategies and tools that made the construction possible.

In the tradition of this master builder, combining the design and construction of unique solutions to challenging projects, DBIA honors those who have spent their professional lives continuing that tradition. Originating in 2004, the Brunelleschi Lifetime Achievement Award is the highest honor DBIA can award any

professional. It recognizes those who exemplify the best of this tradition, uniting innovation and creativity in design with the highest level of construction quality.

Recipients of this award have exhibited originality, vision and breadth throughout their professional life, with 30 years or more of strong and well-documented commitment to design-build.

Nominees must have served the organization and the profession in a significant leadership capacity, demonstrating and embodying the qualities of leadership and service to the industry through the individual's professional and personal example.

Learn more about the [eligibility criteria](#) for the Brunelleschi Award and [submit nominations](#) by **Tuesday, July 18, 2023**.

The Brunelleschi Lifetime Achievement Award winner will be honored **Thursday, Nov. 2, 2023**, in National Harbor, MD, at **DBIA's Design-Build Conference & Expo** evening awards program.

Read about [previous Brunelleschi Award winners](#).

Who was Filippo Brunelleschi? Learn more on the [DBIA Design Build Delivers Blog](#).



# By the Numbers



## Design-Build for Transportation/Aviation

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**1,351**

Overall Attendees  
*(Record Breaking)*

**255**

Owners Attended



## Design-Build for Water/Wastewater

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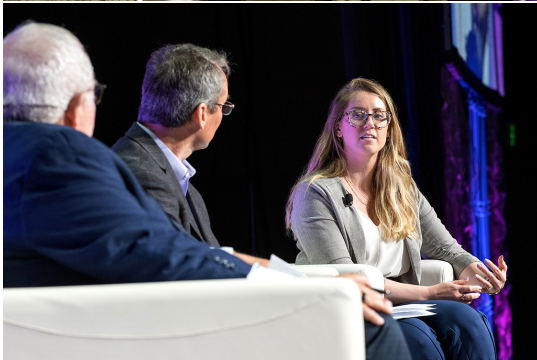
**1,159**

Overall Attendees

**190**

Owners Attended

# DBIA in Photos: Design-Build for Transportation/Aviation and Design-Build for Water/Wastewater Conferences



# Get the Updated DBIA Owner Advisor Contract

As the use of design-build grows and evolves, so has the skillset needed to be a successful Design-Build Done Right® Owner Advisor. As a result, DBIA's **Standard Form Of Contract For Design-Build Owner Advisor Services (#501)** has now been updated to reflect today's increasingly integrated and innovative design-build project needs.

DBIA's Contracts Committee and Owner Advisor Committee worked with the Board of Directors to revise agreement terminology – ensuring consistency with the DBIA Primer *Selecting and Using an Owner Advisor in Design-Build* – and incorporate design-build best practices. The result is a contract that can be easily adapted to all types of design-build delivery, market sectors and specific scope requirements.

DBIA's updated Standard Form of Contract for Design-Build Owner Advisor Services is an important tool for meeting the growing demand and empowering design-build professionals to implement Design-Build Done Right® best practices.

In addition to the new [Owner Advisor contract](#), you can purchase updated **Insurance Exhibits** and other contract documents in the [DBIA Bookstore](#). ***DBIA Members receive a 50% discount on all contract documents.***

Additional Owner Advisor resources:

- [DBIA Primer Selecting and Using an Owner Advisor in Design-Build](#)
- [Selecting an Owner Advisor in Design-Build Pre-Recorded Course](#)
- [Owner Advisor in DB – It's a Win Course](#)
- [Virtual Workshop: Selecting an Owner Advisor in Design-Build](#)

# Join DBIA for the Nation's Only Federal Design-Build Event

The Nation's Only Design-Build Event for  
the Federal Sector

Aug. 22–23, 2023

Crystal Gateway Marriott | Arlington, VA

[dbia.org/federal-design-build/](http://dbia.org/federal-design-build/)



Each year, design-build Owners and industry practitioners interested in federal sector projects, including those funded with federal dollars nationwide, come together for the **Federal Design-Build Symposium**. [Registration is now open](#), and we hope you'll join DBIA August 22–23, 2023, in **Arlington, VA**.

## The Timing Couldn't Be Better

Over [\\$200 billion in federal infrastructure funding](#) has been announced and is headed to state and local governments, with thousands of recipients and projects already identified. Understanding the unique challenges of federally funded projects is especially important today. This event provides a unique opportunity for targeted design-build education, candid conversations and meaningful networking for design-build team members in the federal marketplace.

## What to Expect

DBIA's Federal Design-Build Symposium proudly offers federal teams with the innovative tools, design-build best practices and federal policy insights needed to build high-performance teams delivering better projects – on time and on budget. From planning, acquisition and execution functions to cutting-edge design-build innovations, Federal Design-Build Symposium sessions are designed to help federal design-build teams deliver on the promise of economic recovery.

DBIA was proud to welcome so many Owners who attended the 2022 federal event.

- Architect of the Capitol
- Bonneville Power Administration – NSS
- Department of Defense
- Federal Bureau of Investigation
- Federal Highway Administration
- General Services Administration
- Kansas Department of Transportation
- Lawrence Livermore National Laboratory
- National Institute of Building Sciences
- National Institute of Standards & Technology
- National Park Service
- National Renewable Energy Laboratory
- National Security Agency
- Pueblo Urban Renewal Authority
- U.S. Air Force
- U.S. Army Corps of Engineers
- U.S. Department of Veterans Affairs
- U.S. Fish and Wildlife Service
- Virginia Department of Transportation
- Washington Metro Area Transit Authority

...and more

## Federal Owner Scholarships

Design-build is only as successful as the Owners who implement it. That's why DBIA is committed to bringing Design-Build Done Right® education to federal Owners hoping to harness the value of design-build. Owners can also qualify for DBIA scholarships to defray their costs. Learn more about how to apply for an [Owner's Scholarship](#).

Register today for the nation's only federal-focused design-build event.

# Listen to the Latest Episode of the Design-Build Delivers Podcast

We rolled out new Design-Build Done Right® Best Practice documents just last month, and we talked about how the changes will strengthen design-build and DBIA in our latest Design-Build Delivers podcast.

Take a few moments to get the latest news on these topics (and more) by becoming a Design-Build Delivers podcast subscriber.

**[May: Spotlighting the Updates to DBIA's Universal Best Practices](#)**



Design-Build Delivers

Spotlighting the Updates to DBIA's Univers

# The Nation's Only Design-Build Event for the Federal Sector



Aug. 22–23, 2023  
Crystal Gateway Marriott | Arlington, VA  
Register: [dbia.org/federal-design-build/](https://dbia.org/federal-design-build/)



# The LaGuardia Airport New Terminal B Redevelopment Program

The Port Authority of New York and New Jersey delivered the largest design-build project in New York and the largest design-build in American aviation history.

## By Laurie Balbo

Program Director, LaGuardia Airport Redevelopment Program



In 2016, the Port Authority entered into a \$4 billion design-build agreement with developer/operator **LaGuardia Gateway**

**Partners** and their design-build team of **Skanska Walsh Joint Venture** and **HOK/WSP Joint Venture**.

Following a series of focused workshops, Port Authority staff, in line with industry best practices, thoroughly reviewed project goals, risks and other constraints and determined that design-build was the optimal delivery mechanism for the new terminal. Design-build encourages innovation that streamlines delivery and incorporates best-in-class design.

Design-build allowed the agency to enter into a single design and construction contract with a fully integrated team committed to developing a world-class terminal design and delivering the project on an expedited schedule. The project team was keen to integrate design-build best practices for the project, including a two-step (RFQ and RFP best-value procurement process that allowed for collaborative dialogue meetings with proposers, the use of alternative technical concepts and payment of a stipend.





Interior of new Terminal B at LaGuardia Airport

LaGuardia Gateway Partners began construction on the new Terminal B in June 2016 and completed the ambitious project on time and on budget in 2022. The Terminal B project is one of the largest design-build and public-private partnerships in American history and the largest in U.S. aviation history.

The new Terminal B replaced LaGuardia Airport's original Central Terminal Building, which opened for air passenger traffic in 1964. Initially designed to handle a maximum capacity of eight million annual passengers (MAP), the terminal was significantly oversubscribed by 2016, when it handled 16 MAP. The old terminal, built long before modern security protocols, was also technologically obsolete.

In 2015, a comprehensive plan to construct a whole new LaGuardia Airport – which included two entirely new passenger terminals – was unveiled, with the goal of creating a world-class, 21st-century passenger experience featuring modern customer amenities from curb to gate, state-of-the-art architecture and more spacious gate areas. The \$8 billion project, two-thirds of which was funded through private financing and existing passenger fees, included the replacement of terminals B and C, construction of a new

3,200-space parking garage, utility relocations and an entirely new airport roadway network. Construction of the new Terminal B broke ground in 2016.

Building a new airport while maintaining full flight operations was a daunting task. The terminal was activated in carefully choreographed phases designed to minimize customer inconvenience, adverse impacts on the surrounding communities and disruption of airport operations. The complexity of creating the new Terminal B required building next to, behind and even over the top of the original terminal, which remained fully operational during construction. In addition, more than 30 road shifts were implemented, and 20 bridges were constructed to accommodate the end-state road network transition.



Exterior view of LaGuardia Terminal B

As one of Terminal B's most distinct architectural elements, a pair of skybridges spans active aircraft taxi lanes, connecting the new, light-filled arrivals and departures hall to the terminal's two island concourses, all featuring best-in-class concessions and amenities for passengers. LaGuardia is the only airport in the nation to feature dual skybridges.

Measuring 482 feet long and 60 feet above the ground, the skybridges are a critical design feature. Architecturally impressive, they also allowed more than two additional miles of taxiway space to be built, reducing delays for arrivals and departures and easing customers' ability to travel seamlessly to their gates. Creating an additional usable airfield resulted in a key improvement to airfield operations on the tiny 680-acre airport footprint.

Passengers using the new skybridges to reach their gates enjoy magnificent views of the Manhattan skyline and the surrounding bays.

The program also included extensive landside construction work, including a new seven-story parking garage with covered, convenient pickup facilities for taxis and ride-sharing vehicles. Work included a substation expansion, related roadway improvements and supporting infrastructure – all built while keeping the terminal fully functional during construction.

The 33-gate, common-use domestic Terminal B is an open, modern facility that vastly improves the passenger experience by greatly enhancing efficiency. Its flexible design allows for growth and adaptation to increasing demands and the evolving requirements of air travel. The daylight-filled interior features unique and impressive public art installations. The project earned a [LEED Gold certification](#), the first airport terminal to be certified under LEED v4.

In December 2021, Terminal B was awarded UNESCO's [Prix Versailles](#) as the best new airport in the world. And, in March 2023, [Skytrax](#) awarded the New Terminal B its top five-star rating, additionally calling it the best new airline terminal of the year. The LGA terminal ranking is Skytrax's first five-star rating for any U.S. airport facility. ■

# Historic Year for Design-Build Legislation

**By Richard Thomas**

DBIA Director, State/Local Legislative Affairs

In my 14 years at DBIA, I have never entered a legislative session as optimistic as this year, with state economies recovering from the pandemic and state and local governments getting back to funding much-needed infrastructure projects. Moreover, because of their keen interest in delivering projects quickly and efficiently, state and local governments face numerous opportunities to expand design-build authority and use progressive design-build. As a result, 2023 may be the most successful legislative year in DBIA's history.



**Richard Thomas**  
DBIA Director,  
State/Local Legislative  
Affairs

## Minnesota

The most significant legislative opportunity was in Minnesota, where lawmakers began the session with a [\\$17.5 billion surplus](#) and a host of unmet infrastructure needs. DBIA staff met with Minnesota representatives throughout the session to advocate for greater use of design-build and inclusion of design-build provisions for

major spending bills. Those efforts paid off, as the legislature passed historic infrastructure funding bills for state and local governments.

The first bill to pass was a \$1.3 billion transportation package to bolster Minnesota's transportation network over the next two years, which included design-build provisions advocated for by DBIA. This legislation was followed by a \$2.6 billion infrastructure package, the largest in state history. The bill included \$1.5 billion in bonding and nearly \$1.1 billion in cash for state and local projects. The bill authorizes cities, towns, counties, park boards and school districts to use a design-build or construction manager at risk (CMAR) contract for construction or upgrade projects based on a best value selection process clarifying local design-build authority.

## Illinois

Design-build was once again a hot topic in Illinois, as its authority was expanded for the fifth consecutive year. DBIA has fought for years for expanded design-build authority for local governments, and this year's passage of the Municipal Design-Build Authorization Act was a significant step forward for the Prairie State. The law authorizes municipalities and school districts to use design-build.

## Florida

In 2022, we saw the first wave of progressive design-build (PDB) bills nationwide. This year, the interest in PDB legislation remains strong. The Florida legislature passed House Bill 1305 in May, authorizing the Florida Department of Transportation (FDOT) to use "phased design-build." The bill authorizes FDOT to combine a project's design and construction phases into a single contract and to select a design-builder in the early stages of a project to ensure they are part of the collaboration and development of the design through construction. The department must competitively award the contract to a design-builder based on qualifications, and the design-builder is required to competitively bid on construction trade subcontractor packages. Based on these bids, the design-

builder would negotiate with the department a fixed firm price or a guaranteed maximum price that meets the project budget and scope as advertised in the request for qualifications. Florida HB 1305 also increases the cap on design-build projects awarded from \$120 to \$200 million.

## California

California, the nation's PDB leader, continues to expand PDB authority. Bills to expand PDB authority to all state and local governments are moving fast in both the California Senate and Assembly. Passage of these bills would give the state broad PDB authority and provide a template for state and local governments across the nation. Governor Gavin Newsom has proposed allowing the California Department of Corrections and Rehabilitation to use PDB.

With Minnesota, Illinois, Florida and California expanding their design-build authority and use of progressive design-build this legislative session, it's easy to maintain the optimism with which we entered 2023. There is more ground to cover, of course, but I'm confident the continued success of projects in these states and the projections on the growth of design-build can set us up for those next steps. ■

# Unpacking BIM: Sharing Stigmas with Designers and Builders

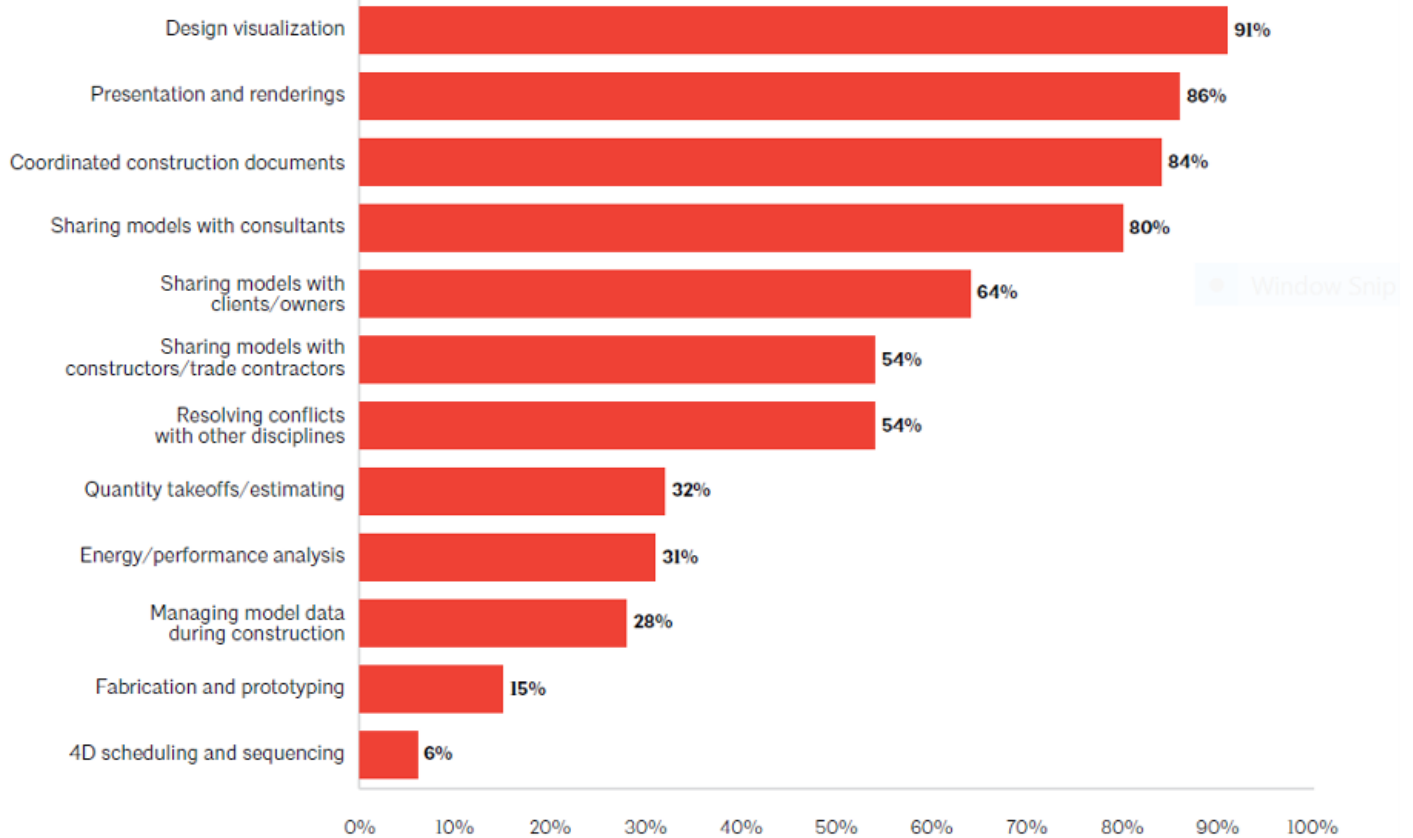
**By Brian Skripac**

DBIA Director, Virtual Design & Construction



With all the value of a building information model (BIM) in the built environment, why is model sharing still so hotly debated on projects? The 2022 AIA Firm Survey Report, documenting the percentage of firms using BIM for billable work, indicated design visualization and presentation/renderings were the top uses for BIM. Coordinated construction documents and sharing models with consultants followed, at 84% and 80%, respectively. While these findings are encouraging for BIM usage broadly, there are several areas where ground can still be broken. For instance, only 54% of architects use BIM to resolve conflicts with other disciplines or share models with constructors or trade contractors.

Indeed, the contractual silos of traditional design-bid-build – which the report states was the top project delivery method in 2021 – play a role compared to design-build. Still, the industry needs to challenge this approach. Professionals must properly merge design/construction technologies with project delivery to bridge the risk management or risk avoidance gap.



AIA Firm Survey Report 2022 – Architecture firms utilize BIM software for a variety of uses, % of firms using BIM for billable work

For example, we’ve all been part of a design-bid-build project where the two-dimensional contract documents are released, and one of the first questions the Construction Manager/General Contractor (CM/GC) asks is whether they can access the BIM. We can assume each team member proudly touted their BIM expertise in their proposal and stated in their interviews that they do “it” – BIM – on all their jobs.

What, then, does that mean for their project, especially when the response to the previous question is, “No, our deliverables to the Owner were two-dimensional drawings, not a model”? Typically, after some discussions, a stripped-down version of a BIM is reluctantly provided to the builder with a lengthy disclaimer asserting, “You can use it for reference, but you can’t rely on it.” In reality, we’re not doing “it” fully on our jobs if we only share information with the entire team on just over half of our projects.





*BIM...everybody's doing "it"*

Disclaimer language like this is an industry crutch for very real project experiences where the production of construction documents is done expeditiously – only in the two-dimensional output – without updating the BIM. This sacrifices the quality and reliability of a BIM, which is usually not deliverable. It also initiates a dilemma where the drawings, which should be produced from the BIM, are no longer one and the same, creating redundancy and discrepancies in the information provided – it's not how we should be doing "it." Phil Bernstein said in 2021, "The problem with BIM is that 20 years later, we are using Revit to create 2D construction documents. We are not using BIM for what it was intended for. We have not evolved." To evolve, the industry needs to place value on the quality of models so they can be reliable throughout the design, construction and turnover process.



*Sign this disclaimer, the drawings, not the model are our contracted deliverables...*

While this approach is not feasible in most project delivery methods, design-build provides the necessary paradigm shift to address this evolution by having a whole team method from the outset of a project, allowing this collaborative approach to flourish. Here, teams can focus on developing BIMs in a meaningful and integrated way to meet the specific needs of a project with the entire design and construction team, not simply doing “it” per company standards in their own silo of deliverables with a risk avoidance approach.

The idea of a model as a contract document has become a growing conversation. This is a significant leap for the built environment, requiring time and incremental steps to achieve. At the same time, DBIA realizes the whole team approach to design-build inherently creates an atmosphere of trust and collaboration where project teams, led by a VDC Leader, can work to achieve their desired outcomes today. In design-build, we have the opportunity to engage in Virtual Design and Construction (VDC), fusing people, processes and technology to deliver a model-based approach to best-in-class project delivery. A BIM, then, can be much more than just a referenced object – “it” can be shared, consistently providing value throughout the delivery of the project rather than just 54% of the time.

Design-build teams should make BIM and VDC part of the process, not a contractual add-on or disclaimer. They should also leverage contract language to create reliance on your BIM to make it successful, as it is a shared responsibility for the entire team. When done correctly and collaboratively, there will be new transparency to the process built on trust between the design-build team members, allowing “it” to realize the Owner’s vision successfully. ■

## **DBIA Releases New Virtual Design & Construction Primer and Position Statement**

DBIA remains on the front lines of industry transformation through collaboration with the release of our latest **Virtual Design & Construction (VDC) Primer** and **Position Statement**. These new foundational documents are key additions to the existing suite of Design-Build Done Right® resources offered by DBIA to help educate and elevate our membership and industry on the importance of VDC Done Right.

Highlights of the primer include:

- Key Terminology Definitions
- How the Effective Use of VDC can Improve the Industry
- The Value of VDC to Owners, Designers and Contractors
- Why Design-Build Is Optimal for the Integration of VDC

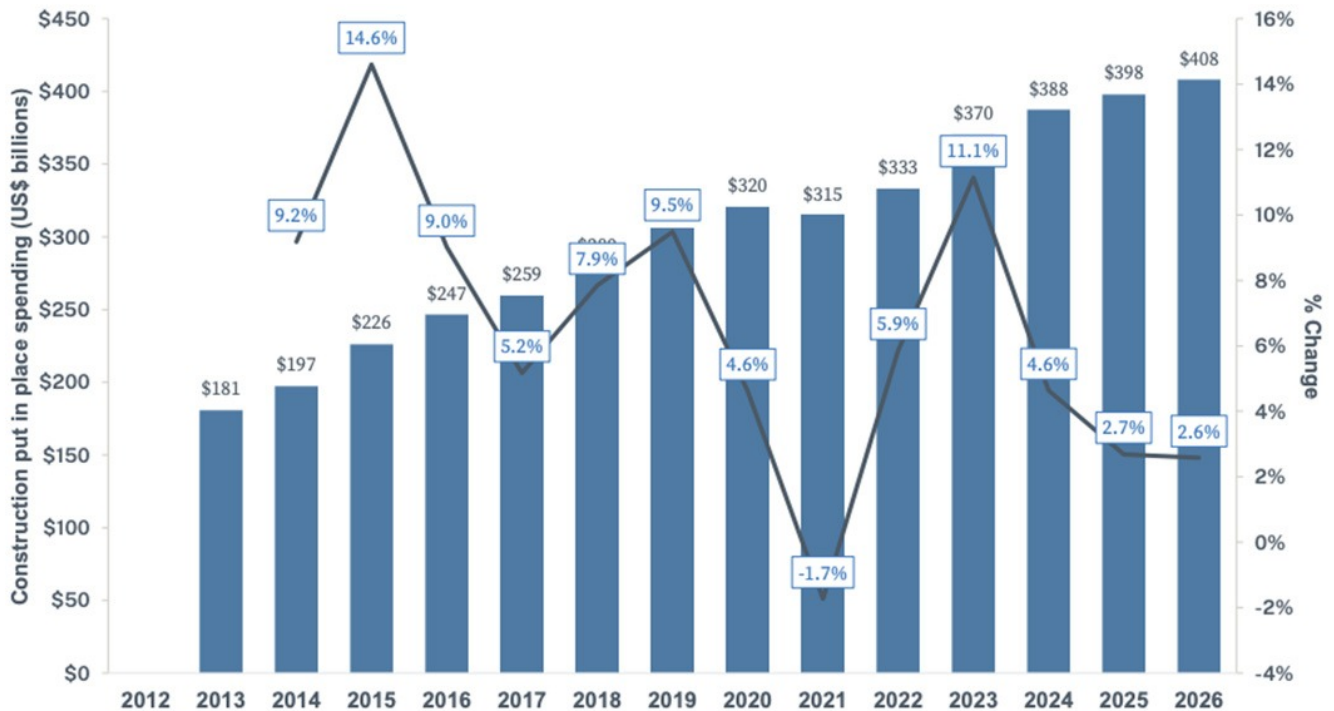
Both the VDC Primer and Position Statement, along with many other Design-Build Done Right® resources, can be downloaded in the DBIA Bookstore at no cost.

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For additional information about the development of these resources, register for DBIA's Design-Build Delivers Webinar [\*\*Leveraging VDC Done Right with DBIA's New VDC Primer and Position Statement\*\*](#) on **Wednesday, June 28, at 2:00 p.m.** Attendees can earn 1.0 CEU credit, and registration is FREE for DBIA members and only \$25 for non-members.

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# New Design-Build Research Shows Continued Growth and Opportunities to Mitigate Market Challenges



*Design-build construction put in place (assessed segments) 2017 - 2026 (Source: FMI)*

[Design-build market research](#) by **FMI Consulting** forecasts continued design-build growth over the next three years, despite recent industry challenges and market volatility. Analysts project design-build will account for 47% of construction spending and 22.5% growth in total design-build spending by 2026. The flexibility and collaboration inherent in design-build uniquely position the project delivery method to resist stagnation, and respondents overwhelmingly indicated that design-build project delivery – regardless of procurement approach – can better

manage cost uncertainty.

Building on FMI's 2021 design-build utilization report, the new survey reexamined the industry following the challenges of the previous three years, including the COVID-19 pandemic, labor shortages and supply chain issues. The projected decrease in design-bid-build, alongside the growth in design-build, demonstrates the industry is moving toward collaboration as a norm and an expectation.

"With the positive projections reported by FMI in this update, design-build will be integral to keeping our nation's infrastructure projects moving forward," said Design-Build Institute of America (DBIA) Executive Director/CEO **Lisa Washington**, CAE.

## Market Growth Continues

FMI found that design-build continues to see usage in all sectors and regions of the United States, and the industry has witnessed extraordinary project outcomes and innovation across all sectors. The [FMI Design-Build Market research report](#) provides detailed geographic and sector data, including market analysis and projections.

In addition to representing over 47% of spending and a total growth of 22.5%, design-build is anticipated to account for \$1.9 trillion of construction spending in the assessed segments over the 2022–2026 forecast period. The South Atlantic, Pacific and West South Central census divisions are anticipated to represent the largest volume of design-build spending over the 2022–2026 period. In addition, highway/street, educational and manufacturing are expected to hold the most significant share of design-build spending through 2026.

## Design-Build During Challenging Times

Over the last few years, industry supply chain issues and worker shortages, exacerbated by a global pandemic, prompted project teams to seek delivery methods better suited to the unexpected. Enter design-build. The majority of FMI respondents (83%) indicated design-build can help them with supply chain issues over other delivery methods, with 61% of respondents utilizing early procurement and dynamic scheduling to combat supply chain challenges.

Instability and disruption have seemingly become the norm, but design-build's flexibility and whole-team approach allows it to withstand that instability and adapt quickly to favorable and unfavorable disruption. Moreover, roughly three-quarters of survey respondents believe that design-build facilitates greater utilization of prefabrication on projects.

Respondents indicated Competitive Best Value (CBV), Progressive Design-Build (PDB) and Qualifications-Based Selection (QBS) were the preferred procurement approaches to better manage cost uncertainty in a volatile market environment as compared to Low Bid. PDB was at the top, with the majority of respondents indicating it is either moderately (31%), very (37%) or extremely (15%) well-suited to managing cost uncertainty.

“Over the last three years, we’ve seen design-build withstand the uncertainty of a volatile market and continue to demonstrate optimal results,” said Washington. “It is a delivery method that performs even in the face of adversity. In fact, during times of crisis, the flexibility of design-build has helped communities recover more quickly and cost-effectively by delivering projects on time and on budget.” ■



# Water Supply Innovation Realized



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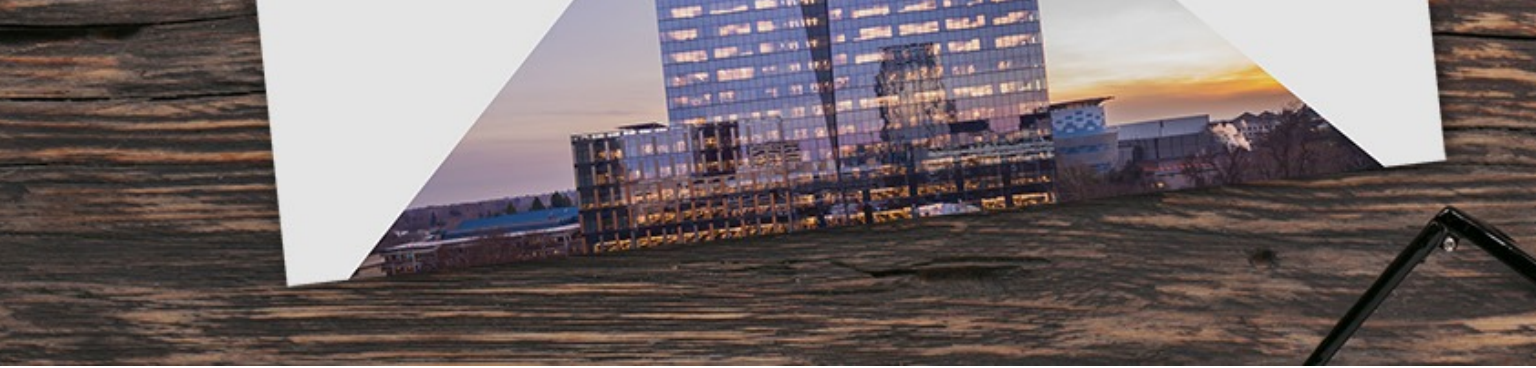
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The image shows the cover of a publication. At the top, it says 'A DESIGN-BUILD INSTITUTE OF AMERICA PUBLICATION'. Below that is a blue box with white text that reads 'Design-Build Done Right® Best Practices Get an Update'. The cover is placed on a wooden surface with a white keyboard partially visible in the background.

# Design-Build Done Right<sup>®</sup> Best Practices Get an Update





## By Erin Looney

DBIA Associate Director, Content and Strategic Communications

The year was 2014. The U.S. scientific satellite MAVEN entered Mars' orbit for a two-year mission. iPhone users complained about the size of the new 6 Plus. Google Glass rose and fell in a matter of months. And DBIA released the first edition of its Design-Build Done Right® Universal Best Practices.

Nearly 10 years later, MAVEN still orbits the Red Planet. Apple's 16th-generation iPhone – even larger than the 6 Plus – is more popular than ever. Google announced the official end of Google Glass this September. And DBIA has released a highly anticipated update to the **Universal Best Practices**.

### Constant Change is Here to Stay

"Constant change is here to stay," said **Dan Rawlins**, RA, DBIA, Chair of DBIA's Best Practices Subcommittee and owner/principal of The Rawlins Group. "If you were to have asked me a year before COVID what the industry would look like after, I would never have been able to guess what some of those changes would be."

That constant change necessitated the 2023 update, informed by pandemic lessons, supply chain issues, design-build successes and failures and first-hand experiences of the Owners and practitioners using it every day. In addition, the

updated guide responds to the continued growth and evolution of design-build and the construction, architecture and engineering (AEC) industry.

## Promoting Whole-Team Success

As an organization dedicated to whole-team success, DBIA considered a variety of stakeholders to ensure the update included all perspectives. "The whole cornucopia of people involved in the design-build industry had a say in the best practices update," Rawlins said. "And I think something in the preamble probably says it best: if you follow these best practices, the probability of a successful project is more likely. If you ignore them, the probability that you will have an unhappy project is also more likely."

DBIA Curriculum and Resource Development Advisor **Jim Ropelewski**, J.D., DBIA, added, "This is not something created in a vacuum or through a think tank. Instead, we gathered information from throughout the industry and from industry partners. So this is not only based on successes but also on failures, and it's a well-rounded look at how to deliver successful projects and avoid pitfalls."

DBIA consulted Owners, contractors, designers, educators and attorneys, carefully considering their comments and experiences. Additionally, DBIA assessed input from related industry associations to ensure a broad range of contexts – including the **Construction Owners Association of America (COAA)**, **Associated General Contractors (ACG)**, **American Council of Engineering Companies (ACEC)**, **Construction Management Association of America (CMAA)** and the **American Institute of Architects (AIA) Project Delivery Knowledge Community**, among others.

"If you follow these best practices, the probability of a successful project is more likely. If you ignore them, the probability that you will have an unhappy project is also more likely."

"With the growth of design-build, we are thankful to our related industry associations who provided critical feedback on these updates. Their input helped provide balanced perspectives that drive continued cost, schedule

performance and triple-bottom-line success for design-build projects and teams," said DBIA Executive Director/CEO Lisa Washington, CAE.

Design-build is a single point of responsibility contract and a cultural shift in how a team works; thus, education is vital to promoting successful design-build. The DBIA Design-Build Done Right® Universal Best Practices provide the foundation for the guidance needed for that success and to support the continued growth of design-build.

## A Closer Look at the Updates

The 2023 Best Practices update incorporates several changes that reflect the current state and projected growth of design-build, equipping project teams with vital guidance for delivering good design-build and creating consistency in expectations for design-build projects. More broadly, technological advancements, lessons learned during a global pandemic, societal change and industry shifts over the last several years necessitated updated recommendations for design-build.

Ropelewski notes the document's structure is one change that could be easily overlooked but is, in fact, a significant upgrade. The new Best Practices are formatted in an easier-to-navigate outline with appropriate bullet points for the implementing techniques. Ropelewski explained, "It's much easier to find the best practice and the associated implementing technique and to navigate when looking for a particular issue on your project."

In addition to structure, the updated primer includes Guiding Principles that anchor the best practices. These principles include Universal Ethical Conduct, Demonstrated Competence, Sustainable Professional Development and Supporting Diversity, Equity & Inclusion. "We had a lot of discussions about where these items fit," said Ropelewski, "and we decided they are so important they need to be interwoven throughout all the best practices."

Other changes include an enhanced focus on the role of industry practitioners – not just Owners – and how they can further contribute to project and team

success and a clear distinction between Progressive Design-Build and Best Value Design-Build procurement approaches.

The update will inform changes to the DBIA core curriculum, which is the basis of DBIA's design-build certification program. Changes to the curriculum and certification exam are anticipated in the latter half of 2024. In addition, with the expanded use of and interest in Progressive Design-Build across the nation, DBIA has also released a Deeper Dive on Progressive Design-Build that delves into the nuances of this approach.

## **What's Next for DBIA Best Practices?**

Much has changed since the first edition of the Design-Build Done Right® Universal Best Practices in 2014, from phone size and Mars research to COVID and equity initiatives, and it's safe to say much will change in the next 10 years. As a result, Rawlins believes more revisions will be necessary but remains confident the 2023 update will effectively guide design-builders for the foreseeable future.

"It took two years of committee work to get this document to publication," Rawlins said, "so a formal revision of it every 10 years is probably a good, healthy thing to plan on." He also acknowledged the possibility of targeted updates or changes that may not compel a new Best Practices document. But, he said, "If things are needed to supplement the industry, we have other ways to respond more rapidly. For example, position statements are probably the quickest way to address an emerging issue, and then let it catch up to best practices."

Both the Universal Best Practices Primer and Progressive Design-Build Deeper Dive, along with many other Design-Build Done Right® resources, can be downloaded in the [DBIA Bookstore](#) at no cost. ■

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# Taking a Closer Look: Progressive Design-Build and Best Value Design-Build

The industry's [latest performance research](#) predicts that design-build will deliver nearly half of all non-residential design and construction in the United States by 2026. Because design-build isn't a one-size-fits-all approach, it allows Owners to choose the variation that best suits their goals, project and team. In addition to cost and schedule savings, the flexibility to select the best method for each project and team is among the factors that have driven design-build's incredible growth nationwide.

So, many in the industry wonder, "Which procurement approach is best suited to my project needs?" According to design-build professionals, the answer is, "It depends on the Owner and the project."

Diving deeper into that answer, we first need to appreciate that Progressive Design-Build (PDB) and Best Value are both design-build, just variations on the procurement approach. In a well-managed two-step Best Value Design-Build selection process, the Owner

establishes qualitative non-price and quantitative cost/price criteria by which proposals will be evaluated and a selection made, with qualifications and past performance heavily weighted in the selection. PDB also uses primarily a qualifications-based selection, followed by a process whereby the Owner then “progresses” toward a design and contract price with the team (thus the term “Progressive”).

## Some Key Differences

According to former DBIA National Board Chair **Marty Hedlund**, “While the two approaches aren’t wildly variant, ultimately, using design-build, the Owner will pick the most highly qualified team and let them use their ingenuity and experience to develop the best solutions possible. That is the essence of design-build. Give teams the freedom to collaborate and innovate.”

[DBIA’s Position Statement: The Flexibility of Design-Build](#) and updated [Design-Build Done Right® Universal Best Practices](#) offer a few key differences between

Best Value and PDB:

(Two-Phase) Best-Value Design-Build  
Progressive Design Build

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### Team Selection

Qualifications are the sole evaluation factor in phase one of the two-phase Best-Value process with past performance being the single most important factor. In phase two, design and price are evaluated for the short-listed firms.

The design-builder is retained by the Owner early in the life of the project and, in most cases, before the design has been developed at all.

The design-builder is selected primarily, if not exclusively, on qualifications and the design-builder's plan for managing the project.

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## Design

The Owner focuses on describing the project goals, criteria, challenges and constraints, allowing the competing design-build teams to present design concepts during the pre-award proprietary meetings, and during the post-award design management phase of the project.

The Owner "progresses" toward a design and contract price with the team (thus the term "Progressive").

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## Price

Provides the Owner with a firm-fixed-price (lump sum) or GMP at time of contract award, with the price and scope being established through a competitive procurement process. The Owner does not seek nor does the design-builder commit to a final contract price at the time of the selection of the design-builder. Rather, the price commitment comes after the parties have agreed upon scope, schedule and other commercial terms.

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## Setting Contract Price

**Craig Unger**, former DBIA President and long-time DBIA instructor and design-build consultant, noted when the contract price is set is an essential difference between Best Value and PDB. "In Best Value, we are going to select the three most highly qualified teams," he explained. "Then those three teams submit a technical proposal within budget, and the best team with the best proposal within budget will be chosen. There are both qualitative (skills) and quantitative (price) measures in the team selection."

But in PDB, Hedlund described how price comes later, "In PDB, the design-build team is typically selected largely on qualifications. The entire team then progresses from there to collaborate on design, pricing and budget," said Hedlund. "That is the biggest leap Owners have to take because there is no contract price at the point of award. There may be a cost element covering design, pre-construction work and an overall budget but no agreed-upon contract



price. Some Owners will struggle with the idea of selecting a team without that price.”

## Questions for Owners to Consider

Design-build’s growth over recent years has many Owners considering which procurement approach is right for them. But Hedlund noted there are some critical questions for Owners to consider first, including:

- What are the specific goals for the project?
- What is the Owner’s internal capacity to appropriately manage each procurement approach?

“If an Owner can put out an excellent non-prescriptive RFP, or at least a very good idea of what they want, then Best Value might be the way to go. But if an Owner would rather progress that design and price together with their design-build team, then PDB is a good option,” he said.

Unger added, “Owners have to ask themselves, ‘How far do we really need to advance the design to put out an RFP? (And let’s also note that developing detailed Bridging Documents is not a DBIA Best Practice.) Do we have the capability, capacity and expertise to do that? Can Owners get internal buy-in with procurement, technical and legal on the same page? Is there anyone else who can derail the project? There needs to be internal alignment.”

## Case Studies: A Tale of Two Projects

The University of California at San Diego (UCSD) is an experienced design-build Owner that recently chose Best Value and PDB to deliver two large half-a-billion dollar mixed-use, live, learn and play neighborhood projects. The [North Torrey Pines Living and Learning Neighborhood](#) was in construction when COVID hit and was delivered using Best Value Design-Build. Design-build collaboration allowed the team to pivot to address the pandemic’s unexpected challenges.

According to **Eric M. Lindebak** with Safdie Rabines Architects, “It really allowed us to partner with all the trades and have an open dialogue as we worked through the design process. I also know those in the room really enjoyed that collaborative process better.”



The second project, the [Theatre District Living and Learning Neighborhood](#), began construction in 2021 and is a PDB project scheduled for Fall 2023 delivery. **Walt Kanzler**, Senior Director of Resource Management and Planning at UCSD, told attendees at DBIA’s Design-Build Conference & Expo that UCSD selected PDB on the second project to reduce the cost of competition for design-build teams hoping to work with the university. “I think everyone who competes for these projects, especially in the bigger ones, understands how much work has to go into it. It’s an incredible effort,” he explained. “So, we got a lot of feedback after North Torrey Pines from some teams that didn’t get the project. We thought, ‘Okay, what is our next best approach, or how can we do this a little bit differently?’”



Ultimately, UCSD considers both design-build procurement approaches a success. According to Kanzler, collaboration is vital no matter which design-build method you choose, “From UC San Diego’s point of view, it’s all about culture, leadership and teamwork. In the design-build environment, it’s all about teamwork and collaboration. It’s important to know that you can trust your partners all the way up and down the scale.”

### **Doing It Right – No Matter Which Procurement Approach You Choose**

So, which is the correct design-build procurement choice? It truly does depend. It depends on the Owner. It depends on the project. It depends on the team’s skill and commitment to collaboration at every level. Unger advised Owners, “Best Value or PDB, if projects are done correctly using Design-Build Done Right® best practices, both are incredible options to consider.” ■

*Note: DBIA does not endorse one methodology over the other. DBIA endorses both procurement approaches when done according to best practices and not on a low-bid basis (e.g., lowest price technically acceptable). Consistent with Design-Build Done Right® principles, the Owner needs to make an informed decision based on, among other things, goals, internal capacity, resources, statutory authority and comfort level.*

## DBIA Resources

- [Design-Build Done Right® Universal Best Practices \(2023\)](#)
- [Progressive Design-Build Deeper Dive](#)
- [Position Statement: The Flexibility of Design-Build](#)
- [Position Statement: Best Value Selection](#)
- [2023 DBIA Progressive Design-Build Courses](#)
- [DBIA Progressive Design-Build Recordings and Webinars \(on demand\)](#)

# Brano Design Owner Betty Brano on Using Industry Match, Advice for Young Professionals and Being an MWDBE in the AEC Industry

Because finding the right design-build team members is vital to the success of projects, DBIA created [Industry Match](#), the nation's only online tool designed to help Owners and practitioners find qualified design-builders by region, market, specialties or project type.

Moreover, DBIA is committed to helping America's design-build teams find and hire Minority, Women and Disadvantaged Business Enterprise (MWDBE) firms. MWDBE firms bring value to a project by ensuring design-build teams look beyond the surface of a project and consider relationships, partnerships, interaction and other aspects that can increase project success and [address the implicit bias](#) present in the industry.

[Brano Design](#) is among many MWDBE firms in the Industry Match database. DBIA checked in with firm owner Betty Brano about industry challenges, the Industry Match program and what it means to be a MWDBE.

## Getting to Know Betty Brano

Betty Brano didn't begin as a designer. Instead, she started her career in the fashion industry. Later, Brano worked on Wall Street as a systems analyst. Now, she owns Brano Design, a New Jersey-based multidisciplinary design firm. Over the firm's 17-year history, Brano has pulled from her own interdisciplinary background to provide support on numerous projects in innovative ways.



**Betty Brano**

Brano's career began with Associated Merchandising Corp. (AMC), where she learned how to spot trends, choose colors and patterns, and anticipate consumers' expectations. AMC was a trend-spotting, product development, apparel sourcing and consulting organization that supplied major department stores. When Target Corp. purchased AMC in 1998, Brano made her first career pivot – to Wall Street.

During a time when computer technology – specifically Microsoft – was just beginning to make its mark in the business world, Brano was fortunate enough to receive the training to become a systems analyst for Merrill Lynch. Eventually, she and her colleagues were tasked with training their own replacements, leading Brano to reassess her career path yet again. She recognized a connection between her background in fashion, love of design and impeccable organizational skills. So she thought, "Why not design?" She then embarked on the path that led to Brano Design – but that path was not without its obstacles.

Her second year in business was 2008, and the Great Recession took its toll on the relatively new firm. She worked in residential design and saw the pipeline for her work diminishing as people cut back on spending. Brano said, "I didn't know how I could go talk somebody into parting with their money so their house could look pretty in the middle of a recession."

Luckily, the firm survived the downturn, and Brano began doing research for an organization set on increasing minority and women representation in architecture and construction. Based on what she learned in that role, Brano decided to transition from residential to commercial design, which is what Brano Design does today.

"Even though we're small, and given all the industry challenges, we've still been able to keep our head above water," Brano said in our sitdown. "We've managed to get bonded now, and we're using some of the technology out there in the construction industry."

### **DBIA: What are the biggest challenges for a firm like Brano Design?**

**Betty Brano:** Apart from not getting financing, you also have the challenges of the bigger companies not wanting to hire smaller companies, possibly because they prefer to work with firms where there is already trust. And sometimes, when you're too small, you may have a hard time finding a project where they'll break down the RFP enough to include your company. The general contractor will break it down and say, "Okay, we can do administrative stuff ourselves, but we need the electrician, HVAC – maybe some other trades." Then, the numbers go down from a \$10 million project for the general contractor to about \$2 or \$3 million for the smaller firms. Smaller women and minority-owned firms still can't get in because those are still too big for them.

The bigger companies can and do give smaller companies jobs based on good faith, but we still get dropped because it's easier for them to go with a company and people they know. So that's where I come in. When we get a job, big or small, I act as the project manager to ensure the job is done well, we stay on schedule and we remain within our budget.

And now we've grown to the point where we don't just do construction but work with architects at the front end with design, research and product sourcing. We're currently working with the federal government, where we work with the architect as the interior designer of record and focus on sustainable design

services. We are in the early stages of working with a science engineering firm in sustainability for rivers, removing dams so the fish can swim upstream. We do all the feasibility studies for those.

**DBIA: How is being an MWDBE important to the current and future landscape of the industry? What's the payoff for working with a diverse business?**

**Brano:** Well, it hasn't been easy!

For example, let's say a developer decides to build a hospital or an airport in an urban area. Will the people involved in the build live within the community? They should. Local MWDBE firms are better equipped to explain how the community might use those facilities. Local MWDBE firms can give developers a pulse of the neighborhood. They will also have associations with the local community to overcome trust issues and conduct feasibility studies to assess how residents might use the facility.

A couple examples with a hospital might be making sure patients can find their way to where they need to go and that the spaces are intentional in every way. In an airport, it might be asking residents about traffic patterns and the best routes to the airport.

Also, they know more about the common traits of their neighbors, so it's easier for people who live in this area to anticipate problems within a plan or ask questions that might lead to a better outcome.

In general, there are some functionalities you need in certain places which need to be considered. I think functionality is better addressed with diverse voices, so being an MWDBE, we lead with that in mind.

**DBIA: Let's talk about your experience with DBIA's Industry Match Program now.**

**Brano:** I have my listing there, and I get invitations through it. I've subscribed to a whole bunch of databases with varying degrees of success. But in terms of



DBIA, I particularly like it because of the courses and webinars I can take.

Usually, I look for topics of interest within my networks and within New York and New Jersey. And then I'll take those courses to learn about new industry technologies. I inform industry members I am a DBIA member and I'm on Industry Match with the hope they will understand we are prepared to be included on design-build teams.

It's good to be listed as the firm expands. We're hiring a civil engineer, so they will handle the civil work we've been unable to do before. Having that listed in Industry Match will position us as well-rounded and not just for interior finishes – where we are often brought in at the tail end of projects.

Being listed in Industry Match and taking courses with DBIA, we will increase our project involvement. DBIA has helped – and with more people on board at the firm – we can get even more involved in DBIA.

**DBIA: What is one piece of advice you'd give to someone studying design, construction, or anything related to the industry that you wish someone had given you?**

**Branco:** What surprised me is how important it is to research and learn about the industry – get a pulse of what you are entering into. I came in thinking, "Oh, I know how to run a business," and, "I've done interior design." But commercial and residential design are very different, and running a business looks different depending on what that business does. So you have to be willing to develop an understanding of how the system works and how the apparatus is put together in the context you're working in.

So do your research. Learn all you can, and never assume you know all the answers. ■

# DBIA's National Design-Build Student Competition Challenges Future Design-Builders

By Kara Brown

Digital Communications Specialist, Design-Build Institute of America



2022 DBIA National Design-Build Student Competition winners from the University of Arizona, from left, L-Rej Awit, Aria Mascall, Grant Hoffman, Helena Zikov and Arsenio Figo

Three teams of five stood huddled on the Las Vegas stage in front of several hundred attendees during the Student Competition at DBIA's Design-Build Conference & Expo this past November.

"University of Colorado at Boulder gets third place," the announcer said.

**Grant Hoffman** looked over at his teammates, thinking, "Great work, guys! We got second place."

"University of Florida gets second place."

Everything got a little hazy for Hoffman. After over 1,200 hours of work, weekly meetings and late nights sitting around Hoffman's place as the team combed through every word of the proposal, Hoffman couldn't process they were about to win.

"And first place goes to the University of Arizona."

Utter shock hit the Arizona team as the crowd erupted in applause. The team was wide-eyed, open-mouthed, staring at each other and wondering, "What the heck just happened?"

"Everyone goes in for a group hug, and I'm holding the trophy and just staring off the stage, just having no idea what's going on," Hoffman said. "I'm facing the completely opposite direction because I was just not coherent at that moment. It was just shock at that point."

## **Two-Phase Competition Tests Students with Realistic Hypothetical**

Every year, college students from around the country participate in [DBIA's National Design-Build Student Competition](#). The championship allows young design-builders to create a project as a team, present it to some of the industry's leading pros and earn national recognition for their work. Of the 17 teams that competed, Hoffman's team from the University of Arizona won last year's competition.

The competition takes place in two phases. First, students respond to a Request for Qualifications (RFQ), in which the team presents their qualifications and crafts

a document explaining their previous project work. Since most students are at the beginning of their careers, the backgrounds are fictitious, but the practice helps students think through what qualifications they would want their team members to have in this project.

A regional jury judges the RFQs in Phase 1 in one of the eight regional competitions. The regional winners are then issued the Request for Proposals (RFP) to be submitted to a national jury that selects the top three finalist teams. Regardless of the outcome of this round, all eight regional winners are invited to DBIA's Design-Build Conference & Expo, taking place this year in National Harbor, MD, Nov. 1-3. Finally, the three finalists present their proposals in person to the national jury of prominent industry professionals from different segments of a design-build team.

In Phase 2, the three teams selected to submit an RFP explain how they would construct the project, and they present it before a jury of national judges, consisting of prominent design-build professionals from each segment of the design-build team.

There is also an award for one team member from the final 3 presenters for Best Individual Presentation.

## **Two-Phase Competition Tests Students with Realistic Hypothetical**

The competition started in 2012 after **Dennis Ashley**, who had been developing and running competitions in his Rocky Mountain region, was approached about creating a national version. The project students work on is unique each year. This year, it is an activity and recreation center on a liberal arts university campus in the U.S. Ashley creates the project as close to the real world as possible, giving the students a realistic simulation of planning a design-build project.

Ashley described his experience working with the student teams as simply "fantastic." He's seen students move on from the competition to positions throughout the industry. All the contestants he's maintained contact with have said the competition has helped them in their careers.

DBIA Senior Director, Component Relations **Salvador Chairez**, who acts as Staff Liaison and Coordinator for the student competition, remembers taking the students to lunch during the competition and letting them fire questions at him about the competition as well as the industry more broadly.

"It was a very eye-opening and meaningful experience," Chairez said. "I learned so much from the students as they were competing – the passion they brought and the willingness to learn. And there was a lot going on, but they were so ready for it."

Registration for this year's competition runs through Sept. 1. ■



Clockwise, Zikov, Mascall, Figo and Hoffman prepare for the 2022 student competition

# Important Competition Dates

Registration for this year's competition runs through Sept. 1.

## Phase 1

Team Registration - April 1- September 1, 2023

Letter of Intent (LOI) from Team Faculty Advisor Due - September 4, 2023

Request for Qualifications (RFQ) Issued) - September 6, 2023

Virtual RFQ Meeting—MANDATORY - September 8, 2023

Request for Qualifications Due - September 22, 2023

Region Competition Winners Announced - October 2, 2023

## Phase 2

Request for Proposals Issued - October 2, 2023

Virtual RFP Meeting—MANDATORY - October 5, 2023

Request for Proposals Due - October 18, 2023

Three Shortlisted Teams Announced - October 26, 2023

Proposal Presentation in National Harbor, MD - November 2, 2023

National Competition Winner Announced - November 3, 2023

DBIA's [Design-Build Conference & Expo](#) will take place at **National Harbor, MD**, just outside of Washington, D.C., **November 1–3, 2023**. All student groups are invited to attend even if they did not advance in the competition.

Some past winners have included:



# SAVE THE DATE

Registration opens early July 2023

Nov. 1–3, 2023 | National Harbor, MD (Washington, DC Metro Area)

[dbia.org/design-build-conference-expo](https://dbia.org/design-build-conference-expo)



# Do Design-Build Firms Have an Edge In Recruiting and Retaining Talent?

By Trimble

Originally *published* September 23, 2022. Reprinted with permission.



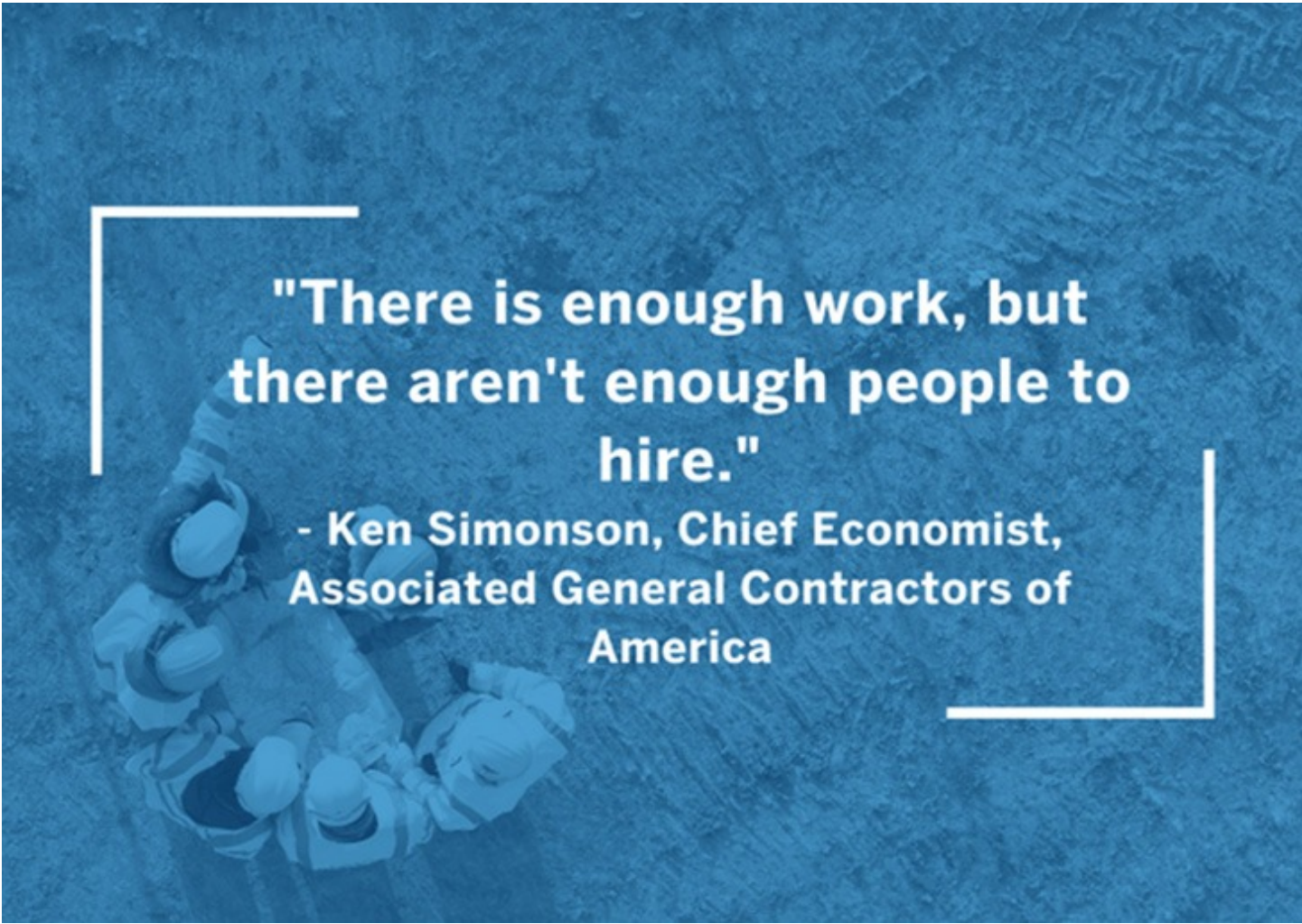


- According to a National Association of Home Builders report, construction needs 2.2 million new hires from 2022-2024 to keep up with industry growth and the loss of workers through retirement or exiting the sector.
- That's 61,000 new hires every month!
- Employers will need to pull out all the stops when it comes to bringing in new workers and getting them to stay.
- Since we know that younger generations want different things from work than their parents did, we decided to ask: Will firms who use the design-build project delivery method actually have an easier time recruiting and developing people than more traditional design-bid-build firms?

## Labor shortages in construction have entered crisis mode

The inability to recruit and retain top talent has been felt across every sector during this unprecedented labor shortage, and the construction industry is no exception. There is no shortage of available work, with [construction spending on the rise](#) and an influx of projects expected due to funding from the [recently passed infrastructure bill](#), but staffing those projects is another story.

With [41 percent of the current US construction workforce expected to retire by 2031](#), the problem is not positioned to go away any time soon. Companies are competing against each other to reach a very limited talent pool. To widen this talent pool and pique the interest of qualified young professionals, the construction industry might consider leveraging tools already in the toolkit.



**"There is enough work, but  
there aren't enough people to  
hire."**

**- Ken Simonson, Chief Economist,  
Associated General Contractors of  
America**

## **What will it take to bring in younger workers?**

As younger generations enter the workforce, they are demanding a new set of workplace standards that will keep them fulfilled in their day-to-day and satisfied in the long-term. What does it take to get the top talent of the younger generation to come on board and stick around? Open and honest communication, positive core values, and professional connections top the list—all features of the design-build delivery method.

## **The design-build difference**

### **What is design-build**

The design-build delivery method puts the designer and the builder on the same team. Rather than the design firm and the construction manager having separate

contracts with the project owner, and naturally separate goals, design-build uses a single contract with each party working together towards aligned objectives.

Design-build projects currently make up 42% of the total U.S. construction put-in-place spending with that figure [expected to climb to 47% by 2025](#), according to the Design-Build Institute of America.

## What does design-build mean for workers?

With a traditional project delivery, or design-bid-build, “contractors’ priorities tend to be budget and schedule, and your interior designer is more concerned with the aesthetic ... Your architect is concerned with making sure that the function of your building is providing the client with a product that services them in the best way possible,” explains **Rebecca Wilcox**, a project manager with [Neenan Archistruction](#). “...because those goals are so different, you have a lot of friction because those entities aren’t working together.”

A unified front is formed with a design-build project. The team works together in a collaborative way to manage the project and produce the best outcome for all parties. While advantages such as reducing costs and staying on schedule are often highlighted, social and cultural advantages should not be overlooked as a powerful differentiator.

## What younger generations want from a workplace

Generation Z, those born between 1997 and 2012, and Millennials, those born between 1981 and 1996, now account for almost half (46%) of the U.S. workforce, according to Gallup. As these generations enter the workforce and rise into leadership roles, they have demonstrated what it takes to keep them happy and fulfilled in their career. Their workplace expectations have also been shaped by the recent pandemic. A few of the more prominent preferences include:

### **Flexibility & Work-Life Balance**

More flexibility from employers is a highly sought-after request for many seeking

new employment opportunities this year, including among Gen Z and Millennials. A recent survey by GOBankingRates found that 42% of Gen Z workers highlighted work-life balance, working-from-home, and flexibility as their top priorities over other perks when searching for a new job.

### **Value-Driven, Ethical Work**

This younger generation desires meaning and fulfillment in their day-to-day work—seeking out jobs that align with their values. [A global survey conducted by Deloitte](#) found that 49% of Gen Zs and 44% of Millennials made a decision about their career path and potential employers based on their personal ethics. For them, a job is about more than just where you spend your time or who you receive a paycheck from—it becomes a part of who you are.

### **Face-to-Face Communication & Collaboration**

A generation that grew up in the digital age with the internet always at their fingertips, you may assume would prefer digital communication, but according to [a poll conducted by Millennial and Gen Z expert Ryan Jenkins](#), 72% of Gen Zs prefer face-to-face communication at work. Additionally, the Defense Contract Audit Agency explains that [Generation Z prefers collaborative environments](#) that allow brainstorming and connecting with team members.

### **Professional Networking**

The impact of networking is not lost on this generation. While Gen Z may place a greater emphasis [on digital platforms for building professional relationships](#), they still understand the importance of networking in career progression and industry involvement. Young professionals also feel the need to make up for a deficit in their professional networks brought on by the recent pandemic.

## **Is there a connection between the design-build delivery method and what younger generations want in their career?**

A design-build project clearly promotes more of the workplace ideology Gen Z and Millennials prefer when compared to traditional project delivery methods. While preferences such as work-life balance and flexibility are more likely to find a place within the culture of a company, values, collaboration, and networking are all essential functions of a successful design-build project.

During projects where each party is separately contracted and has their own set of goals, it is not uncommon for contractors to blame issues on designers and vice versa. These circumstances can often nurture a culture that feels hostile, leading to project delays or even future litigation. Design-build collaborative delivery eliminates these adversarial conditions. The Design-Build Institute of America believes that “design-build is intended to be a highly collaborative, fully integrated process that is built on trust, mutual respect, [and] teamwork,” per their [Design-Build Done Right® primer](#). Working as a singular group promotes a more ethical environment that could appeal to the type of value-based work Gen Zs and Millennials are looking for.

Putting architects, contractors, designers, and quality controllers all on the same team is the perfect recipe for effective brainstorming and creative problem-solving. It benefits everyone to have transparent conversations and bring the best ideas to the table. As Rebecca Wilcox of Neenan Archistruction describes it, “...you have to come to design-build with a certain amount of humility and open-mindedness to be able to really meet people where they are and to be able to respect and appreciate what it is that they do and what they bring to the table.” The younger generation is likely to find great satisfaction in the collaborative, considerate environment design-build creates.

The same collaboration inherent in design-build that promotes open communication lays the framework for professional networking opportunities. Individuals who work on a design-build project are likely to form lifelong connections with their cross-industry counterparts that will serve them throughout their entire career. This networking is especially important for young professionals looking to plant roots and feel integrated within their field. Creating these connections for those just entering the workforce is important for retention; young professionals feel part of a cohort that enables learning and growing alongside one another as their careers progress.

## **Is design-build the changemaker construction recruiting needs?**

87 percent of construction leaders believe skilled labor shortages will have the greatest impact on the industry in the years to come. The construction industry must recognize this imminent labor force issue and adapt accordingly to

mitigate the impact. It is apparent that large-scale changes need to take place in the industry [to appeal to younger and more diverse talent](#), however, a refreshed focus on design-build projects could be a good starting point.

Firms adopting the design-build delivery method, coupled with other organizational and cultural changes, could attract more talent of the younger generation and allow them to build successful lifelong careers in the construction industry that align with their values and preferences. The benefits of design-build, outside of simply time and cost savings, should be honed by project teams and highlighted across the industry as an effective recruitment tool. ■

Shaping the future, one successful collaboration at a time.

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[dbia.org/join](https://dbia.org/join)



# 30 and Thriving

At just the halfway point, DBIA's 30th year has already been a celebration for the ages! What better way to keep up the celebration than with music? So enjoy this eclectic assemblage of songs – many deep cuts – with the number 30 in the title. ■

## Bruce Springsteen: **30 Days Out**

Hardcore fans of The Boss may know this song, but “30 Days Out” is by far not one of Bruce Springsteen’s best-known tracks. Released as a B-side for several singles (1992’s *Leap Of Faith* in Europe and Australia, *Lucky Town* in Europe and *Roll Of The Dice* in Japan), the song has a more robust history in Springsteen’s live shows than in conventional play. He recorded the song during his *Human Touch* sessions in 1990, but the track was not included on the album. It does, however, appear on bootlegs of *Human Demos* (Flamingo Records) and *The Gospel’s Rain* (Lucky Torch). The song was also considered for Springsteen’s 1998 four-disc box set *Tracks*, but it didn’t make the final cut.

## Imagine Dragons: **30 Lives**

Another deep cut, “30 Lives” has a messy history but remains important to the members of Imagine Dragons. It has been played and released in several ways and has had a series of names, including “Starlight” and “Lay Me Down.” The first known performance of “30 Lives” was likely in 2010, and the song has cropped up in live performances and special sessions since then. One version of the track was included on an album supporting the Philippines after a 2013 typhoon; an acoustic version can be found in the band’s iTunes Session EP from the same year. The song’s final version was dedicated to a close friend of the band, Tyler Robinson, who died from cancer. Robinson began as a superfan but became like family to the band before his passing.



## Jay-Z: **30**

“30 Something” was the third single from Jay-Z’s wildly popular *Kingdom Come* (2006), but it didn’t crack the Billboard charts. However, the “Greg Street Remix” –featuring Ice Cube and André 3000 – saw some popularity. The Dr. Dre-produced song addresses Hova growing up in hip hop, aging out of the antics he declared were for the “young boys” and embracing a mature version of his identity and his place in the rap game. PopMatters said Jay-Z was the “first rapper in the medium to successfully grow old in front of our eyes, all while maintaining his increased relevance within popular culture.” “30 Something” is his reflection on that maturation.

## Jimmie’s Chicken Shack: **30 Days**

Who remembers Jimmie’s Chicken Shack? If the answer is “not me,” you are not alone. That doesn’t mean the Shack didn’t impact a certain disaffected sector of Gen X, particularly with their appropriately self-pitying 1999 hit “Do Right.” Jimmie’s Chicken Shack has remained mainly on the fringe of even the alternative space they have occupied since the early ’90s. Still, the band did gain some mainstream spotlight for singles from 1997’s ... *Pushing the Salmanilla Envelope* (Rocket Records) and 1999’s *Bring Your Own Stereo* (Island/Defjam). The latter album includes our 30-themed song of choice. Jimmie’s Chicken Shack disbanded in the early 2000s but reunited in 2021; they released *2conds* (Fowl Records) in 2022 and continue to play live shows.

## Manic Street Preachers: **30-Year War**

Part of Welsh cultural movement *Cŵl Cymru* (Cool Cymru) in the 1990s, Blackwood-based Manic Street Preachers began in the mid-80s as a punk band, evolving to more of an alternative sound over the years. The Manics, however, have retained their leftist political ideology throughout their career. In fact, it is at the center of “30-Year War,” an on-the-nose critique of the Thatcher-led British government and the final track of their 2013 release *Rewind the Film*. Best known for dark subjects, even Manic Street Preachers can’t resist the allure of football in the UK, having released “Together Stronger (C’mon Wales)” as the Wales national team’s theme song for UEFA Euro 2016. The Manics are still together, releasing a number 1 album in the UK in 2021 and opening for The Killers in 2022.

### Billie Eilish: **The 30th**

“The 30th” is one of two surprise singles Billie Eilish released on mini-EP *Guitar Songs* in 2022. Not only was the song a surprise release, but the sound of the track is surprising in relation to Eilish’s oeuvre up to that point. Slow, melancholy, grounded in reality, “The 30th” explores the emotional turmoil she experienced following a car accident that seriously injured a dear friend – on November 30. The track garnered significant critical praise, with many writers citing the song as illustrative of Eilish’s mass appeal.

### PJ Harvey: **30**

PJ Harvey’s inclusion on this playlist is fitting not only because she has a song called “30” but because her biggest release *Rid of Me* turns 30 this year, as well. British-born Polly Jean Harvey has two albums listed in the *Rolling Stone* 500 Greatest Albums of All Time – *Rid of Me* and *Stories from the City, Stories from the Sea* (2002). In 2022, she released a collection of unheard or lesser-known songs, *B-Sides, Demos & Rarities*, which includes “30.” In April, Harvey announced the release of *I Inside the Old Year Dying*, set for July 7, her first new studio album in seven years.

### The Saturdays: **30 Days**

The lead single from The Saturdays’ fourth studio album, “30 Days” charted in the top ten of the UK Singles Chart, reaching number seven at its peak. The song, featured on 2013’s *Living for the Weekend*, deals with the anticipation of counting down the days until reuniting with a romantic partner. Following the model of many “boy groups” and “girl groups” of the late 1990s and early 2000s, The Saturdays were formed when Polydor Records held auditions for group members, who would then release an album with Polydor sub-label Fascination Records and begin touring. The group was often compared to other similar groups in the United Kingdom, like Girls Aloud and the Sugababes, but The Saturdays held their own when their first four releases hit the top ten of the UK charts.

# Did You See That?

This issue is all about design-build flexibility, and the **2022 Design-Build Project of the Year** illustrates that flexibility beautifully. California's **New Natural Resources Headquarters** shows how design-build can deliver in even the most difficult circumstances.

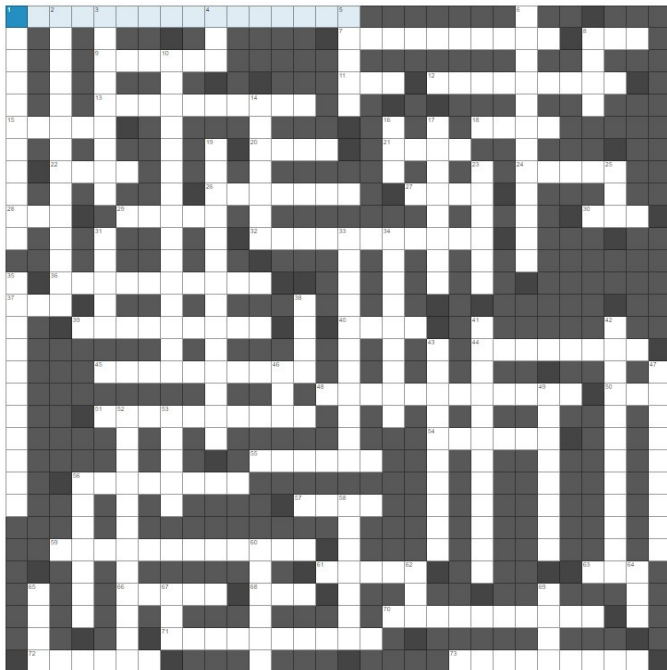
Design-build teams' challenges and risks on any large project can sometimes seem insurmountable. Managing cost escalation, tight schedules, worker shortages and supply chain issues have become the norm. For the design-build team tasked to deliver the State of California's new \$540 million Department of Natural Resources headquarters, their challenges also included the COVID pandemic, deadly wildfires and civil unrest at the nearby state capitol. Despite it all, this Project of the Year team delivered the largest California State Project Infrastructure Fund (SPIF) project the California Department of General Services (DGS) has ever completed.

In addition, the team provided early occupancy on budget while returning several million dollars of surplus funds. The NRH is a shining example of how Design-Build Done Right® collaboration can generate innovation and deliver triple-bottom-line impacts despite the risks and challenges of building in today's environment. ■



# Crossword Puzzle

Take a break with our **DBIA-themed crossword puzzle**! All the clues can be found either in this issue of IQ or on our website (with one or two general knowledge clues thrown in. Don't worry! They're easy.) ■



DBIA Integration Quarterly June 2023  
 Powered by PuzzleMe™

## ACROSS

- 1 Mark your calendars for it
- 7 DBIA's Special Projects Director
- 8 Before the internet, this was how you found your way home
- 9 Floating the floors of a building can be done to do this to sound
- 11 Last letter of the alphabet in some parts of the world
- 12 DBIA's source for everything you need
- 13 Example of an organization that recently used PDB and Best Value
- 15 Made of flint, this small Paleolithic tool was used for creating holes
- 18 AKA "Lady's fingers," they are best when fried
- 20 They prefer face-to-face communication over digital communication
- 21 Infrastructure projects increased in part because of this
- 22 Not odd but
- 24 This state (using its old abbrev.) had another big PDB year
- 26 Brunelleschi, project/team, and student competition will be \_\_\_\_\_ at Design-Build Conference and Expo
- 27 Not a composer in this case but rather a creator and innovator from the Spring Conference
- 28 This time can be early, but it's a break worth waking for
- 29 Meaning purity, honesty, wisdom, this celebratory gift marks a milestone
- 30 "It"
- 32 In addition to the Universal Best Practices, position papers and \_\_\_\_\_ can be found in the Bookstore
- 36 Despite COVID, this is still a best practice
- 37 Shock absorbent and steam-bendable wood
- 39 LaGuardia \_\_\_\_\_ is LEED Gold Certified and a

## DOWN

- 1 What this issue of IQ focuses on
- 2 Betty Brano's advice to young professionals
- 3 Project of the Year in 2022, California's Natural \_\_\_\_\_ Headquarters
- 4 Every one of these dies but they don't all "really live"
- 5 \_\_\_\_\_ Atelier
- 6 The C in the industry
- 8 MAVEN is on near this place
- 10 Record breaker in 2023
- 14 Two of the DBIA playlist artists are from here
- 16 Its past is another word's present
- 17 This artist is having their own 30-year celebration in 2023
- 19 PDB primarily uses a \_\_\_\_\_-based selection
- 23 Florida is allowing \_\_\_\_\_ design-build for some agencies
- 25 Organization that published the Mid-Cycle Report
- 31 Best \_\_\_\_\_ procurement
- 33 The E in the industry
- 34 Best Practices Primer helps avoid Design-Build \_\_\_\_\_
- 35 LaGuardia PD
- 38 Everyone wants to be this until they are; artist responsible for one of the songs on our playlist
- 41 This contract is much more consistent and flexible in 2023
- 42 The A in the industry
- 43 FMI forecasts growth despite challenges and \_\_\_\_\_
- 46 If you have too much of this, you may not be an asset to a design-build team
- 47 Another design-build procurement approach, not PDB
- 49 This year in state/local advocacy

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