DBIA
INTEGRATION
QUARTERLY
2022 Q4

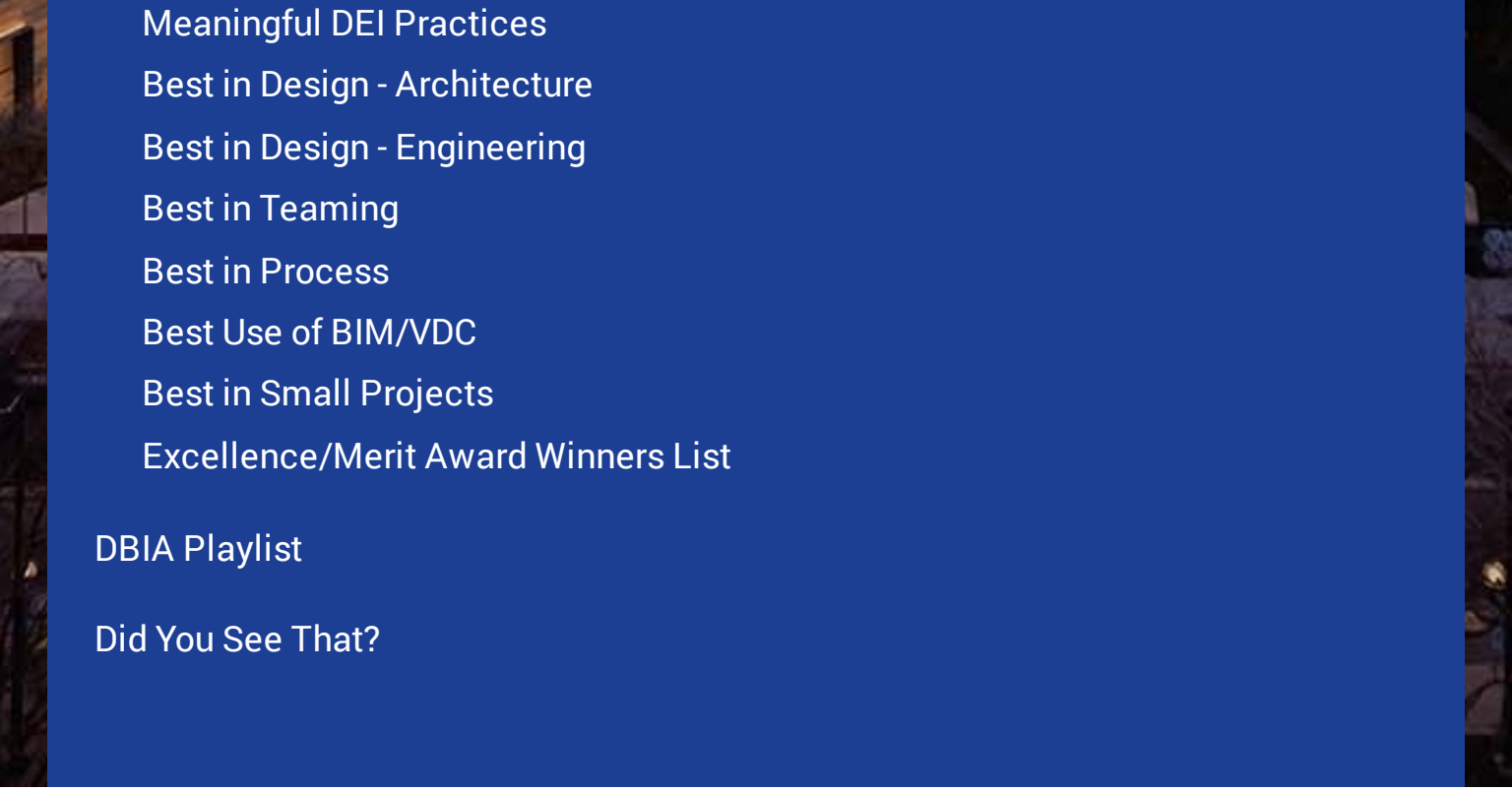
2022
Project of the Year

New Natural Resources Headquarters, Sacramento, CA

DBIA INTEGRATION QUARTERLY

2022 Q4

In This Issue



- Meaningful DEI Practices
- Best in Design - Architecture
- Best in Design - Engineering
- Best in Teaming
- Best in Process
- Best Use of BIM/VDC
- Best in Small Projects
- Excellence/Merit Award Winners List

DBIA Playlist

Did You See That?

Registration is open for DBIA's 2023 Design-Build Spring Conferences in Seattle, WA

Nowhere else can you find *two conferences* offering sector-specific design-build education, resources and networking in *one convenient location*.

March 13-15, 2023
dbtranspo.com/2023

March 15-17, 2023
dbwater.com/2023

DBIA
DESIGN-BUILD
INSTITUTE OF AMERICA

What a Difference a Year Makes

In so many ways, 2022 felt like a return to normalcy or at least a new normal. Clearly, you agree, as we saw new attendance records at last month's Design-Build Conference and Expo in Las Vegas and excellent registration for our education and training courses throughout the year. We hosted our first VDC Leadership Exchange this year delivering on our commitment to focus on "VDC Done Right" ensuring the fusion of people, process and technology continues to drive design-build success. 2022 was a great year for DBIA and, I believe, a precursor for what's to come.

There are many ways we measure success here at DBIA, including financial health, membership trends, industry engagement and impact. So, let's look at what 2022 meant for DBIA, our members and supporters, and what we believe is ahead for the new year.

We're Fiscally Healthy

COVID presented unprecedented economic challenges for many organizations, including ours. DBIA is happy to report that, despite those trials, we've come out on the other side healthy, resuming our steady fiscal growth in 2022. Today, we've grown from a $6 million organization in 2012 to $11 million in 2022. Our "rainy day" fund now holds a year of reserves, double the national nonprofit association average. DBIA is well-positioned for the future.

Impressive Membership Growth

Increased membership is an important driver of our financial strength. DBIA has seen a nearly 15% membership increase in 2022, with design firms leading the way, followed by consultant/owner advisor firms. We're incredibly proud to report that more than 50% of our new Industry Partner members represent MWDBE firms, a great start to our efforts to ensure “meaningful engagement” of these firms as part of design-build teams.

More Owners and Design-Build Teams Trained

Now, more than ever, America needs Owners that understand their role in successful design-build, and well-trained design-build teams to deliver historic infrastructure investment projects nationwide. DBIA is committed to helping prepare our industry and has trained over 2,000 design-build team members on Design-Build Done Right® best practices this year alone. Nearly half of those have worked with DBIA to assess internal culture and needs to create customized training designed specifically for their teams' specific needs. Equally impressive is that most of these custom sessions are with Owner agencies. Enlightened design-build Owners will drive our future success, and they're looking for qualified design-build team members. That's why it's no surprise the number of DBIA Certified professionals continues to grow with 570 in the 2022 Class and more than 6,300 total certified.

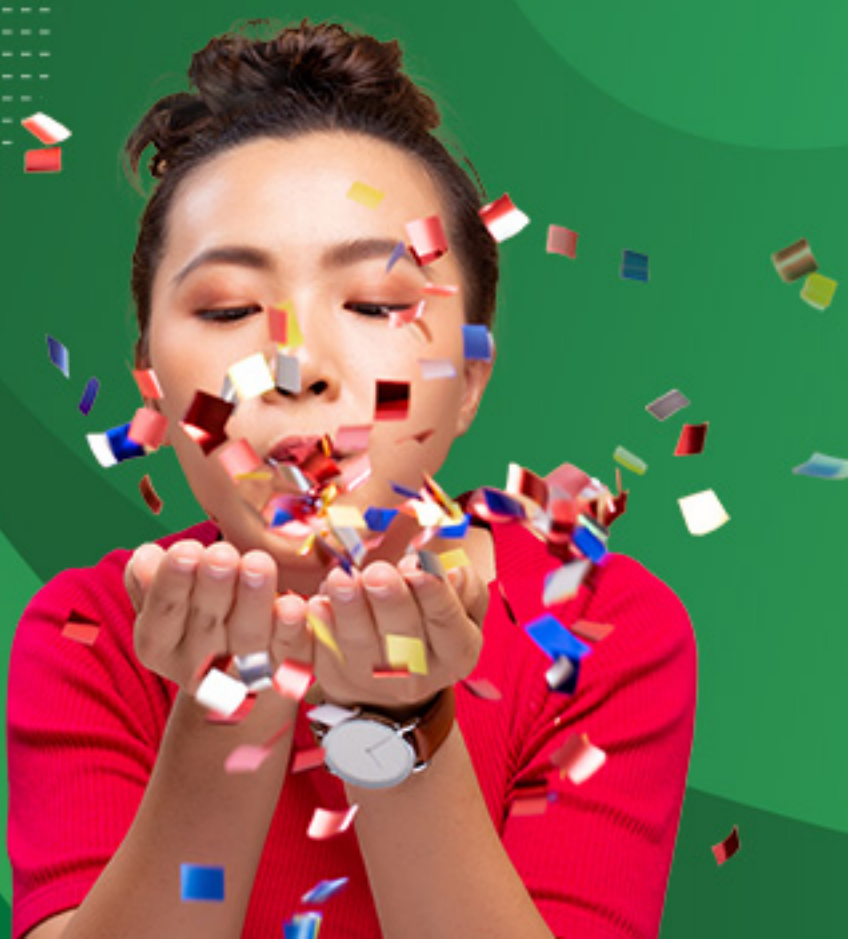
It's been a terrific year, and I look forward to celebrating 2023 with all of you.

Happy Holidays and here's to a historic 2023!

Lisa Washington, CAE
DBIA Executive Director/CEO

Earn CEUs Before the End of 2022

Learn, Earn and WIN



By the Numbers

We're B-a-a-ack! Design-build teams nationwide joined us at DBIA conferences throughout the year, with record-breaking attendance at November's Design-Build Conference & Expo.

We hope to see you all in 2023!

2022 Total DBIA Conference Attendees

5,071

Design-Build for Water/Wastewater
1,188

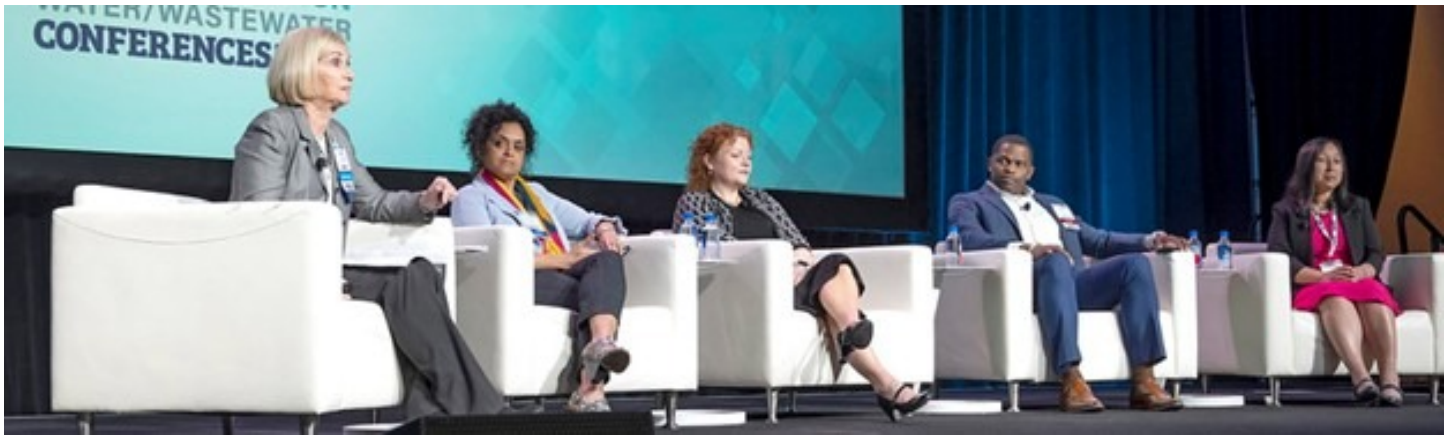
Design-Build for Transportation/Aviation
1,128

Federal Design-Build Symposium
355

Design-Build Conference & Expo
2,400+

What a Terrific Year for DBIA Conferences

2022 marked the first time DBIA has hosted a full year of live conferences since 2019, and it's clear that design-build team members were eager and ready to get back together again. Each event was a terrific success as design-build pros and newcomers alike joined us for the nation's only Design-Build Done Right® events in the nation.



Design-Build for Water/Wastewater and Transportation/Aviation

April

From supply chain to infrastructure investment and artificial intelligence to real-world tools for project success, the 2022 Design-Build for Water/Wastewater and Transportation/Aviation Conferences were events for the record books.

Nearly 2,300 attendees joined design-build industry leaders and Owners for the first in-person event since 2019. The energy was incredible as teams came together to take on some of the biggest challenges and opportunities facing our industry in a generation.

Federal Design-Build Symposium

July

This year's Federal Design-Build Symposium was perfectly timed and brought together hundreds of industry and Owners tasked to deliver historic federal infrastructure investment. DBIA is committed to providing industry, federal agencies and the programs they fund in states nationwide with the innovative tools, design-build best practices and Federal policy insights needed to build high-performance teams.

Design-Build Conference & Expo

November

2,400+ attendees joined us in Las Vegas for the biggest design-build event of the year. More than 35 sessions with the latest design-build topics and resources provided real-world tools for every member of a design-build team. Our new VDC exchange also provided unique programming for those using VDC in design-build.

Don't miss out on next year's events.
Mark you calendars and plan to join us in 2023!

2023 DESIGN-BUILD TRANSPORTATION AVIATION CONFERENCE

2023 DESIGN-BUILD WATER/WASTEWATER CONFERENCE

FEDERAL DESIGN-BUILD SYMPOSIUM
DBIA

November 1–3
2023 DESIGN-BUILD CONFERENCE & EXPO
National Harbor, MD

Design-Build Done Right® Education

DBIA is excited to roll out our new 2023 Education schedule and here's a sneak peek of what's ahead.

2023 Design-Build Done Right Education

23 Elective Courses

13 Virtual Certification Workshops

12 Hybrid Certification Workshops in these cities

Los Angeles	Seattle	New York City	Dallas
Denver	Portland	Honolulu	Atlanta
Charlotte	Sacramento	Orlando	Washington, D.C.

4 Extended Certification Workshops

New 2023 Webinar Series

Online registration for 2023 DBIA coursework is in our DBIA Learning Center.

DBIA Custom Training

DBIA's Custom Training program provides maximum control for Owners and organizations to define the design-build curriculum your group needs the most. Hundreds of industry firms and Owners have relied on DBIA's in-house training for their teams, and you can too. Reach out to us online for details.

Call for Presentations Is Now Open for DBIA's 2023 Federal Design-Build Symposium

DBIA is looking for subject matter experts with hands-on experience in design-build in the Federal sector to submit session proposals. Read our submission guidelines and submit your proposal at **dbia.org/federal-design-build** before **Monday, Jan. 23, 2023**.

Learn More

Meet DBIA's 2022 Certification Class

DBIA certification is the nation's gold standard showing a professional's experience and commitment to delivering Design-Build Done Right®. Certified professionals lead the design-build industry and Owners are increasingly asking for DBIA-certified members on their teams.

Through years of experience and hours of education, these individuals have earned their certification and a place among the 2022 Class of DBIA Certified professionals.

You can see the full list of names on our website.

2022 Design-Build Certification Class

570 Newly Certified

Total DBIA Certified

6,348*

***as of November 30, 2022**

2022 National Design-Build Student Competition

University of Arizona Team Named Design-Build National Champions

University of Arizona Student Championship Team Award Presentation. Left to right: Lisa Washington, DBIA, Dean Papajohn-Faculty Advisor, Arsenio Figo-Team Member, Rej Awit-Team Member, Grant Hoffman-Team Member, Helena Zikov-Team Member, Aria Mascall-Team Member, Steve Grauer-DBIA.

For months, college students from architecture, engineering and construction programs nationwide have been preparing for this year's National Design-Build Student Competition. Seventeen university teams competed this year. The competition was

fierce, with the “Cardinal Design-Build” team from the University of Arizona ultimately winning the top prize as 2022’s national champion.

2022 Design-Build Student Competition Finalists

1st Place Winner

University of Arizona

Team Members:

Rej Awit, Architectural Engineering
Arsenio Figo, Construction
Grant Hoffman, Civil Engineering
Aria Mascall, Architectural Engineering
Helena Zikov, Construction

2nd Place Winner

University of Florida

Team Members:

Lia Fernanda Grimmer Perez, Architecture & Construction Management
Chris Fettes, Architecture

Tristan Henderson, Construction Management
Rachel Jean-Denis, Construction Management
Rain Meekins, Construction Management

3rd Place Winner

University of Colorado Boulder

Team Members:

Aaron Aguilera, Architectural Engineering
Omar Ahram, Civil Engineering
Marisa Bosso, Structural Engineering
Spencer Chuck, Architectural Engineering
Kai Reimers, Architectural Engineering

These students collaborated to deliver a design-build project through each stage of development and make their presentation to the nation's leading design-builders. This year's project is a parking facility with education classrooms on a liberal arts college campus in the midwestern United States. This two-phase competition gives teams from colleges and universities a chance to respond to a Request for Qualifications (the first phase) and a Request for Proposals (the second phase), with the top three teams from the RFP phase presenting their project live to a panel of industry leaders.

The University of Arizona team says the secret to their success was building a sense of team, and collaboration and respect early in the process.

New in 2022

The national student competition jury introduced a new award this year, recognizing the best individual presenter from the three finalist teams. Congratulations!

Individual Award for Best Presenter

Chris Fettes

Cypress Construction
University of Florida


RINKER SCHOOL
DBIA
2022
National Student Competition
Best Individual Presentation
For Outstanding Presentation Performance

Available now!

DBIA's **updated contracts** are available in the DBIA Bookstore. Contracts and forms are fair basis documents, which can be customized to fit the needs of your specific project. **DBIA members receive 50% off**!

DBIA Bookstore

store.dbia.org

Building on 2022's Design-Build Successes

2022 has been a record year for design-build advocates, with more than 100 bills introduced this year alone. DBIA saw the highest legislative success rate in our history, with 83% of the legislation we supported in 2022 becoming law. In addition, California and Illinois saw tremendous activity, and a record number of progressive design-build bills were approved nationally.

While some AEC sectors may have been slower to come out of the COVID era's economic challenges, that was not true for design-build teams, said DBIA's Director of State/Local Legislative Affairs, Richard Thomas. "A lot of design-build projects were accelerated during the pandemic, rather than being put on hold. I think it's design-build's flexibility that served us really well during that chaotic time. That's why design-build was the only

delivery method that didn't have shrinkage in the market share despite the challenges of the COVID era."

Not only did that flexibility help fuel legislative activity in state legislatures, but on a federal level, the passage of historic funding bills is expected to fuel projects nationwide for years. "When we look at the federal side, many important pieces of legislation passed, including the infrastructure bill, the rescue plan and the inflation reduction plan," explained DBIA's vice president of advocacy and industry engagement, Louis Jenny. "A lot happened in a pretty limited amount of time where the stars did align in the last 18 months, and a lot of big things got done."

As dollars from the federal infrastructure package continue to flow to programs nationwide, Owners and industry alike are navigating the implementation challenges of such a massive program. However, the need to deliver diverse projects across all sectors and regions is fueling design-build's success. Thomas elaborated, "Even local projects are getting bigger and more complicated. So, I think as both Owners and practitioners are trying to balance that risk, they're finding design-build is the best way to get these projects out on time and budget."

So, what's ahead?

On the state level, there's been a growing interest and usage of progressive design-build in sectors like transportation. Thomas said he expects that to continue in 2023. "We've had seven states over the last two years that have moved forward on progressive design-build legislation. What's interesting is that we're seeing the most movement on the transportation side. Departments of Transportation have been the most resistant, as it was always a best-value world, but as projects get bigger and riskier, they're looking for even earlier collaboration."

On the federal side, there's little doubt that November's election results will change the dynamics in Congress. However, that's unlikely to impact design-build authority; according to Jenny. "I do think that we are looking at a time when Congress isn't likely to get as much done. So it's going to be more of a time to regroup legislatively. But the design-build numbers speak for themselves. Its usage is growing, so it's an exciting time to be part of it. There will be interesting things for our industry going forward, no doubt."

Hear more about DBIA's legislative efforts in 2022 and beyond in our *Design-Build Delivers* podcast with Louis Jenny and Richard Thomas. ■

OUR WORD MEANS MORE THAN ANY CONTRACT.

We say what we do, and we do what we say. Whether the bid calls for alternative delivery or not, we dig deep in our expertise to find the smarter way of accomplishing your goals and honoring our commitments. To learn more, visit ***AmesConstruction.com***

Ames Construction

Instilling True **Confidence**. Delivering **Success**.

What Does A Changing Economy Mean for Design-Build Projects; What are the Obstacles or Opportunities?

By Matthew E. Cox, Partner with Smith, Currie & Hancock LLP's Charlotte Office

Contractors are eternal optimists, as they should be. They tend to look at what is possible versus what is impossible. Contractors are generally early risers, task managers, organized and hard workers. Accordingly, when obstacles are placed in front of a Contractor, he or she figures out a way to go around it, under it, over it, or through it.

Most economists are projecting that 2023 will bring about a significant recession, as interest rates continue to climb and certain materials remain volatile. As a design-builder, facing a changing economy, what are things that can be done to get ahead of the forecasted doom? Below is a list of suggestions that make business sense whether there is a recession or not, along with some things you can do to shore up liability exposures.

First, either pay down debt or increase reserves. If 2008 taught anyone in the construction industry anything, it was the companies that were the least leveraged that survived. Having a strong financial position now will ensure bonding or buying capacities, the ability to keep top-level employees and the ability to weather slower streams of income.

Second, secure relationships. Make sure that you have good working relationships with your subcontractors, owners, suppliers, bankers, and insurance and bonding agents. Having your team focused and ready to compete or present for upcoming work will be essential. As a design-builder, make sure your design professionals or partners are doing the same things. Communicate honestly about challenges that arise on a project.

Matthew E. Cox
Partner with Smith, Currie & Hancock LLP's Charlotte Office

Third, if you have not already or are not continually doing so, start looking at inefficiencies within your company and make

necessary changes now rather than simply waiting for the fallout. If work is starting to slow down, make corrections in place of simply trying to mask the problems or hoping that it will work out down the road.

Fourth, focus your efforts on your most profitable work, rather than trying to learn a completely new area of construction and diversify into fields that you don't know anything about.

Fifth, make sure you have adequate insurance for your areas of practice. When money becomes tight, the first inclination is to try to save money by reducing coverage areas or limits. Cybersecurity insurance is not cheap, but you cannot afford not to have it. Make sure that the limits are sufficiently large enough to cover you. More and more, clients have hackers are reaching their internal systems, sending spoofed emails to clients and redirecting payments. Do not get caught as a victim.

Sixth, make sure that you are using contracts that you are familiar with and that reasonably allocate the amount of risk you can control or are willing to assume. If you need to, have a professional review them for you, or use industry standard documents such as those provided by the DBIA.

Seventh, avoid taking unnecessary risks with an owner that has a bad reputation, simply because you need the work, and, this time, it might not be so bad. Difficult owners do not get more reasonable when money becomes scarce. Do not allow yourself to become prey to being reactive rather than proactive.

Obstacles, in any economy, will leave those who are prepared with opportunities. Opportunities to show how a design-build project can come in under budget, with less risk and exposure to the owner. Opportunities to coordinate and collaborate to avoid material supply problems, by value engineering and providing substitutes when possible. Opportunities to show how a design-build project can come in faster than scheduled and more efficiently than a design, bid, build project.

Adequate preparation now will ensure and enable you as a design-build Contractor to be a front runner and uniquely positioned to tackle the many projects that are essential for this Nation's infrastructure. The funding for these projects is already in place, and these projects will continue to be built, even in the midst of a recession.

Adjustments may be necessary. Adaptation is at the center of every successful business. Adapt or die. Simply continuing to do something the same way, because that is the way it has always been done, when it is no longer working is not a viable option in a recession or in a competitive industry. However, knowing what you do best and marketing what that is, even in a recession, will ensure your continued success. ■

About the Author: **Matthew E. Cox is a law partner in the Charlotte office of Smith, Currie & Hancock LLP.** He focuses his practice in the areas of Construction Law, Commercial Law and Government Contracts, with his emphasis in litigation and compliance. He represents a variety of private clientele in the Construction Industry from design professionals, to owners and developers, to general contractors and subcontractors. He also represents business clients from formation to advice or litigation such as software development companies, restaurant owners, chemical companies, energy companies, and the telecommunications industry. He also has experience working for insurance companies, including sureties. He can be reached at mecox@smithcurrie.com. Learn more: www.smithcurrie.com.


"Parking in a healthcare environment is critical to providing good customer service."
- Gordon Knowles, Watry Design, Inc.


WATRY DESIGN, INC.
Architects * Engineers * Parking Planners

2022 Brunelleschi Lifetime Achievement Award

GREG GIDEZ, FDBIA, FAIA, LEED AP

Director of Design Services

Hensel Phelps

When Greg Gidez began his career four decades ago, design-build was considered radical. Yet, he saw the value of a truly integrated team early on and took a leadership role in expanding design-build nationwide. As an architect and design-builder, Greg helped our industry maximize the power of the entire team by building collaboration based on trust, encouraging innovation and delivering design excellence. His work as Hensel Phelps' Director of Design Services is impressive in its own right, delivering too many notable design-build projects over the decades to list here while also demonstrating the value of Design-Build Done Right® best practices time and again to clients and team members alike.

Greg's work as an industry leader, innovator and teacher truly sets him apart. His leadership at DBIA alone spans decades, as the 2011 DBIA National Board Chair, Committee leader, DBIA-approved instructor who's also created design management coursework, Mentor and Fellow. He's helped bridge the industry gap by actively engaging with students and academia through DBIA's Educator Workshop, playing a pivotal role in developing our next generation of leader. He's worked extensively to promote the collaboration that is at the heart of design-build by bringing design-build expertise to other organizations such as AIA's Project Delivery Knowledge Community and the Charles Pankow Foundation as a Board member and Industry Advisory Council member. Greg's goal has always been to find ways to foster success for all members of the team by actively listening, understanding, sharing and strategizing. He's also among an elite group

of industry leaders elevated to the College of Fellows at both AIA and DBIA.

When you talk to those who know Greg best, they'll tell you it's his commitment to helping build high- performance collaborative teams while also providing the leadership and trust needed to empower those teams to succeed that sets him apart. Never one to shy away from the "elephant in the room" topics like risk management or managing expectations, Greg has helped the design-build industry embrace the mental shift needed to empower collaboration, moving beyond cost and schedule to look at triple-bottom line successes in design-build project delivery. ■

2022 Distinguished Leadership Awards

Congratulations to this year's Distinguished Leadership Award winners! These four individuals have demonstrated leadership in the advancement of effective design-build practices and in the promotion of design-build as a project delivery method of choice.

Industry Practitioner

James Avitabile, PE, DBIA
Vice President, Transportation & Infrastructure, RS&H

Throughout his career, Jim Avitabile has advocated for the use of design-build, Progressive Design-Build, and P3s on a variety of complex highway, bridge, rail and transit facility projects throughout the U.S. He has been a technical advisor to state DOTs and transit agencies and served in the role of statewide owner's representative preparing design-build procurement documents, project screening and assisting agencies navigate training of their staff. Jim is a Registered Professional Engineer in four states, a certified DBIA Professional, and has served in active leadership roles with DBIA at both the regional and national levels. He has directed and participated in the programming, planning and design efforts on over 50 design-build projects, including some of the largest P3 and design-build projects in the U.S.

Industry Practitioner

Daniel Rawlins, RA, DBIA
Principal, The Rawlins Group, LLC

Dan Rawlins is passionate about creating a collaborative environment among Owners, design-build teams, regulating agencies and other project stakeholders that bring out the best that design-build delivery can offer. He is a registered architect with more than 45 years of experience in the design of educational, civic and criminal justice facilities. He has actively served as a Design Criteria Developer and Owner's Advisor, having guided more than 100 public projects through successful source selection and project execution using design-build delivery. Dan's list of DBIA contributions is long, including serving at the Regional level as a Board Member and Treasurer, a student Competition Judge, as well as being a presenter at several Regional and Chapter programs. Since 2010, Dan has served as a DBIA Continuing Education Instructor.

Owner

Jeannie Natta, Assoc. DBIA
Interim Director, Project Delivery Group, University of Washington — University Facilities Building

Jeannie Natta is a skilled leader of large project teams and understands just what it takes for a team to deliver a well-executed project. While at the University of Washington, she has led two of the university's largest and most complex design-build projects, including the 2021 DBIA Project of the Year winner, University of Washington Hans Rosling Center for Population Health. Jeannie is an enthusiastic and eager teacher of design-build best practices to students and young professionals. Since 2019, she has also been an invited speaker to promote design-build best practices at regional DBIA conferences as well as to undergraduate and graduate students in Construction Management and Architecture programs at the University of Washington.

Young Professional

Jeffrey Goodermote, DBIA
National Director of Parking Structures, Swinerton

Jeff Goodermote motivates and inspires teammates to break down the walls of their respective company goals to work together as an organized and unified team, all working toward a common goal of successfully completing the project as a design-build team. As Swinerton's National Director of Parking Structures, he has experience designing and constructing large-scale parking structures for a wide range of markets, including aviation, higher education, healthcare, hospitality, civic and office. Jeff is an active member of the industry, serving on several organization's committees, promoting design-build as the delivery method of choice. Under his leadership, Swinerton has received several project awards, including this year's DBIA National Award of Merit for LAX Economy Parking Structure.

Introducing the Fellows Class of 2022

Designated Design-Build Professional® Fellow status recognizes the achievements of our most accomplished design-build certified professionals. DBIA Fellow status is limited to 2% of Designated Design-Build Professionals who are elected to Fellowship by a jury of their peers. Requirements include:

- 10 years continuously holding DBIA certification; and
- 10 years of continuous membership in DBIA; and
- 10 years responsible charge of design-build experience gained while DBIA-certified; and
- Nomination by an individual in an approved DBIA leadership position.

Congratulations to the distinguished group of design-build professionals.

Brian L. Aske, FDBIA
Director, Lease Crutcher Lewis

Brian Aske has been engaging in and advocating for design-build for almost his whole construction career. His first experience was 27 years ago when he advocated for his employer to move him across two states so that he could be a key team member for a large, best value, stipulated sum, design-build project constructing multiple buildings for the city of Oakland. He learned how to make a design-build project successful through open and honest communication, trust and respect, and leveraging collaboration for the most innovative solutions. Brian was DBIA certified in 2006 and, over the years, has been a presenter and guest lecturer advocating for design-build, sharing the advantages of the delivery methods and best practices to construction management and architecture faculty and students.

John W. Bale, PE, FDBIA, MBA
Vice President, CRS Engineers

Over the span of John Bale's career, he has been involved with more than 50 design-build projects, served on DBIA's Transportation Markets Committee as well as the National Board of Directors, and has been a certified instructor for DBIA for many years teaching across the country. He was the primary author of the transportation chapter in the DBIA Manual of Practice and a contributing author on other DBIA documents, including the Transportation Best Practices. Through his work with the American Council of Engineering Companies in Utah, John works to help improve the design-build program in the state and has led two industry outreach programs in Minnesota and Michigan to help each Department of Transportation improve its design-build process.

Scott A. Churilla, FDBIA
Vice President, Owner Advisor Practice Leader, CDM Smith

Scott Churilla's introduction to design-build began with Kiewit Corporation in the 1990s when a senior executive told him, "Become an expert in design-build." His experience with design- build continued at HDR, Inc. where he spent 14 years helping clients and colleagues approach and understand the design-build market. Over the years, he has been heavily involved at the regional level with both the Mid-America Region and Florida Region. Scott remarks that one of the single greatest experiences of his professional career has been his 7.5 years of service to the DBIA National Board of Directors, which will conclude in 2022.

Patrick E. Crosby, SE, LEED AP, FDBIA
Principal, Crosby Group

Patrick Crosby, founder of Crosby Group, has been involved in design-build since 1986, beginning with a 13-story residence hall in San Francisco. Since then, his firm has completed over $6 billion in design-build projects, including the latest State of California Department of General Services 10-story project costing $450M. One of Patrick's greatest privileges in his career is serving 7 years on the DBIA National Board of Directors. He has continued to stay involved by serving on various DBIA committees over the years. He is also a volunteer and served on the Board for Silicon Valley Boy Scouts.

Tim M. Graybeal, PE, FDBIA
Design-Build Manager, Lydig Construction, Inc.

Throughout his career, Tim Graybeal has been a tireless advocate for design-build and has worked directly with multiple local agencies to assist in the transition to design-build. He was instrumental in leading the first regional government agency, the Spokane Public Facilities District in Washington state, to use design-build. He has participated in or lead over $1B worth of design-build projects of varying sizes and types. Tim is the founder of the Inland Northwest Chapter of DBIA, serving as its first Board President, and has been the Treasurer of DBIA's Northwest Region. He was also a 2019 National Design-Build Leadership Award Winner.

Douglas K. Herbst, FDBIA
Collaborative Project Delivery Manager, Freese and Nichols, Inc.

Douglas Herbst has been a design-build subject matter expert championing the merits of design-build with Owners, engineers, contractors and clients. One of the most satisfying parts of his job has been answering Owner questions and addressing their concerns to ensure a more complete understanding of design-build. He has a long history of involvement with DBIA, including as one of the Texas Chapter founders, which later became the DBIA Southwest Region, and has served as a region board member since its inception. In 2006, Douglas was Co-Chair of the Texas Law Change Committee, which led to successful legislation for design-build for horizontal projects, known as Texas Government Code Chapter 2269 Subchapter H Design-Build Procedures for Certain Civil Works Projects.

Shailendra G. Patel, PE, FDBIA
State Alternative Project Delivery Engineer, Virginia Dept. of Transportation

In his current position with the Virginia Department of Transportation (VDOT), Shailendra Patel provides technical support for the Public-Private Transportation Act (PPTA) program, which predominately consists of design-build projects. Recently, under his leadership, VDOT implemented progressive design-build as one of the project delivery tools for transportation projects. Shailendra has served as an active member of the DBIA Transportation Markets Committee since 2009 and has also served on a number of different subcommittees, including the DBIA Education Subcommittee. Through his involvement with DBIA, he serves as a strong advocate for DBIA's Best Practices. He received the Individual Owner Design-Build Leadership Award in 2015 and, under his leadership, VDOT's I-66/ Route 15 Interchange Reconstruction Project was recognized as 2018 Project of the Year.

Darlene M. Septelka, FDBIA
Assistant Teaching Professor, University of Washington

Darlene Septelka joined DBIA 24 years ago and was in the first class certified in 2002 as a charter elected Designated Design-Build Professional™. Over her career, she has been a trainer, speaker and author on design-build best practices. She has traveled the globe working on international projects for The Boeing Company that included design-build projects in India, Turkey and China, where she could implement and influence DBIA Design-Build Best Practices on a global level. After retiring from industry, Darlene returned to academia and continues to teach design-build best practices to our future leaders. She currently teaches the DBIA-approved UW graduate Design-Build Project Management Class that she created in 2008.

You can learn more about the DBIA College of Fellows and DBIA's Distinguished Leadership Awards on the DBIA website.


DESIGN-BUILD
PROJECT
OF
THE YEAR
DBIA

Meet DBIA's 2022 Project of the Year

New Natural Resources Headquarters (NNRH)
Sacramento, California

The challenges and risks design-build teams face on any large project can sometimes seem insurmountable. Managing cost escalation, tight schedules, worker shortages and supply chain issues has 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 year's 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. 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, delivering triple-bottom-line impacts despite the risks and challenges of building in today's environment. It also sets an impressive standard for all current and

future SPIF projects in California.

The Project

The new home to California's Natural Resources Agency is an 850,000 sf., 22-story high rise office tower that includes several other state departments, a health and fitness center, an auditorium, a multivendor food court and a pedestrian plaza. Adjacent to the tower are two separate one-story buildings totaling 10,000 sf. were designed and built to allow up to three retail spaces. The project also included the renovation of the historic Heilbron House, built in 1881 and in need of extensive improvements. A new 130-child daycare facility was also constructed on top of an existing DGS-owned office building across the street. From offices to a historic renovation and just about everything in between, the new agency complex was a unique project from the beginning.

Team leaders from Turner Construction Company and AC Martin, and the Owner, California's Department of General Services, believe the team itself is what set this project apart. Said Richard Standiford, DGS's NNRH Project Director, "The project itself felt special from the first day. There was really a great culture of trust and a great culture of collaboration." The team's "big room" approach allowed the entire team to be proactive

and open to full collaboration, according to Turner's Project Director, Jim Hull. "I think what made the project successful was the 'big room.'" You could be our newest engineer and go up and talk to the client about any issue and vice versa. It was open communication throughout. That's unique."

Putting Design-Build Done Right® to Work

From project conception, the California DGS used Design-Build Done Right® best practices in how the project was staffed, procured, contracted and executed. Stipends, a formal partnering process, impressive teaming and collocation set the stage for success. Mike Meredith is SPIF's capital program manager and a DBIA national board member. "We follow DBIA best practices. That's how we set up the selection process. We went out of our way to engage the industry through informational meetings, openly shared our critical success factors, and the industry responded overwhelmingly positively to the process," he explained.

DGS was committed to talking through the risk from the beginning. According to Standiford, "We were never siloed about our risks. And we were never afraid to share what we thought the risks were. We had a lot of transparent meetings where we talked about concerns." "There were no egos, you know?" explained AC Martin designer Tammy Jow. "A lot of times on large-scale projects, factions get created. But here, whenever there were tough moments or head-butting with someone, it didn't last because we were in a big room. We always came back together and talked it out, and together we came up with a better solution."

The NNRH project also included an impressive 17 DBIA-certified members in the team leadership. Meredith said the goal is to be viewed by the design-build industry as an "Owner of choice." "All the state's project directors and people associated with the project are DBIA certified. If you're going to be in the SPIF program, you need to be DBIA certified. That's why we have a deeper understanding of the overall objectives and what design-build is about."

Beauty, Community, Resiliency and So Much More

The NNRH and its surroundings were designed to bring awareness to our vital relationship with our natural environment. Inspired by the California Delta and other significant natural icons, the building incorporates natural forms and materials throughout. For example, the striking auditorium ceiling design was modeled after the rings of a tree. It's light-filled with expansive windows, communicating government transparency and providing natural light and views into and out of the space. It's no surprise that this room has become one of the Governor's favorite public venues.

Sourcing California materials was an important project goal. The public lobby features an impressive feature wood wall composed of reclaimed wood from the Paradise Fire that raged north of Sacramento in 2018. The retail buildings, auditorium and first-floor level are clad with rammed earth panels. Fabricated in California using raw materials sourced locally, rammed earth panels had never been used on a project of this magnitude or in a commercial application, providing a unique opportunity for a small local contractor.

"These panels are actually handmade, each one with a mold, and the gravel is selected

from different parts of California," described Jow. "They are hand-pounded and poured in layers. A very small business fulfilled this vision. It's something this company is very proud of, and as a team, we're very proud too."

The state's hiring goals were aggressive. "We set a goal for 25% small business and diversity and inclusion, but they weren't really goals. They were requirements," explained Standiford. The team responded to the challenge by exceeding all supplier and workforce diversity goals at 27% small business, 7.9% disabled veteran business enterprises, and 24% apprentice hours, with 31% of those hours completed by targeted workers. The Turner/ACM team's approach was methodical and purposeful. According to Hull, "If we were short on or didn't have any small businesses identified, we'd go out and look for them, get them certified so they could bid. Or we'd decrease the size of the bid package so a small business could take it on." Ultimately, Hull said that planning paid off. "You can't just hope and pray that in the end, it's going to work out. You must have a plan from day one."

As expected for an agency whose mission is stewardship of the state's resources, this project prioritized energy conservation and resiliency. The LEED Platinum Certified tower will meet Net Zero Energy standards and act as a reminder of the importance of being a steward of the environment. It will generate 235.8 kW of solar energy onsite. In addition, the public plaza features drought-tolerant planting, and the tower will use at least 50% less water than a typical, comparable office building.

In every way, DBIA's 2022 Project of the Year is impressive. It continues to raise the bar for design-build teams that are pushing the collaboration and innovation envelope. For many on the NNRH team, it's a project of a lifetime. "Our goal was not to win awards. It really wasn't," said Yow. "We went through disasters together and all kinds of things to realize an amazing outcome. It's incredibly humbling that something that we do day-to-day together can be recognized on the national stage." ■

Meet the 2022 Design-Build Project of the Year team in our December episode of the Design-Build Delivers Podcast.

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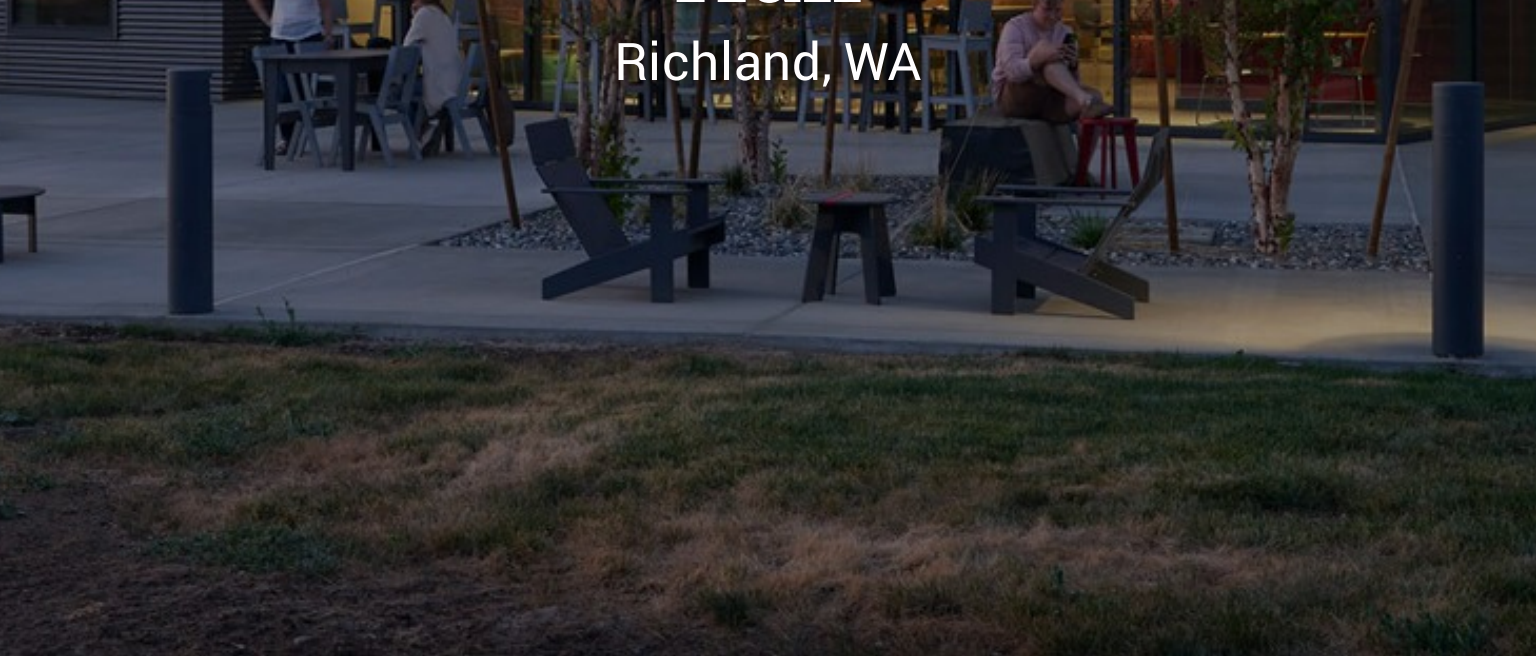
WSU Tri-Cities Collaboration Hall



The Chair's Award is a special honor recognizing design-build teams which have shown extraordinary commitment to triple-bottom-line success…economic, environmental, and social. This project and team have positively impacted the communities they've engaged in extraordinary ways.

Washington State University's new 40,000 sq. ft. Collaboration Hall creates a modern, cohesive and flexible interdisciplinary building that supports current and future needs at the Tri-Cities Campus. WSU Tri-Cities is a branch campus that primarily serves first-generation and non-traditional students. It was important to provide a building with the same level of finishes that would be seen on the main campus in Pullman. The team worked with students, faculty, staff and many other stakeholders to design and build teaching laboratories, classrooms and collaborative spaces that celebrate students' commitment to a better world and demonstrate WSU's commitment to making that world a reality. The Collaboration Hall project embodied Design-Build Done Right® from the start, and the team's commitment to the delivery method paid off with great design executed on time and under budget.

The WSU Tri-Cities Collaboration Hall project also included an all-women core team. A team made up of only women was a first for the Owner in 30 years and certainly uncommon in the industry. With women representing less than 10% of the construction industry, this team serves as a powerful statement to the industry and is sure to

encourage future generations of women to embrace this important industry. ■

Design-Build Team

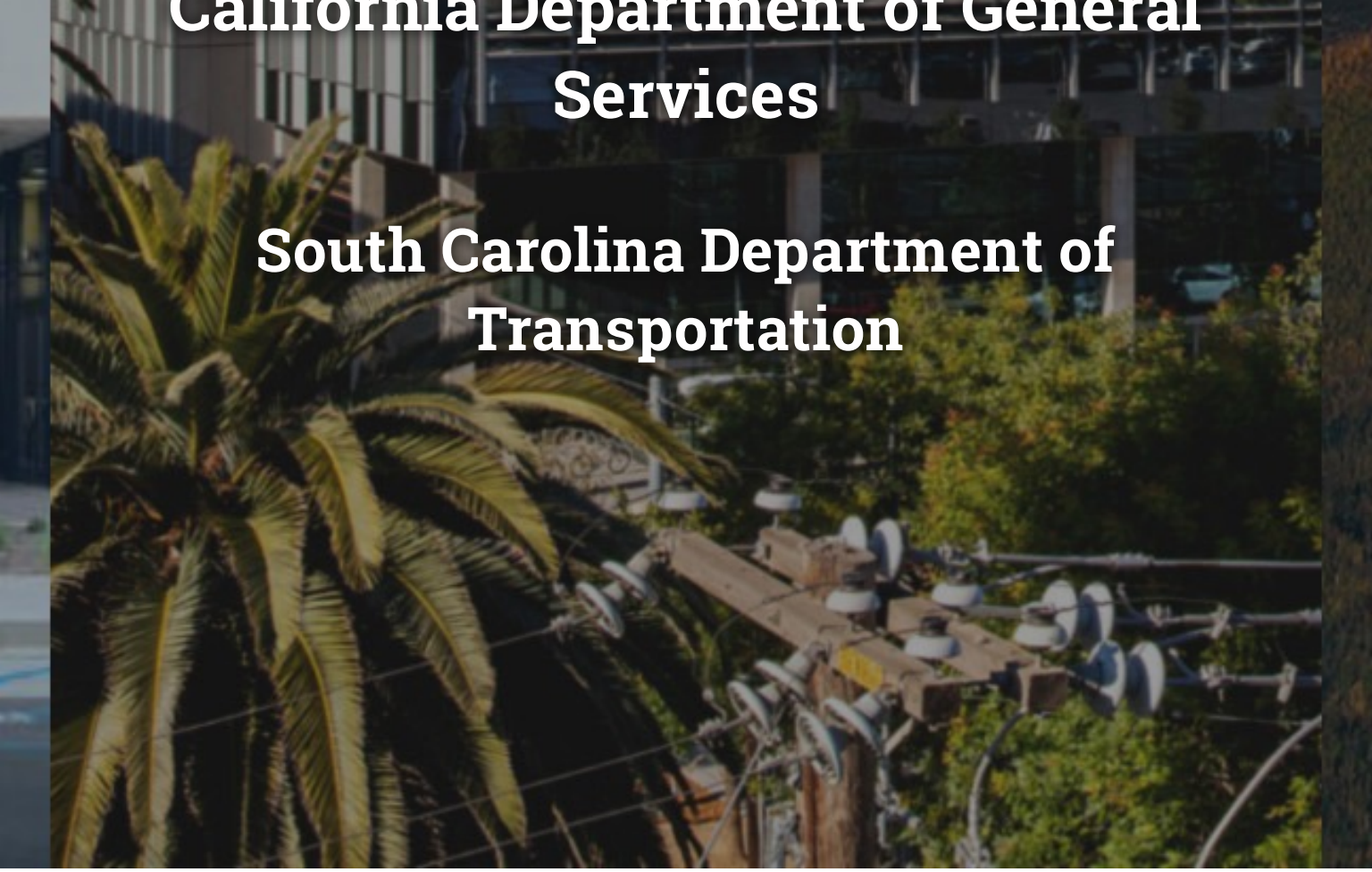
Client/Owner:
Washington State University
Design-Build Firm:
Hoffman Construction Company of Washington
Architect:
ZGF Architects
Engineer:
KPFF Consulting Engineers
Specialty Contractors:

Research Facility Design

ENLIGHTENED OWNER

Bernalillo County, New Mexico

California Department of General



One of DBIA's new award categories in 2022 recognizes "Enlightened Owners." Owners are critical to optimal design-build outcomes. They set the stage for success from how they effectively procure design-build services to how they contribute to creating and maintaining a positive, collaborative environment. Meet DBIA's 2022 Enlightened Owner award recipients.

Bernalillo County, New Mexico

Bernco at Alvarado Square

This project benefitted from a champion within the county who believed design-build was the right approach for this project and, as a result, this project delivered stellar results. The team participated in a design-build boot camp. All members received accreditation and followed DBIA best practices. There was intentionality from the Owner to execute design-build the right way to deliver a remarkable project and to set up future successes. In a state where Design-Build has made few inroads, the Bernco at Alvarado Square team captured the delivery method in spirit and execution. This integrated team used Design-

Build to deliver considerable value to constituents, county employees, and the community. The project will stand as a case study in adaptive reuse, energy efficiency, responsible design, construction excellence, and teamwork.

California Department of General Services

Clifford L. Allenby Building

This project was set up correctly right from the start. The Owners did an excellent job setting up conditions for the project's success. They started with best value and offered stipends to non-successful submitters. The Owner, the California Department of General Services, created, initiated and led a project momentum score to keep the project moving upward and forward. This planning helped to empower the team and led the team to successful collaboration. The Owner also incorporated an incentive program to review safety and invited a neutral facilitator to conduct partnering. This project has achieved significant energy, sustainability and resiliency milestones and overcame numerous challenges caused by the pandemic, which can be attributed to the groundwork laid by the Owner.

South Carolina Department of Transportation

US 21 over Harbor River Bridge Replacement

Nearly all the South Carolina Department of Transportation staff working on this project was DBIA certified – and it showed. The Owner followed all of DBIA's best practices in procurement and incorporated thorough risk assessment and risk mitigation throughout. The Owners did not transfer all risks. Quite simply, this Owner did everything right from a DBIA perspective. It was completed all under the same structure from the beginning to the end. DBIA has conducted several certification courses for the South Carolina D-O-T's 13-person design-build team. They have been eager learners, interested in optimal delivery, and it's clear their hard work has paid off. ■

A Whole New LaGuardia Terminal B Redevelopment

Another new DBIA award category in 2022 recognizes project teams exemplifying "Meaningful DEI Practices." Diversity, equity and inclusion have long been a part of design-build's DNA. However, advancing meaningful Minority, Women-Owned, and Disadvantaged Business Enterprises in design-build is much more than checking a box. These teams embraced MWDBE firms early in the process, respecting their role on the team and providing valuable mentoring and support along the way.

A Whole New LaGuardia Terminal B Redevelopment

The Whole New LaGuardia Terminal B Redevelopment was a $4.2 billion project. This massive project had an equally large 30 percent MWDBE goal. But this team went beyond

that and ultimately awarded $2 billion to MWDBE firms, with another $775 million going to local contractors. One MWDBE firm described its involvement as “a moment in time” that forever changed the shape of the company. Being involved in the project provided a valuable learning moment for their entire team and has transformed how they do business. This was an example of meaningful leadership that helped propel MWDBE firms.

Department of General Services California Air Resources Board – Mary D. Nichols Campus

The Department of General Services California Air Resources Board – Mary D. Nichols Campus’ MWDBE goal was 25 percent, but it ultimately achieved 31 percent women, and MWDBE hires. In all, 97 contracts were awarded to these firms. The team conducted a series of events and outreach. Firms working on this project say their participation helped propel their companies and grow their talent. They were also able to keep their employees during the pandemic. They say their engagement in this project has set them up for new opportunities in the future.

Sound Transit Operations and Maintenance Facility East

The goals established by Sound Transit for this project were 6 percent DBE and 12 percent small businesses for design and construction. This project and team surpassed these goals, with 11.5 percent DBE and 14 percent of small businesses reached. A letter from one MWDBE firm indicated they were grateful for their involvement, and because of it, they didn't have to lay off any employees during the pandemic. But beyond that, this firm says the mentorship and guidance gained throughout this project would have a lasting impact. The internal and external teams for this project were also women-led. ■


226B
Link
SOUNDTRANSIT
SOUNDTRANSIT
A2

Clifford L. Allenby Building

Photo Credit: Connie Zhou

As the new home to the California Health and Human Services Agency, the Clifford L. Allenby Building reimagines the government office as a modern hybrid workplace, emphasizing occupant health and wellness and setting new benchmarks for energy and water conservation. The team spent significant time collaborating with the building users to design a space that reflects how they want to work and empowers greater choice and control over their environment.

The design embodies modern, timeless architecture and honors the existing 1960s-era state buildings that flank the project site and historic Capitol Campus, located only blocks away. The team also wanted to inspire interdepartmental community, government transparency, and transformation. The program and interior design revolve around the "Mother Lode" concept, an energized community hub at the heart of each floor that binds the north and south open office flex-wings together. The interiors were designed for environmental comfort, ergonomics, and biophilia, including natural materials, scales, patterns, and views that appeal to the human need for variety and rhythm in our environment. Interior glazing is purposefully used throughout the office to maximize daylight and views for all occupants. Exposing the ceiling structure and building systems achieves a higher ceiling height, creating an expansive, light, comfortable and open feel

to the interior space.

The project's commitment to sustainability reflects the importance of environmental stewardship and health and wellness. The design emphasizes daylight, indoor-outdoor connections, various food services and amenity spaces for gathering and collaborating, high indoor air quality, and red-list-free interior materials. The project achieved LEED Platinum certification and is on track to achieve Fitwel certification, a first for a State of California-owned building. The Clifford L. Allenby Building delivers on California's zero-net energy commitment with offsite PV arrays. The project's extremely efficient Energy Usage Intensity (EUI) places it in the top 1% of all U.S. office buildings.

The interior palette uses finishes inspired by the project's surroundings in Sacramento, known as the "City of Trees." Various wood species California-owned Ash, Walnut, and Oak – appear throughout the building to celebrate the state's diverse forests. In addition, bronze and gold details make subtle references to Sacramento's part in the California Gold Rush.

By all measures, this building was a forward-thinking, innovative and beautifully designed project. ■

Design-Build Team

Client/Owner:
California Department of General Services
General Contractor:
Rudolph & Sletten
Architect:
ZGF Architects
Associate Architect:
Lionakis
Engineer:
Glumac
Specialty Contractor:
BKF Engineers
Owner Advisor:

Kitchell

Department of General

Department of General Services California Air Resources Board – Mary D. Nichols Campus

This project consolidated the California Air Resources Board's seven existing emission testing facilities throughout the Los Angeles region into one large campus. This new campus includes an extended range of dedicated test cells for testing heavy and light duty vehicles, an advanced chemistry laboratory and space for future technological developments. It anticipates new testing equipment and methods to deal with new generations of vehicles. For the future, the campus has space for developing enhanced onboard diagnostics and portable emission measurement systems. Current needs are served with visitor reception and education areas, a media center, flexible conference areas and a large public auditorium.

Practicing what it preaches, the campus was designed and built to reach the highest possible levels of sustainability, achieving LEED® Platinum certification as well as California's CALGreen Tier 2 threshold for overall sustainability and energy efficiency. Passive and active strategies work together to reduce energy demands and increase onsite energy production which, after audit, may make it the world's first Net Zero Energy facility of its type.

Early in the project's timeline, it ran into its major obstacle – the COVID-19 pandemic and the ensuing supply chain blockages. Some necessary equipment, manufactured in Europe, could not be shipped to California in the necessary time. Personnel, needed on site, could not travel. Design-builder Hensel Phelps used all available options – inventing a few on the way – to mitigate these issues, such as having video conferences with equipment suppliers to make sure the equipment would fit in its assigned space when it did arrive.

This was a complex project, needing to anticipate $110 million in sophisticated test equipment, which itself needed space for large rotating/vibrating machinery which could interact with sensitive measurements. There were also hazardous materials involved, requiring state code and fire marshal approval. In addition, the Owner, California Air Resources Board, added scope and directed 31 change orders. Many were related to

procuring highly technical and specific testing equipment, which required larger spaces and additional power. Due to the pandemic and change orders, the budget and timeline had to be expanded, but the end result was fully satisfactory to the Owner.

The Mary D. Nichols Campus project is the most advanced vehicle emissions testing facility in the nation. The size, adjusted scope, high level of technology, factoring in future needs and successfully completing the project, in the face of a global pandemic and contingent issues, led to it being awarded DBIA's 2022 Best of Design – Engineering Award.

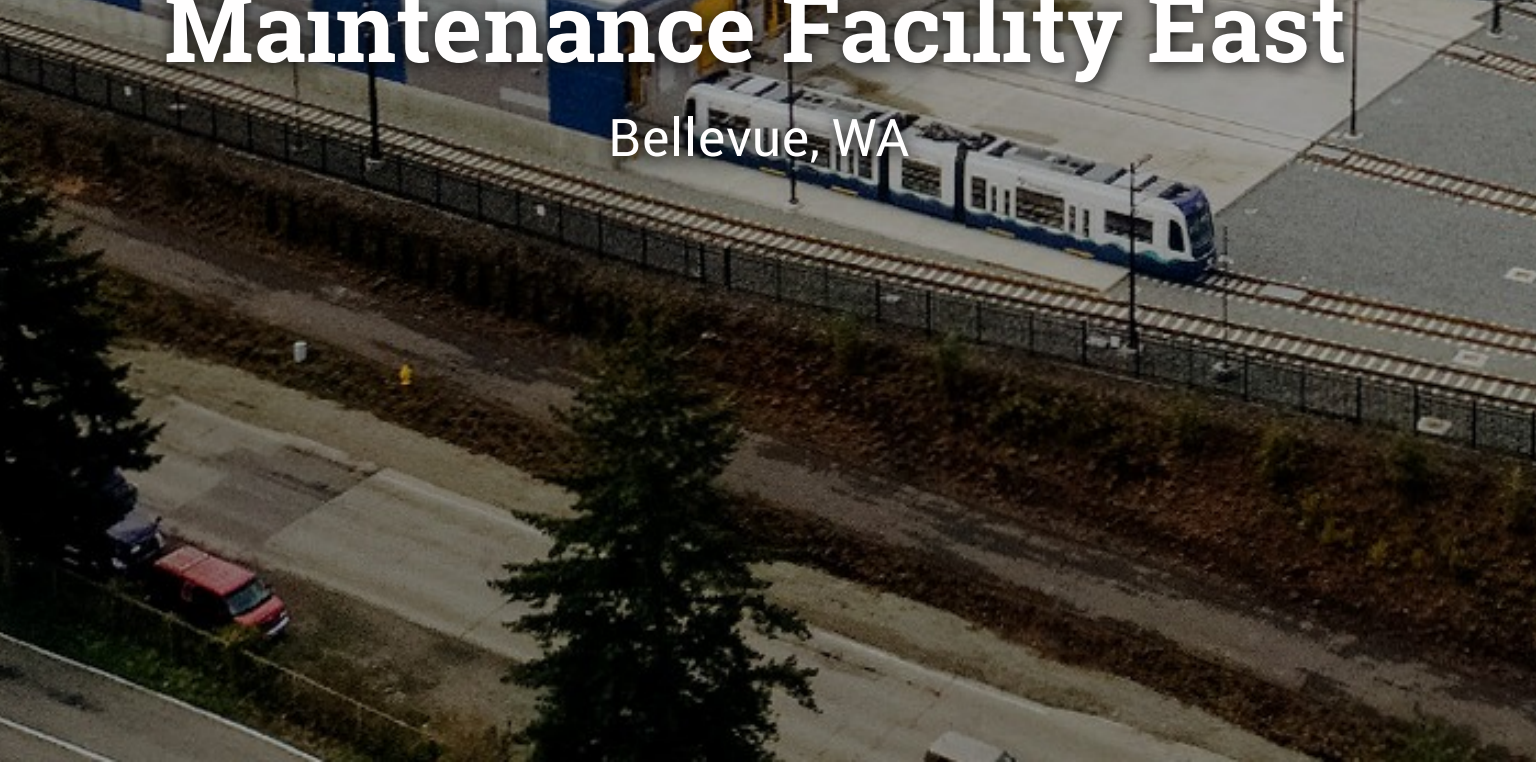
The Mary D. Nichols Campus team was also DBIA's Best of VDC/BIM award winner. Keep reading to learn more about their impressive use of technology on this project. ■

Design-Build Team

Owner:
Department of General Services
Design-Build Firm/General Contractor:
Hensel Phelps
Architect:
ZGF Architects
Engineer:
Affiliated Engineers
Specialty Contractor:

Morrow-Meadows Corporation

Sound Transit Operations and



Maintenance Facility East

Bellevue, WA

At the heart of successful design-build is solid teaming. The Sound Transit Operations and Maintenance Facility East project team is proof of that. Sound Transit (ST) sought to double its light rail vehicle (LRV) fleet to support the East Link expansion of the light rail network to connect downtown Seattle with communities on the east side of Lake Washington. This project was launched to support the needs of the growing community. Building that sense of community was also important for the team from the earliest stages.

Project partnering was a core Sound Transit goal and was included in their RFP to design-builders. The entire design team was a part of the proposal so that they would be ready to start design immediately following the award, and it included 10 small and disadvantaged businesses. Design-assist trade partners for electrical, mechanical, track, systems and civil were selected to support the schedule and ensure cost certainty. They helped develop the winning strategy for their scopes during the proposal, participated in the design to achieve the budget, and utilized outreach to engage with small businesses to round out their lower-tier trade partners.

The partnering process used 13 surveys throughout the project. These weren't just exercises. The survey findings were reviewed to develop action items and commitments. For example, midway through the project, the team noticed a decreasing score trend on

teamwork, issue resolution and project team behavior. A deep dive into this issue led the executive team to assess key project personnel and determine to make multiple equitable changes to optimize team performance.

Survey comments from trade partners surrounding design changes, submittal review and approval process for MEP equipment and track systems technical design also led to improvements. The team found better ways to communicate and manage the overall submittal review process to expedite approvals and move the project forward. Over-the-shoulder reviews with the client and team clarified the intent of the technical design and submittal content with the reviewers. This decreased both the review time and the number of resubmissions.

This project team went beyond just partnering. They placed an emphasis on establishing maximum transparency and open and honest communication. While that's critical to all design-build success, this team went above and beyond. ■

Design-Build Team

Client/Owner:
Sound Transit

Design-Build Firm/General Contractor:
Hensel Phelps
Architect:
Stantec
Engineer:
KPFF Consulting Engineers
Specialty Contractors:
Stacy & Witbeck, Inc.
Owner Advisor:
KBA, Inc.

Bernco @ Alvarado Square

(Best-Value Winner)

Albuquerque, New Mexico

Albuquerque, New Mexico

The Portland Building Reconstruction

(Progressive Design-Build Winner)
Portland, Oregon

Each year, DBIA's Awards Jury looks at how projects were procured and how the teams applied design-build best practices. This year, unusually, we had a tie for the Best in Process – Bernco @ Alvarado Square in Albuquerque used the best-value approach to achieve its success and The Portland Building Reconstruction in Portland, Oregon, used the progressive design-build approach. Both were already winners in the Rehabilitation, Renovation and/or Restoration category with innovative reuse of existing buildings. They also distinguished themselves in their procurement and project processes.

Bernco @ Alvarado Square

Bernco @ Alvarado Square is a building in downtown Albuquerque, originally built in 1979 and vacant for more than five years. The redesign and reconstruction was to transform the old building into a modern headquarters for Bernalillo County's administration and serve as a one-stop constituent service desk. It was the County's first time using design-build and a premiere use of design-build by a New Mexico public agency. In addition to a complete re-working of the existing building, the design-build team was to create a new county commission chamber on a lot next to the existing building. This new building included the 200-seat chamber with good acoustics, robust technology throughout and expanded broadcast capability. It is integrated with the existing building and creates a striking new entrance to Bernco @ Alvarado Square.

The County requested an expanded scope, which led to an extended timeline and increased cost. However, these additional improvements – a seventh-floor shell build-out, new exterior stucco, rooftop patio and removing an existing pedestrian bridge – made the final facility better suited to the County's current and expected needs. It was a careful balance of value, performance and sustainability that was significantly less expensive than a new construction would have been.

The partnering process, which started with a full-day partnering session, involved all

stakeholders. The team clarified project goals, expectations, roles and created a framework for communication. The team and its collaborative spirit continued through over two years of construction, the COVID-19 pandemic, the challenges of existing conditions and the expanded scope. Today, wat was once an abandoned two-block structure is now a LEED® Gold facility; it also earned Fitwell 2 Star Certification, the first such in the state.

The Portland Building was designed by Michael Graves and built in 1982. Despite international recognition for its groundbreaking post-modern design, there were problems with its structure, exterior and operational systems. By 2016, the building's problems had reached the point where something had to be done. The reconstruction included new exterior cladding, a seismic upgrade, replacing the MEP systems and a complete new interior workplace. The City of Portland elected to use a progressive design-build delivery model, which allowed the team to work creatively and efficiently. They balanced respect for the historic design with technical solutions to bring the building up to contemporary standards. It is now a healthy, productive workspace for City employees as well as an open, welcoming space for community members. ■

The Portland Building Reconstruction

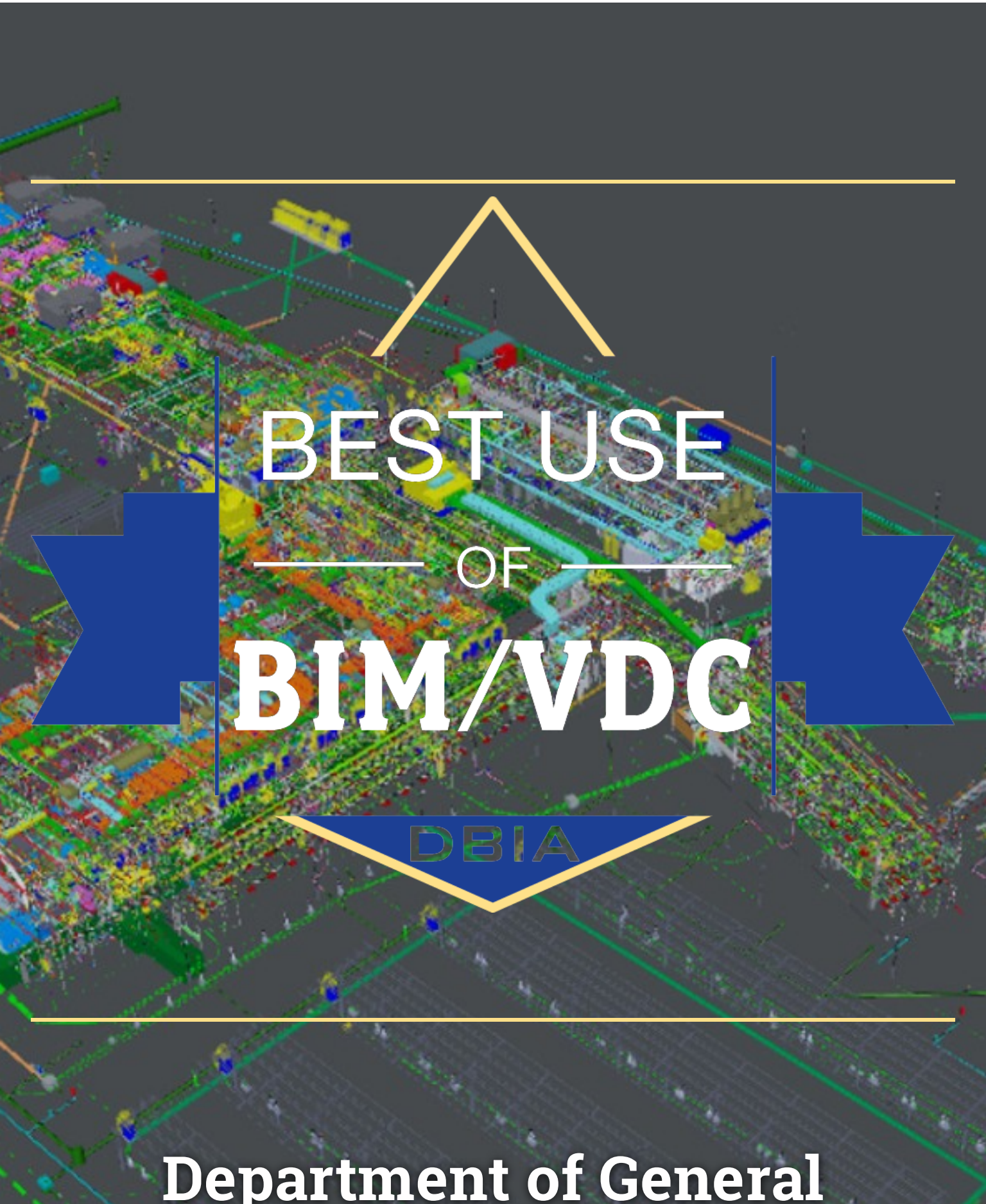
Design-Build Teams

Bernco @ Alvarado Square

Client/Owner:
Bernalillo County
Design-Builder/General Contractor:
HB Construction
Architect:
Dekker/Perich/Sabatini
Engineer:
Bridgers & Paxton – HVAC & Plumbing
Specialty Contractor:
Theco Electric

The Portland Building Reconstruction

Owner:
Formerly City of Portland (now City of Bend)
Design-Builder/General Contractor:
Balfour Beatty Construction, LLC dba Howard S. Wright
Architect:
DLR Group
Engineer:
KPFF Consulting Engineers (Structural)
Specialty Contractor:
OEG, an MDU Resources Group, Inc. Company



Department of General

Services California Air Resources Board – Mary D. Nichols Campus

Delivering Innovation Through Extraordinary VDC Collaboration

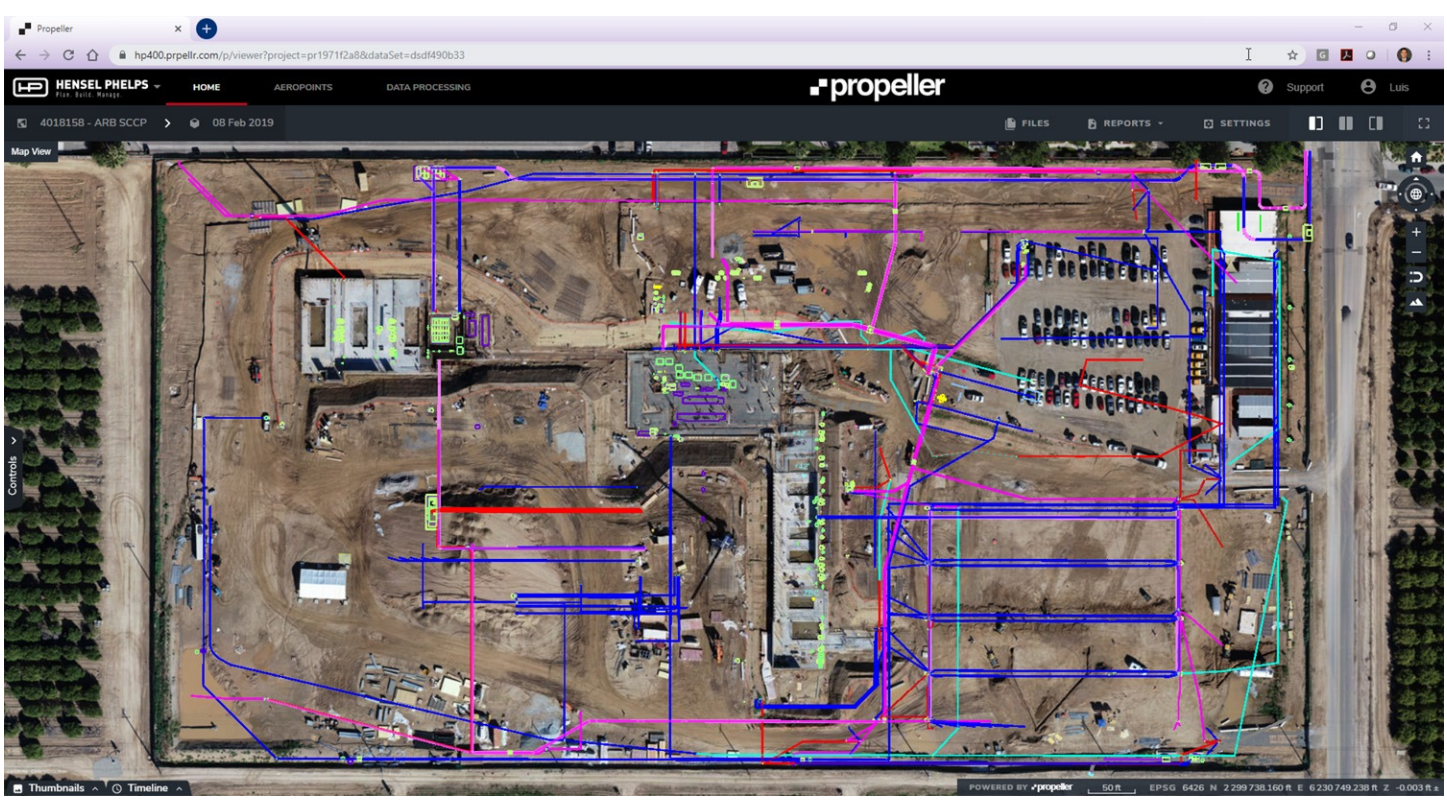
By Brian Skripac, DBIA VDC Director

The Hensel Phelps | ZGF | AEI team's VDC efforts were successfully integrated into the entire design-build project delivery process from the outset., As part of the initial Integrated Design Work Plan (a design-build best practice), a collaboratively developed BIM Execution Plan created a detailed playbook for successful VDC implementation, which began with the end in mind. This included the recognition that each partner would provide focused participation in developing the model throughout the design and preconstruction phases of the project. In close collaboration with the trade partners, the Hensel Phelps | ZGF | AEI team updated the models from a constructability standpoint, ensuring the project components were built within the parameters of the spaces developed by the design team. All team members' specific directions embraced the overall objective of a fully designed and coordinated model that would be used for the construction and life of the CARB facility. This provided the needed maintenance information associated with the equipment and MEP utilities by DGS and their facilities maintenance team post-occupancy.

This led to a "draw it once" methodology where design and trade partners could

contribute to the "one project – one cloud model" approach enabling real-time access during the design and pre-construction phases. This eliminated the model and data redundancy of traditional workflows, enabled teams to identify constructability issues or missing information and verify scope inclusions in one place. It also allowed the coordination and elimination of potential field issues by fast-tracking the clash detection timeline. The model was not to be a pretty picture but a complete and coordinated assembly of components that maximized the production of phased work. This included increased prefabrication opportunities of MEP elements from early building information models and fabricating mains and branches that were ready for installation upon delivery, reducing waste and improving overall field productivity.

In addition, the Hensel Phelps | ZGF | AEI team found multiple innovative techniques to leverage BIM to increase quality and productivity. Developing and managing site utilization and material-handling plans minimized the potential for delays. It also leveraged technology to review safety features such as guardrails, edge-of-slab protection or crane swings to prevent accidents and injuries as part of the overall safety program. Drones were also available to capture the progress data and create reports such as cut/fill heat maps, further maximizing the value of BIM and technology for site logistics.



Lastly, the integrated VDC approach was also able to drive design excellence as well as improved lifecycle costs for the client. Early collaboration and energy modeling allowed the team to verify carbo and energy goals contributing to the project's goal to target LEED

platinum while looking to be the first net zero energy building in the world of its type. ■

Design-Build Team

Owner:
Department of General Services
Design-Build Firm/General Contractor:
Hensel Phelps
Architect:
ZGF Architects
Engineer:
Affiliated Engineers
Specialty Contractors:
Morrow-Meadows Corporation


BEST
IN
SMALL
PROJECTS
DBIA

High Altitude Research Lab

Colorado Springs, CO

Design-build success comes in all sizes. This year's Best in Small Projects Award winner shows us how. The High-Altitude Research Lab (HARL), located on the west side of the new Pikes Peak Summit Visitor Center at the summit of Pikes Peak, CO, will enhance the United States Army's ability to conduct medical research and prepare warfighters for battle. At 14,115 feet, this facility is the world's highest U.S. Army Corps of Engineers project and one of the most remote.

With the limited space allotted to construct this facility, the team had to compress every possible system to deliver the maximum product with the most usable space. At one point during design, the team was accounting for square inches to place and maximize the equipment in the laboratory space properly. Backward planning and accounting for the mission of the service members who train at the facility were the focus when determining proper building functionality. Adjusting the design to better suit the end-users helped the team to deliver better value by making it easier to maintain, more secure, and a better environment for the service members.

The HARL's project team took an interactive approach throughout the project's design and adopted a design-assist approach, making sure to include trade partners in every step of the process. This collaboration allowed the team to immediately review design changes and additions in a proactive discussion rather than a reactive design-pricing exercise.

Sticking with the Design- Build Done Right® philosophy, the team presented everything with a complete open-book philosophy. Using this approach on federal design-build projects is not very common. However, it was highly appreciated and applauded by multiple stakeholders involved in the project. Initially, there was a strong view that the project's construction budget exceeded the government's estimate and expectations. This process assisted in clarifying the existing costs and expedited several future modifications.

Environmental stewardship was central to the design, and the team embraced the challenge of creating a highly sustainable building in one of the most demanding settings imaginable. As a result, the facility is designed to achieve at least LEED Silver and includes many design strategies employed at the Visitor's Center, targeting Living Building Certification, an even more innovative environmental performance standard.

Through the HARL project team's shared values of collaboration and building lasting relationships, expectations were exceeded by turning the facility over to the government earlier than expected and on budget. ■

Design-Build Team

Client/Owner:
U.S. Army Corps of Engineers – Omaha District
Design-Build Firm:
Design-Build Firm: GE Johnson
Architect:
RTA Architects
Engineer:
HCDA Engineering, Inc.
Specialty Contractors:
Stresscon Corporation

2022 Design-Build Project/Team Awards

DUPLICATE AWARD TROPHIES

If you, your team members, clients or industry partners are interested in ordering additional award trophies to celebrate your winning project, please visit **theawardgroup.com/DBIA** or scan this QR code:

SCAN ME

2022 Design-Build Project/Teams Excellence Awards

Aviation

A Whole New LaGuardia Terminal B Redevelopment
East Elmhurst, NY

Civic/Assembly

The Dollar Loan Center
Las Vegas, NV

Educational Facilities

University of California, Riverside Student Success Center
Riverside, CA

Federal/State/County and/or Municipal

New Natural Resources Headquarters (NNRH)
Sacramento, CA

Healthcare Facilities

Ireland Army Health Clinic
Fort Knox, KY

Industrial, Process and/or Research

Pregis Films Manufacturing Facility
Anderson, SC

Office/Commercial Buildings

Clifford L. Allenby Building
Sacramento, CA

Rehabilitation, Renovation and/or Restoration

The Portland Building Reconstruction
Portland, OR

Transportation

[I-15 Express Lanes Design Build]
Riverside County, CA

Water/Wastewater

[Providence Road Offline Storage Facility and Woodstock Park Improvements]
Virginia Beach, VA

2022 Design-Build National Awards of Merit

Aviation

A Whole New LaGuardia Terminal B Redevelopment – East Elmhurst, NY

LAX Economy Parking Structure – Los Angeles, CA

San Francisco International Airport Harvey Milk Terminal 1 Boarding Area B – San Francisco, California

Civic/Assembly

The Church of Jesus Christ of Latter-day Saints Temple – Quito, Ecuador

The Dollar Loan Center - Las Vegas, NV

Commercial/Office Buildings

Clifford L. Allenby Building – Sacramento, CA

Educational Facilities

CSU Monterey Bay Otter Student Union – Seaside, CA

Casa Roble High School Student Union & Administration Building – Orangevale, CA

University of California, Riverside Student Success Center – Riverside, CA

WSU Tri-Cities Collaboration Hall – Richland, WA

Federal, State, County, Municipal

County of San Diego Youth Transition Campus (YTC), Phase 1 – San Diego, CA

Department of General Services California Air Resources Board – Mary D. Nichols Campus – Riverside, CA

High Altitude Research Lab – Colorado Springs, CO

New Natural Resources Headquarters (NNRH) – Sacramento, CA

Healthcare Facilities

Ireland Army Health Clinic – Fort Knox, KY

McLaren Greater Lansing Replacement Hospital – Lansing, MI

Samaritan North Lincoln Hospital, Replacement Critical Access Hospital – Lincoln City, OR

Industrial, Process and/or Research Facilities

Pregis Films Manufacturing Facility – Anderson, SC

Sound Transit Operations and Maintenance Facility East – Bellevue, WA

Theragent CDMO Facility – Arcadia, CA

Rehabilitation, Renovation and/or Restoration

Bernco @ Alvarado Square – Albuquerque, NM

Museum of Science and Curiosity – Sacramento, CA

The Portland Building Reconstruction – Portland, OR

Transportation

I-15 Express Lanes Design Build – Riverside County, CA

Murphy Corridor Improvements – Bend, OR

US 21 over Harbor River Bridge Replacement – Beaufort, SC

Water/Wastewater

Emergent Structural Renewal of the Hickey Run Aerial Sewer Crossing – Washington, DC

Goodyear Water Treatment Facility – Goodyear, AZ

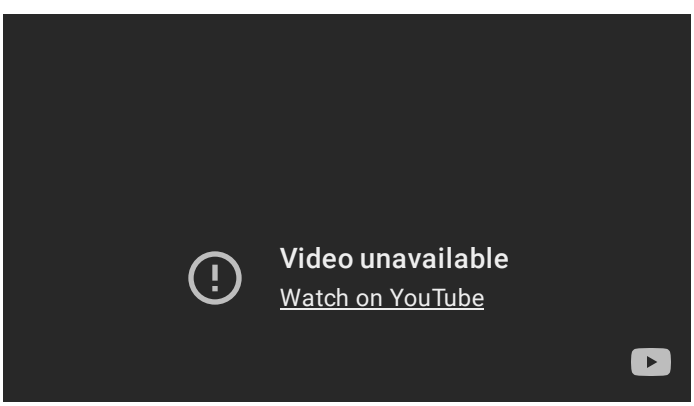
Midland Water Pollution Control Plant (WPCP) Expansion – Midland, TX

Providence Road Offline Storage Facility and Woodstock Park Improvements – Virginia Beach, VA

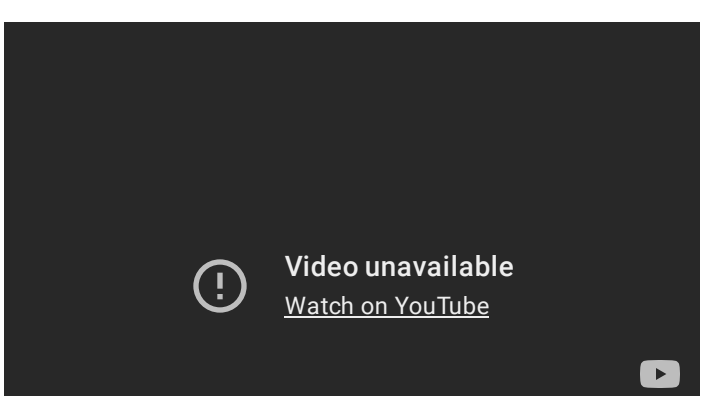
The Best

We celebrated the best of design-build in our final IQ issue of 2022. So, it's only fitting that we wrap up with a musical compilation from a cross-section of performers riffing on what it means to be the best. ■

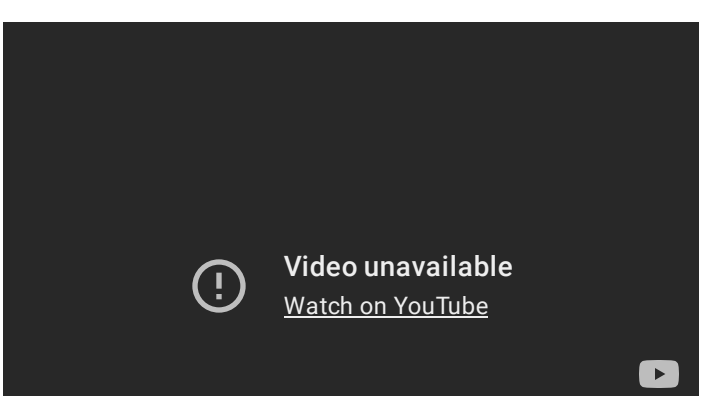
"The Best" by Tina Turner



"The Best" by Hook N Sling, Galantis, Karen Harding



"Best Of You" by the Foo Fighters



"I'm The Best" by Nicki Minaj

Did You See That?

This year's 2022 National Design-Build Project and Team Award winners impress and inspire. These teams have taken design-build to new places and delivered projects that truly redefine what's possible for design-build teams throughout the country.

In case you couldn't make it to this year's award celebration, we thought this would be the perfect place to let you see first-hand what made the three project of the year finalists stand out among the crowd. ■

2022 Design-Build Project of the Year

New Natural Resources Headquarters (NNRH)
Sacramento, CA

2022 Design-Build Project of the Year Nominee

Department of General Services California Air Resources Board – Mary D. Nichols Campus
Riverside, CA

2022 Design-Build Project of the Year Nominee

Sound Transit Operations and Maintenance Facility East
Bellevue, WA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An Interview with Steve Grauer

DBIA's Incoming 2022 National Board Chairman

Tell us about yourself, including your background and how you've become a design-build advocate?

My first experience with design-build was in the mid-1990s on two privatized correctional facilities in California, following a decade of large projects delivered using a design-bid-build delivery approach. The contrast of those experiences could not be more different. Later, into the early 2000s, I had an opportunity to lead larger projects in the military,

healthcare, justice, and semi-conductor sectors delivered utilizing design-build. Design-Build when "Done Right" is a much better way to deliver a project and achieve all the project stakeholders' objectives. The team collaboration, partnerships and trust that can be achieved with design-build is second to none. My meaningful, long-lasting relationships and partnerships in the industry came out of those early design-build projects.

What are your top priorities for DBIA in 2022 during your term as National Board Chair?

My goals for 2022 are firmly founded in supporting and leading the implementation of DBIA's 2022-2024 Strategic Plan. The new 3 Year Plan was the culmination of a half year-long effort of the entire Board of Directors, Executive Committee, along with the assistance of an outside facilitator. The plan was previously previewed with our Regions Leadership in October and rolled out at our Annual Membership Meeting during November's Annual Conference and Expo. Our new plans' pillars, Expand, Educate, and Elevate provide a clear vision and goals for the Board and DBIA Staff moving forward.

The industry has seen tremendous growth and success over the years, and yet COVID has presented incredible challenges. The passage of infrastructure investment also offers equally important opportunities. What do you envision the next few years will look like for design-build teams?

The next few years are shaping up to be very prosperous overall for the AEC Industry. With the recent passage of the Federal Infrastructure Bill, design-build provides the most viable delivery solution for speed to market for these critically needed projects and to help infuse these infrastructure dollars into the economy as quickly as possible. The flexibility of design-build provides the best opportunity to innovate and help navigate the ongoing market challenges, including material and labor escalation and shortages while delivering these projects and others in the pipeline.

Steve M. Grauer, DBIA
Vice President, Hensel Phelps Construction Company

Along the same lines, what then would you like to see happen for DBIA over that same period?

For DBIA to continue and grow its place in the market as the preeminent voice for Design-Build and Design-Build Done Right. DBIA has strategic goals and big plans to support continued growth in design-build project delivery and to grow our Industry Partners, Membership, Education programs and DBIA's Designated Professionals programs. We have great opportunities to educate the next generation of design-builders and be more

inclusive through our Student and Young Professionals and Differing SIGHT Conditions Initiatives. Additionally, we have made strategic investments adding to our highly dedicated professional DBIA Staff to help support our Strategic Plan and Initiatives. During the next few years, we have many great opportunities to expand the utilization of design-build. As a membership-driven organization, I would like to encourage more engagement from current and future members of DBIA. ■

Learn more about DBIA's 2022-2024 Strategic Goals here.

As we've reported earlier in this issue, the 2021 Design-Build Conference & Expo was a huge success for so many reasons. But you don't have to take our word for it! Here are just a few perspectives from our in-person and virtual attendees.

"I was so grateful for the opportunity to attend this conference! All the topics discussed in the conference presentations gave me exactly the information I needed to answer my peers' questions about Design-Build. The questions other attendees presented to expert panels and their answers helped me tremendously to justify my reasoning why we need to do more design-build projects within our organization."

"This was an amazing experience to meet and share knowledge with colleagues. I decided to join DBIA on the first day of the conference to be able to access this wealth of knowledge. The sessions that I attended were informative and sparked an interest in me to learn more. I think that most projects should now proceed as Design-Build."

"I was impressed with the knowledge and passion shared during each session, especially regarding the topics about current issues. There were many forward-thinking speakers that had me on the edge of my seat! I found it easy to engage others at social events, and the diversity of the attendees made those conversations enlightening and fun."

"I attended virtually. There were so many interesting topics and discussions that it was sometimes difficult to select which session to take!"

“While I was curious as to how successful the virtual format would translate into a Conference scenario, I was happily surprised that by and large, it was nearly the same as being in person. Of course, in person is always preferred, but I felt that this medium was highly successful and would 'attend' in this manner again. I also appreciated the ability to view sessions that I did not attend for up to 30 days after the conference, which is something that does not happen for the 'in-person experience. Plus, I could view sessions/tracks that I didn’t initially choose after the fact.”

“I attended the in-person Conference for the first time, and it was a great experience! It was very well organized, and it was easy for me to find where to go. That could be a by-product of the terrific venue selected (another plus), but the effort was clear. There were things to participate in outside of the breakout tracks that added layers to the conference. It was an overall great experience.”

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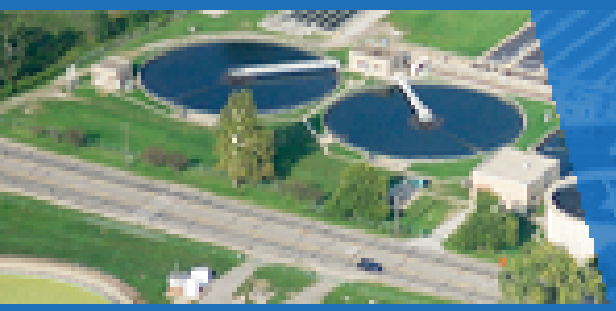
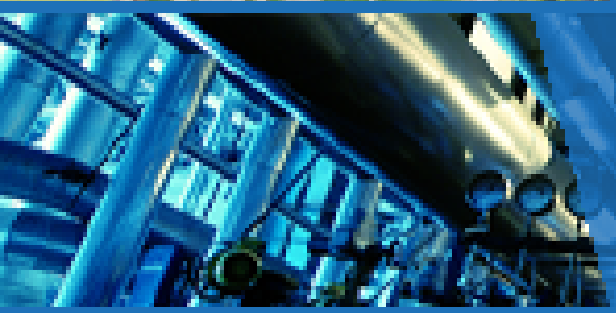


SEWAGE TREATMENT



WATER TREATMENT

WATER DISTRIBUTION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Discover what the industry's largest, most-qualified Design-Build team can do for you.

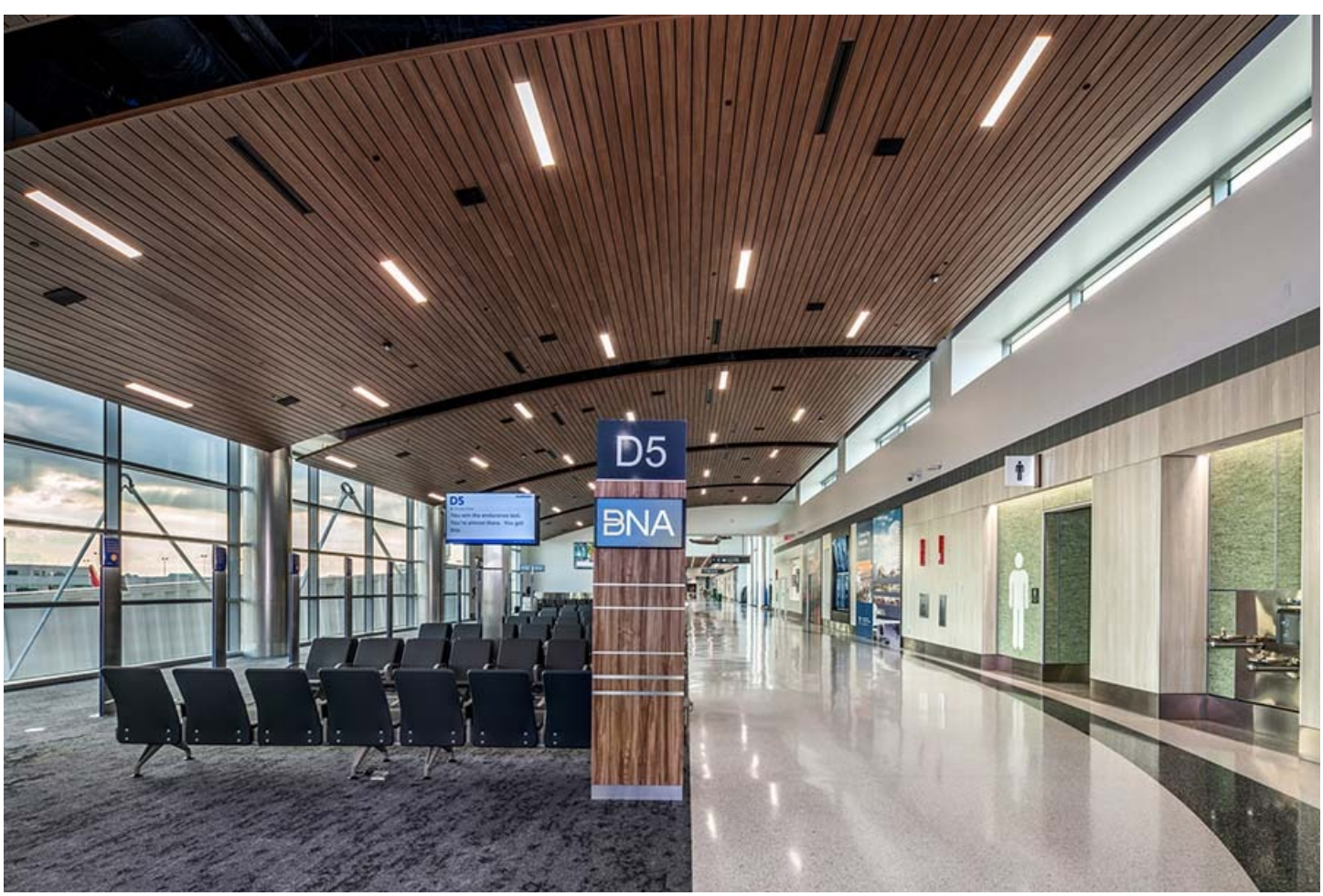
2022 Design-Build Project/Teams Excellence Awards

Aviation

A Whole New LaGuardia Terminal B Redevelopment
East Elmhurst, NY

Civic/Assembly

Kalanihookaha Community Learning Center
Nanakuli, Oahu, Hawaii



A Whole New LaGuardia Terminal B Redevelopment
East Elmhurst, NY

Kalanihookaha Community Learning Center
Nanakuli, Oahu, Hawaii

Commercial/Office

Hyatt Regency Portland at the Oregon Convention Center
Portland, Oregon

Educational Facilities

University of Washington Hans Rosling Center for Population Health
Seattle, Washington

Federal/State/County/Municipal

[Boynton Beach City Hall and Library]
Boynton Beach, Florida

Healthcare Facilities

High Desert Mental Health Urgent Care Center
Lancaster, California

Industrial/Process/Research Facilities

Caltech Tianqiao and Chrissy Chen Neuroscience Research Building
Pasadena, California

Rehabilitation/Renovation/Restoration

The Candler Hotel
Atlanta, Georgia

Transportation

Crosstown Parkway Extension Design-Build

Port St. Lucie, Florida

Water/Wastewater

Cutter Lateral Reach 21 Water Treatment Plant and Associated Items, Navajo Gallup
Bloomfield, New Mexico

Design-Build National Awards of Merit

Aviation

LAX Midfield Satellite Concourse – Los Angeles, California

Nashville International Airport Concourse D and Terminal Wings – Nashville, Tennessee

San Francisco International Airport Long Term Garage 2 – San Francisco, California

Civic/Assembly

Chula Vista Fire Station 3 & 5 – Chula Vista, California

Kalanihookaha Community Learning Center - Nanakuli, Oahu, Hawaii

Southwest Neighborhood Library – Washington, DC

Commercial/Office

Hyatt Regency Portland at the Oregon Convention Center – Portland, Oregon

Educational Facilities

UC Merced 2020 Expansion – Merced, California

University of California, San Diego Nuevo West Graduate Student Housing – La Jolla, California

University of Washington Hans Rosling Center for Population Health – Seattle, Washington

Federal, State, County, Municipal

Boynton Beach City Hall and Library – Boynton Beach, Florida

Navy General Administration Facility – San Diego, California

WYMD General Instruction Building – Camp Guernsey, Wyoming

Healthcare Facilities

High Desert Mental Health Urgent Care Center – Lancaster, California

Modoc Medical Center Replacement Facility – Alturas, California

UCSF Wayne and Gladys Valley Center for Vision – San Francisco, California

Industrial, Process and/or Research Facilities

Caltech Tianqiao and Chrissy Chen Neuroscience Research Building – Pasadena, California

New FOX Factory Headquarters – Gainesville, Georgia

United Airlines Catering Operations Kitchen – Newark, New Jersey

Rehabilitation, Renovation and/or Restoration

Robert A. Young Federal Building – St. Louis, Missouri

The Candler Hotel – Atlanta, Georgia

University of Washington Parrington Hall – Seattle, Washington

Transportation

Crosstown Parkway Extension Design-Build – Port St. Lucie, Florida

I-15; Lehi Main to S.R. 92, Technology Corridor – Lehi, Utah

I-435 South Loop Link Design-Build Project – Kansas City, Missouri

RFK Bridge Ramp to the Northbound Harlem River Drive – New York City, New York

US 15 over Indian Field Swamp Bridge Replacement Project – Dorchester County, South Carolina

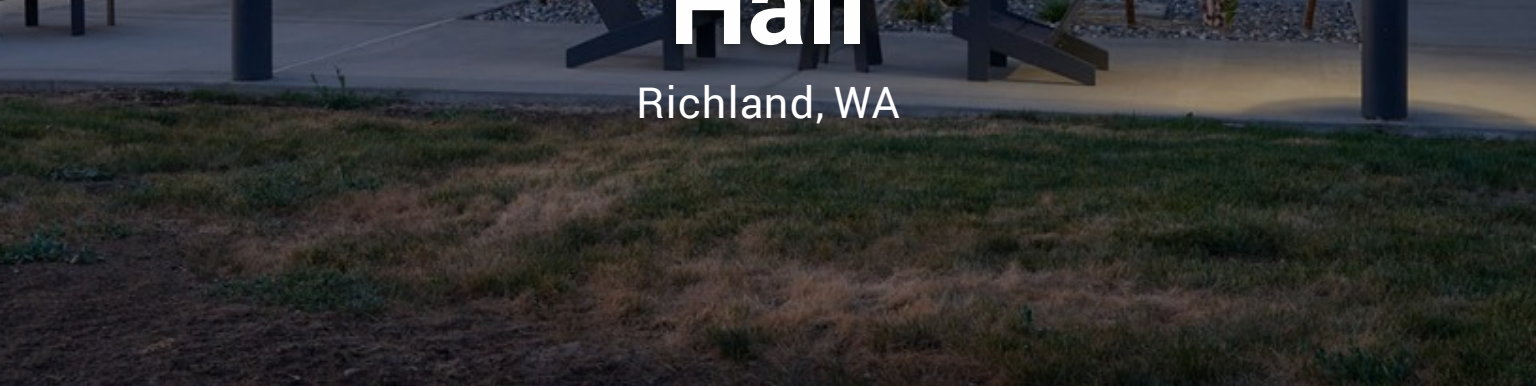
Water/Wastewater

Cogeneration Facility at the San José-Santa Clara Regional Wastewater Facility – San Jose, California

Cutter Lateral Reach 21 Water Treatment Plant and Associated Items, Navajo Gallup – Bloomfield, New Mexico

Northwest Regional Water Reclamation Facility Expansion – Tampa, Florida

WSU Tri-Cities Collaboration Hall



Hall

Richland, WA

The Chair's Award is a special honor recognizing design-build teams which have shown extraordinary commitment to triple-bottom-line success…economic, environmental, and social. This project and team have positively impacted the communities they've engaged in extraordinary ways.

Washington State University's new 40,000 sq. ft. Collaboration Hall creates a modern, cohesive and flexible interdisciplinary building that supports current and future needs at the Tri-Cities Campus. WSU Tri-Cities is a branch campus that primarily serves first-generation and non-traditional students. It was important to provide a building with the same level of finishes that would be seen on the main campus in Pullman. The team worked with students, faculty, staff and many other stakeholders to design and build teaching laboratories, classrooms and collaborative spaces that celebrate students' commitment to a better world and demonstrate WSU's commitment to making that world a reality. The Collaboration Hall project embodied Design-Build Done Right® from the start, and the team's commitment to the delivery method paid off with great design executed on time and under budget.

The WSU Tri-Cities Collaboration Hall project also included an all-women core team. A team made up of only women was a first for the Owner in 30 years and certainly uncommon in the industry. With women representing less than 10% of the construction industry, this team serves as a powerful statement to the industry and is sure to encourage future generations of women to embrace this important industry. ■

Cutter Lateral Reach 21 Water Treatment Plant and Associated Items, Navajo Gallup Project Team at the 2021 Design-Build Awards Ceremony

Design-Build Team

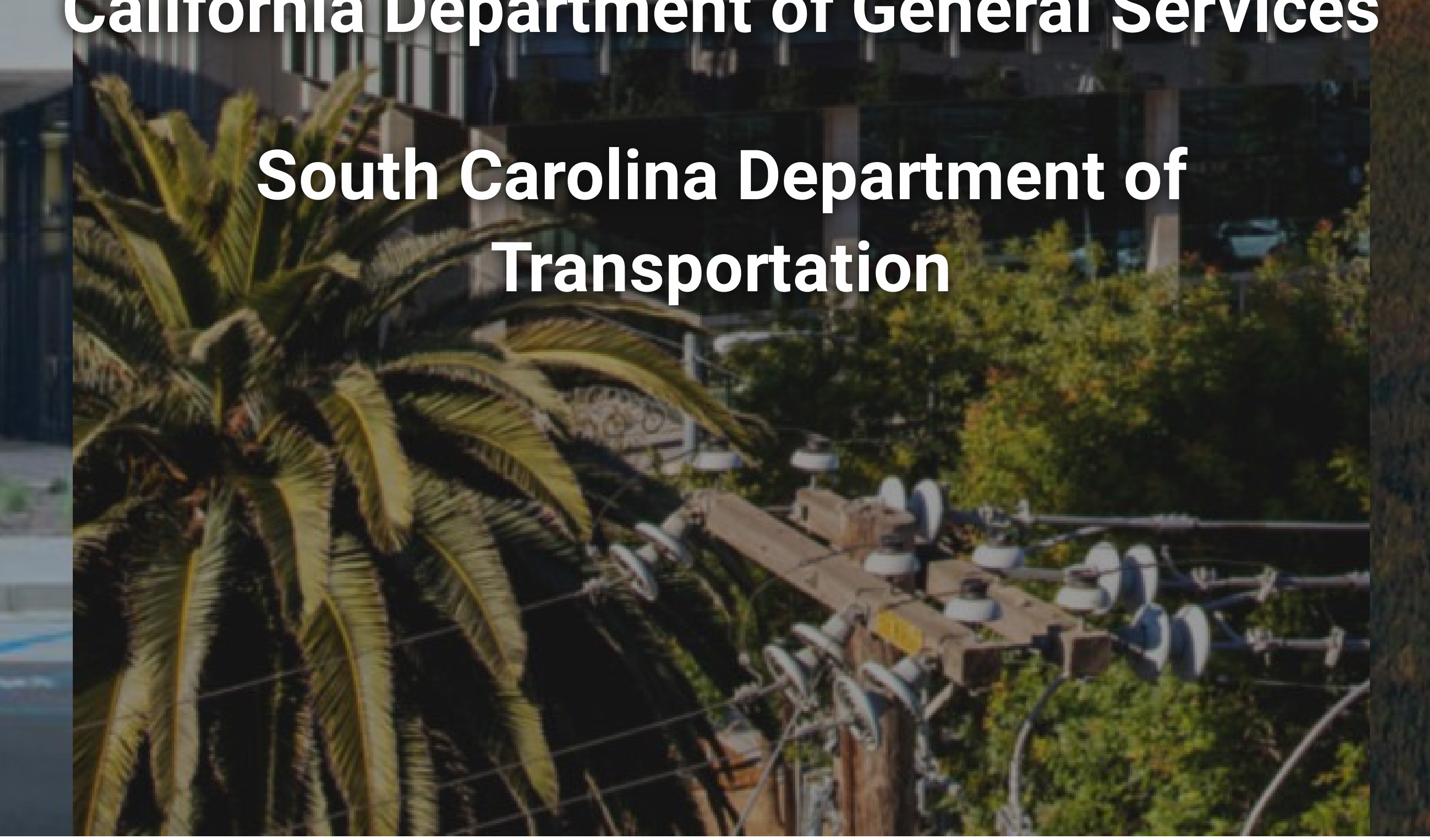
Client/Owner:
Washington State University
Design-Build Firm:
Hoffman Construction Company of Washington
Architect:
ZGF Architects
Engineer:
KPFF Consulting Engineers
Specialty Contractors:

Research Facility Design

ENLIGHTENED OWNER

Bernalillo County, New Mexico

California Department of General Services



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