



THE AMERICAN INSTITUTE OF ARCHITECTS

presents

***Transitioning to Architect Led
Design-Build***

Web Presentation

Tuesday, June 10, 2008

2:00 PM - 3:30 PM Eastern

1 :00 PM - 2:30 PM Central

12:00 AM - 1:30 PM Mountain

11:00 AM - 12:30 AM Pacific

Presented by:

Ben Wilking, AIA, DBIA

Betsy Downs, AIA, NCARB

Upcoming AIA Webinar Programs!

Future Topics for Design Build Webinars in 2008:

- **Contract forms, Legal Risks, Legislation and Roles**
September 16, 2008
1.5 LU
Sponsored by the AIA Design Build Knowledge Community
Look out for future events at www.aia.org/db; or via email!
- **Future topics for 2008 Health 101 seminars** will include: ICU-Acute Care, Ambulatory Care, and Surgery.
Look out for future events at www.aia.org/aah; or via email!
- **Healthcare 101: Programming – June 17, 2008**
1:30 PM – 3:00 PM (US Eastern time) - 1.5 LUs HSW
Sponsored by the AIA Academy for Architecture for Health Knowledge Community
 - Visit www.aia.org/ev_aah_webinar101_prog for more information or to register.

AIA Knowledge Communities



CD Recordings Available for Purchase

Recordings of this presentation and previous presentations are available for purchase via KRM's website.

http://online.krm.com/iebms/coe/coe_p1_all.aspx?oc=10&cc=00346747P

Design-Build Webinars include:

History of Design-Build
Risk and Rewards of Architect Led Design-Build
Transitioning to Architect Led Design-Build

AIA Knowledge Communities



Transitioning to Architect-Led Design-Build

A Continuing Education Webinar
of the **American Institute of Architects**

June 10, 2008

Program Sponsor:
AIA Design-Build Knowledge Community

Presenters: **Ben Wilking, AIA, DBIA**
Betsy Downs, AIA, NCARB

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About this Document

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**In some states, design-build continuing education credits are not accepted for licensure. Please check with your state.*

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Betsy Downs

President OWP/P Design/Build



- 25 years Architectural Experience
 - 10 years Public Policy Experience
 - Partner at OWP/P
 - President of OWP/P Design/Build
 - Past President of DBIA Great Lakes Chapter
 - Member of AIA DB Knowledge Community
- National Advisory Board

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Benjamin Wilking

AIA, DBIA



- President and Director of Design-Build, LBA Corporate Services
- 2006 Chair - AIA Design-Build Knowledge Community
- DBIA Designated Design-Build Professional
- AIA National Project Delivery Task Force
- Colorado AIA/AGC/ACEC Liaison Committee
- Co-Author of The Architect's Guide to Design-Build Services
- 2003 President - AIA Denver



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D-B Knowledge Community Webinar Series 2008

- **#1 Introduction and History of Design-Build**
- **#2 Risks and Rewards in Designer Led Design-Build**
- **#3 Transforming to an Architect led Design-Build Firm**
 - Tuesday, June 10, 2008 at 2:30 PM Eastern Time
 - Betsy Downs, OWP/P and Ben Wilking, LBA Corporate Services
- **#4 Contract Forms, Legal Risks and Legislation**
 - September 16, 2008
 - G. William Quatman, Esq. FAIA and Barry Barnett, AIA, DBIA
- **#5 Design-Build in the Public Sector**
 - Mid October 2008
- **#6 Educating Architects during Changing Times**
- **Anticipated Webinar Continuation in 2009/2010**

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Program Topics

- Business Model Options for a Design-Build Company
- What was Our Approach?
- Office Personnel
- Risk Management Tools
- Policies and Procedures
- Project Case Studies
- Lessons Learned
- How We've Been Changed



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Business Model Options

■ Getting Started:

- Confirm business model (Contract with GG, Contract as Design-Builder, Hire GC, Integrate in House)
- Research necessary risk management coverage
- Brainstorm policies and procedures
- Seek out familiar clients and project types
- Start with small projects
- Hire an experienced general contractor
- Take notes and learn as you go
- Share rewards with the team.

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Business Model Options

■ Lantz-Boggio Architects, P.C.

- History since 1946
- Staff of 52 (13 registered architects)
- Top 20 architectural practice in Colorado
- Gross A/E fees of \$9.8 million
- Senior living and care, K-12 schools, healthcare, and military markets
- Master planning, architecture, interior design
- Work throughout the country (projects in 26 states).



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Business Model Options

■ Sample projects for Lantz-Boggio Architects:

MorningStar Assisted Living
Littleton, CO
\$ 10,500,000

Brighton Gardens of Denver
Denver, CO
\$ 10,700,000

Frasier Meadows Manor
Boulder, CO
\$ 24,500,000

Sunbridge Assisted Living
Greenwood Village, CO
\$ 7,668,000

Sunrise Elementary School
Cheyenne, WY
\$ 9,400,000

Peakview Elementary School
Walsenburg, CO
\$ 5,450,000

CU Hospital Emergency Department
Denver, CO
\$ 5,200,000

Vandenberg Hall Renovation (USAFA)
Colorado Springs, CO
\$ 150,000,000

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Business Model Options

■ LBA Corporate Services, Inc.

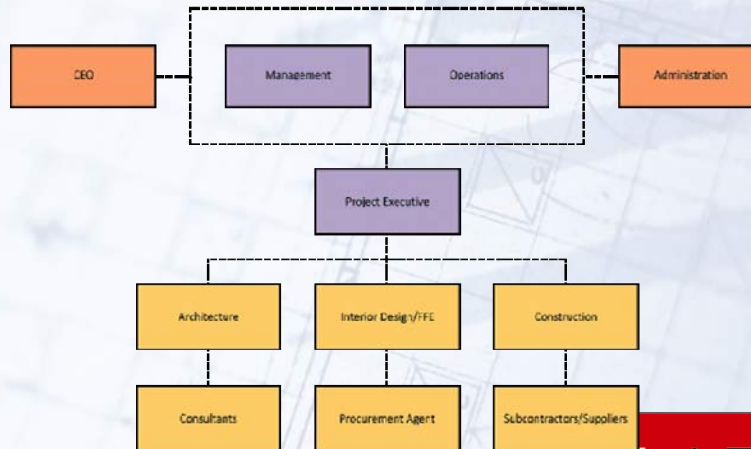
- In business since 1999
- Staff of 10 (3 registered architects, 2 licensed GC's)
- Integrated design-build firm
- Projected gross earnings of \$6.5 million in 2008
- K-12 schools, senior living and care, commercial, financial, aviation
- Design-build, master planning, interior design, construction management, construction
- Work throughout the state of Colorado.

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Business Model Options

LBA Organizational Chart



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Business Model Options

Sample projects for LBA Corporate Services:

Edison Elementary School

Yoder, CO
\$ 2,300,000

Fitzsimons Federal C.U.

Aurora, CO
\$ 3,780,000

Aurora Transp. Admin. Bldg.

Aurora, CO
\$ 1,200,000

Gentle Touch Animal Hospital

Denver, CO
\$ 840,000

Center for Advanced Dermatology

Lakewood, CO
\$ 1,080,000

Jefferson Academy Charter School

Broomfield, CO
\$ 2,680,000

Dayton Place Dining Room Addition

Aurora, CO
\$ 903,600

Karval School Vo-Ag Building

Karval, CO
\$ 396,000

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Business Model

- OWP/P is a full services A/E firm of 315
- Started Design/Build Company in April, 1998
- Offer our clients an option to Contractor Led
- Expand project opportunities

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Business Model

- OWP/P DB is solely owned subsidiary
- DB Board is composed of principals in the parent firm
- Illinois Corporation licensed as a Contractor
- Also registered to work in Wisconsin, Indiana, and Arizona

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Business Model

- **Form teaming relationships with trusted Contractor Partners**
- **Contract with OWP/P for Architectural**
- **Engineering by either**
 - OWP/P consulting engineers
 - MEPFP subcontractors
- **Construction by GC Partner**
- **Management by OWP/P Design/Build**

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Our Approach



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Our Approach



■ How we Transitioned to a Design-Builder:

- Targeted similar markets and clients as the current ones
- Started with small projects
- Began with similar building types we already knew
- Highlighted strengths as an Architect
- Took small steps
- Learned from our mistakes before the larger projects began.

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Our Approach



■ Differing Philosophies:

- Proactive vs. Reactive
- High Early Effort vs. Status Quo
- Bottom Line vs. Service Oriented
- Schedule Driven vs. No Rush
- Study Options vs. Good Enough
- Collaborative vs. Yours and Mine
- Team Oriented vs. Finger Pointing

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Our Approach

Options in Providing Design-Build Services:

- Team with another GC who holds the contract with the Owner
- Joint venture with another GC
- Hold the contract with the Owner and hire a GC
- Hire a licensed contractor as a full time employee
- Integrate design and construction philosophies in house.



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Approach

- Started with “simple” project with clear boundaries
- Existing clients, known building types
- Expanded to complex, “messy” projects
- Responded to RFPs from new clients

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Approach

- Range from under \$1-million to \$15-million
 - Healthcare
 - Education (K-12)
 - Corporate Commercial
- **Same filters apply as for traditional design project**

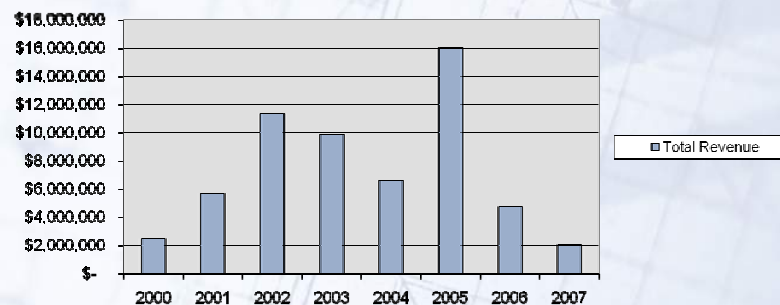
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Approach

- Have completed 47 projects with 24 clients

Design-Build Annual Revenue



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Office Personnel

■ Office Personnel:

- CEO (general counsel, financial backing, advice)
- President (overall management and direction)
- Vice President (operations and marketing)
- Director of Construction (general contractor)
- Project Executive (oversight of projects)
- Architectural Interns (production, project management)
- Superintendents (on site construction)
- Office Manager (accounting, clerical)

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Office Personnel

■ Architect's Goals:

- Quality design
- Very best solution that meets the Owner's program
- Direct communication with Owner
- Sufficient time to explore options
- Meet all code requirements (health, safety, general welfare)
- Satisfied Owner at completion.



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Office Personnel

■ Contractor's Goals:

- Project completed under budget
- Project completed on schedule
- No design errors or omissions
- Readily available building materials
- Quality subcontractors on the job site
- Oversight of all risk management issues
- No claims due to job site safety.



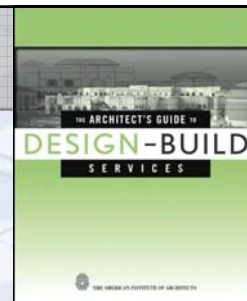
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Office Personnel

■ Special Knowledge of Staff:

- Construction and A/E insurance policies
- Risk management (insurance, lien waivers, bonds)
- Subcontractor market
- Pre-construction and cost estimating
- Construction cost accounting
- General construction cash flow.



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Personnel

- No employees
- Lease management staff from Parent Firm
- Train managers on expanded skill sets
- Project accountant with prior Contractor experience

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Personnel

- I am involved in all DB project
- Educate Design Team/Contractor Partner to facilitate collaboration
- Conduct regular (weekly or bi-weekly) collaborative session during design phase

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Risk Management Tools

■ Risk Management Tools:

- Insurance (CGL) – occurrence based
- Worker's compensation – class codes, salary
- Bonds for public projects – premiums
- Safety manual
- Legal advice
- Quality assurance checks
- On site coordination, meetings.



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Risk Management Tools

■ Contracts Used:

- AIA A141 (Owner/Design-Builder Agreement with Terms and Conditions)
- AIA C142 (Architect/Consultant Agreement)
- AIA A401 (General Contractor/Subcontractor Agreement)
- Owner Specific Agreements
- Proposals for small scope projects
- Purchase orders
- AIA Single Purpose Entity Contract.

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Risk Management Tools

- **Recent AIA Contract Documents:**

- Updated in 2004, five new contracts, terms and conditions for A141
- Intentionally owner friendly
 - Two Part → One Part
 - Exhibits permit more flexibility
 - Neutral party is possible for dispute resolution
 - CA duties offered to Owner
 - Independent peer review of documents permitted by Owner.

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Risk Management

- **Family of Contracts developed by Chicago Attorney based on AGC**

- Non project specific teaming agreement with GC partners
- Single Source Contract with Owner
- Project Specific Agreement with GC
- Short form Agreement with Parent Company for design services

- **Have also used Owner developed Contract (CHA)**

- **Have negotiated revisions modeled on AIA**

- **Dual Obligatee Bond by GC**

- **Umbrella insurance coverage**

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Risk Management

- **Contracts and insurance provide some protection when things go wrong**
- **Relationship based on trust and respect provides protection before things go wrong**
- **Take on added risks in a Design/Build relationship**
- **Less risky when:**
 - Communication is good
 - Contractors understand design intent
 - Team members are incentivized to solve problems

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Policies and Procedures

- **Pre-Requisites for All Projects:**
 - Signed agreement before start of work
 - Current insurance certificates before first payment
 - Understood scope of work with milestones
 - Payment procedures understood
 - Timely submittal of applications for payment
 - Conditional waiver of liens prior to payment
 - Timely close-out.



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Policies and Procedures

■ Payment Schedule:

- Subcontractor application and request for change orders due on the 25th
- Project application for payment due to the Owner on the 1st
- Payment from the Owner due by the 21st
- Payment by the Design-BUILDER to subcontractors and consultants due by the 24th.



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Policies and Procedures

■ Capital Construction Grant Program:

- Grants for rural school districts
- Volunteer to write grant
- Completion of facility master plan
- Understand school district needs
- Award of grant
- Selection as design-builder for architecture, engineering, construction management and general construction services.



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Policies and Procedures

- **Other Grants Available:**
 - Qualified Zone Academy Bonds (QZAB)
 - Energy Impact Grants
 - Colorado Wind for Schools Program
 - Historic Preservation
 - National School Grants
 - High Performing Public Schools Act.

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Policies and Procedures

- **Insurance**
 - Certificate of Insurance from all subcontractors and providers
 - Umbrella insurance thru Colony Insurance
 - MEPFP subcontractors who provide design services carry their own E&O coverage

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Policies and Procedures

■ Payment

- Typically GMP contract
- Contingency management
- Pay application cover sheet
- Timely payment for both construction and design services

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Policies and Procedures

■ MEPFP Contractor Selection

- Engineer of Record or Design Assist
- Issue RFP to pre-qualified contractors
- Obtain qualifications and proposals
- Interview 2 or 3 per trade
- Add to team early in design
- Collaborative weekly sessions

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Project Case Study 1

■ Manzanola Public Schools

- Project: Multiple Projects
- Location: Manzanola, Colorado
- Area: 20,700 sf
- Construction Cost: \$356,800
- Design Start: June, 2002
- Construction Complete: August, 2003
- Description: Facility master plan. Exterior renovation including masonry. Interior remodel of public areas and Classrooms.

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Project Case Study 1

Manzanola Public Schools



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Project Case Study 1

■ Karval Public Schools

- Project: Multiple Projects
- Location: Karval, Colorado
- Area: 6,400 sf
- Construction Cost: \$407,800
- Design Start: September, 2003
- Construction Complete: September, 2004
- Description: Remodel of four restrooms. New two story Vo-Ag Building with work area, metal shop, wood shop, and Classroom.

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Project Case Study 1

Karval Public Schools



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Project Case Study 1

- **Weld County School District**

- Project: Hudson Elementary Library Remodel
- Location: Hudson, Colorado
- Area: 2,500 sf
- Construction Cost: \$201,500
- Design Start: May, 2003
- Construction Complete: August, 2003
- Description: Interior remodel of an existing Gymnasium into a Library and Computer Lab.

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Project Case Study 1

Hudson Elementary School



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Project Case Study 2

■ Jefferson County School District

- Project: Charter School Addition
- Location: Broomfield, Colorado
- Area: 17,600 sf
- Construction Cost: \$2,680,000
- Design Start: March, 2005
- Construction Complete: July, 2006
- Description: Middle school addition for a charter school, including five Classrooms, Media Center, Commons, and Stage.

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Project Case Study 2

Jefferson County School District



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Project Case Study 2

■ Jefferson County School District

- Project: Elementary School Kitchen Remodels
- Location: Lakewood, Colorado
- Area: 1,000 sf
- Construction Cost: \$428,600
- Design Start: February, 2007
- Construction Complete: August, 2007
- Description: Complete remodel of an existing elementary school Kitchen, including all food service equipment.

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Project Case Study 2

Jefferson County School District



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Project Case Study 3

■ Center for Advanced Dermatology

- Project: Medical Office Building
- Location: Lakewood, Colorado
- Area: 8,000 sf
- Construction Cost: \$1,080,000
- Design Start: March, 2003
- Construction Complete: March, 2004
- Description: Medical office building with exam and treatment rooms, lobby, aesthetician, retail, and offices.

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Project Case Study 3

Center for Advanced Dermatology



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Project Case Study 3

■ Dayton Place Retirement Community

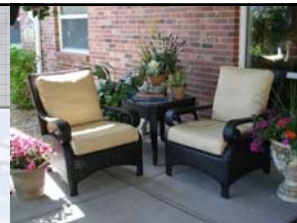
- Project: Dining Room Addition
- Location: Aurora, Colorado
- Area: 1,660 sf
- Construction Cost: \$903,600
- Design Start: January, 2006
- Construction Complete: May, 2007
- Description: Below grade addition to Dining Room with exterior courtyard, remodel of other public areas, and FFE procurement.

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Project Case Study 3

Dayton Place Retirement Community



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Project Case Study 3

■ Edison Elementary School Building

- Project: New Elementary School
- Location: Yoder, Colorado
- Area: 13,900 sf
- Construction Cost: \$2,322,700
- Design Start: May, 2007
- Construction Complete: December, 2008
- Description: New school building with seven Classrooms, Library, Computer Lab, Cafeteria, Kitchen, and other support areas.

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Project Case Study 3

Edison Elementary School Building



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Case Study 4 – Rogers Park Montessori School

Chicago, Ill

- Client with no building experience
- Strong sense of what they wanted
- Once in a lifetime project
- Challenging building site
- Limited budget



ROGERS PARK
MONTESSORI
SCHOOL

established 1966



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Case Study 4 – Rogers Park Montessori School

Chicago, Ill

- Early design \$2.5 over budget
- Parent ran financial scenarios
- Designers/Builders/Owner brainstorm
 - Precast tilt-up panels
 - Reduce amount of curtain wall
 - Defer balconies
 - Revise MEP systems
 - Parent volunteered services
- Success!!



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Case Study 4 – Rogers Park Montessori School

Chicago, Ill



- Pre-school – Jr. high
- 350 student capacity
- 50,000 SF
- \$6,500,000 construction cost
- \$130/SF
- \$7,470,000 project cost
- \$150/SF

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Case Study 4 – Rogers Park Montessori School

Chicago, Ill

- Construction duration:
8 months



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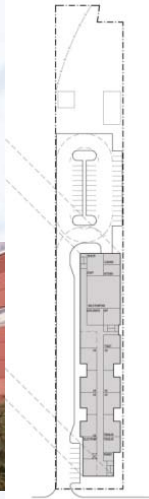


Case Study 4 – Rogers Park Montessori School

Chicago, Ill

■ Site challenges

- RR turning yard
- 1:8 ratio
- w/in feet of commuter tracks



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Case Study 4 – Rogers Park Montessori School

Chicago, Ill



- Entry with “pit” and parent provided stainless steel reception desk

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Case Study 4 – Rogers Park Montessori School Chicago, Ill



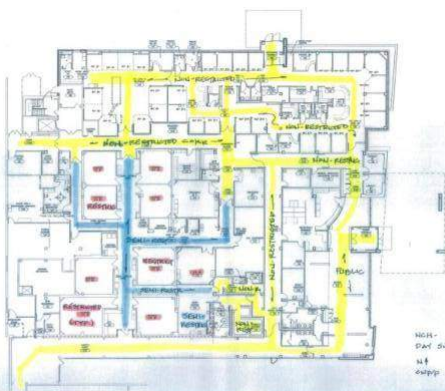
- Selective use of curtain wall in special areas

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Case Study 5 – Healthcare Renovation

Northwest Community Hospital Day Surgery Expansion & Renovation
Arlington Heights, Ill



- Double size
- Reverse Flow
- Correct Code Deficiencies
- Required CON
- Keep in operation
- Multiphased construction
- \$8,000,000 total GMP
- \$7,282,000 Construction

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Case Study 5 – Healthcare Renovation

Northwest Community Hospital Day Surgery Expansion & Renovation
Arlington Heights, Ill



New Entry/Drop Off

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Case Study 5 – Healthcare Renovation

Northwest Community Hospital Day Surgery Expansion & Renovation
Arlington Heights, Ill

- New reception area
- Seating in small family groupings



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Case Study 5 – Healthcare Renovation

Northwest Community Hospital Day Surgery Expansion & Renovation
Arlington Heights, Ill



- Recovery bays with natural light and privacy
- Space for family member
- Modular nurse station

(a trip and fall claim was filed several months after completion. Contractor partner's insurance provided full coverage)

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Case Study 5 – Healthcare Renovation

Ingalls Memorial Hospital Surgery Renovation
Harvey, Ill

- **Rebuilt Surgical Suite while Occupied**
 - Larger OR's (2 out of 3)
 - Rebuilt AHU
 - Expand and renovate PACU
- **Goal was to keep market share during construction**
- **CON required**
- **Phased one OR at a time**
- **Older facility, poor as-builts**
- **Design-Assist MEPFP contractors**
- **\$8,600,000 OR**
- **\$2,350,000 PACU**



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Case Study 5 – Healthcare Renovation

Ingalls Memorial Hospital Surgery Renovation
Harvey, III



OR boom installation



PACU bay

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Case Study 5 – Healthcare Renovation

Ingalls Memorial Hospital MRI Addition
Harvey, III

- 2 magnets, one open
- Expandable for 2 more magnets
- Vibration issues
- Poor soils, proximity to RR
- \$3,500,000 in 2 contracts

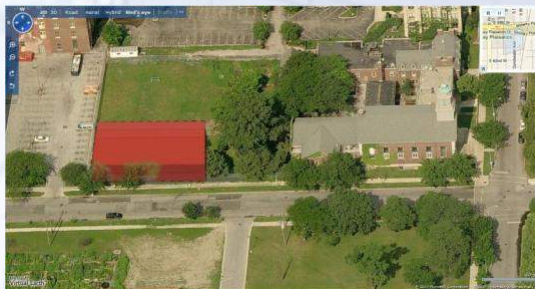


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Case Study 6 – Hyde Park Day School Chicago, Ill

- Private school for gifted children with special needs
- Programmed for 60 children
- Small classes
- Flexibility
- Leased land on Univ. of Chicago Campus
- HPDS will be responsible for maintenance
- “Incremental” contracting approach
- BIM



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Case Study 6 – Hyde Park Day School Chicago, Ill



- Project was design in REVIT from start
- 3-dimensional drawings helped client visualize options
- Contractor partner used same REVIT data base for conceptual estimates

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Case Study 6 – Hyde Park Day School Chicago, Ill



Formal, yet playful building front

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Case Study 6 – Hyde Park Day School Chicago, Ill



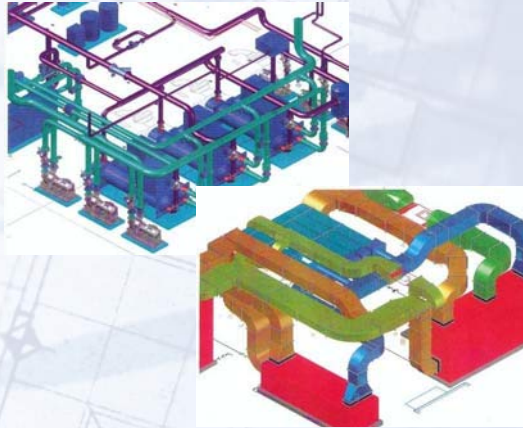
Less formal back of school

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Case Study 6 – Hyde Park Day School Chicago, Ill

- MEPFP Contractors were selected based on qualification and ability to produce compatible 3-dimensional drawings
- Bi-weekly collaborative working sessions



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Case Study 6 – Hyde Park Day School Chicago, Ill

- OWP/P will build a 3-dimensional model
- Incorporate work from all trades in one model
- Coordinate thru-out design phase, prior to start of construction



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Project Case Studies

■ What We've Learned Along the Way:

- Design does not have to be compromised
- Value construction as integral to the project
- Architects and contractors can get along
- Quality people are priceless
- In house pre-construction services are priceless.
- Construction can be very profitable.



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Lessons Learned

■ How to Convince the Skeptics:

- Design-build is best suited for simple clients as a one stop shop
- Shop the major trades and share costs with the client
- Commit to a completion date and agree to liquidated damages if requested
- Become the client's trusted advisor and agent during construction
- Share savings at the end.



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Lessons Learned

■ How We've Become Better Architects:

- Keep an open mind about subcontractor feedback
- Overcome initial personality differences and seek common ground
- Be realistic about the best value for the project
- Less value engineering on projects
- Wear work boots and get dirty on the job site
- Realize construction documents from a contractor's point of view.

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Lessons Learned

■ The importance of alignment of goals

- Driven home by a bank project
- Client goals evolved and changed after team was assembled and budget was set
- Tensions arose due to disconnect between new client goals and original budget and team selections
- Award winning project, but not optimal relationship or profitability



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Lessons Learned

- **Importance of trust and respect**

- Architects need to respect contributions of builders
- Builders need to respect what architect has to offer
- Treat your contractor partners as you would like to be treated



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Lessons Learned

- **Be wary of an Owner who chooses DB solely to save \$**

- Don't lower your filters
- Adhere to quality and design standards
- Be realistic about budget and costs
- Design-Build can reduce waste, but doesn't make materials or labor cost less

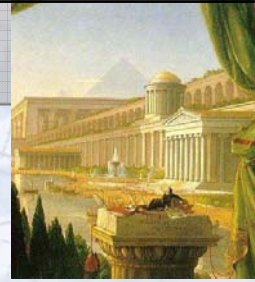
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How We've Been Changed

■ From the Inside Out:

- We're better collaborators in team environments
- We now incorporate computer models on projects
- Design is tested regarding other factors, including cost and schedule
- We see architecture within a greater context
- Architects and contractors each have their weaknesses
- Coming to work is fun!



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How We've Been Changed

■ From the Outside In:

- We provide more value for the client
- Clients see the value in the services we have to offer
- Legislation is pushing design-build services
- We're more profitable
- We see a future and have a vision
- We are now pursuing development opportunities
- Repeat work is more profitable.



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Changed by Design-Build

■ Things that are different on a Design-Build project

- You get paid faster
- You can open up walls and dig in the dirt while investigating existing conditions
- There are no change orders due to misunderstanding
- Phasing and sequencing problems are worked out while designs are being developed



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Changed by Design-Build

■ Some pleasant surprises

- Enhanced sense of Ownership and Empowerment
- Greater appreciation of the teamwork that goes into a successful project
- New project opportunities
- Projects are more fun!

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Any Questions?

- Time for Questions of the Presenters

E-mail your comment/question by clicking on the "question icon" in the lower right corner of your screen. Type your question or comment in the window that appears, and then click "send."

- Additional thoughts, ideas, and discussions:

- Email Us
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