You’re Gonna Need a Bigger Table

Achieving Design Excellence and Building Talent
Agenda

An Owner’s Point of View: Why Design-Build?
Robert Gayle, University of California, Riverside

The Changing Landscape: Design Excellence in Design-Build
Rebekah Gladson, FAIA, DBIA, rggroup

The Next Generation: Building Competition Teams
Bonnie Khang-Keating, SmithGroupJJR

Life After Award: Collaboration and Iteration
Cathy Pack, AIA, SmithGroupJJR

Straddling the Line: Design Management
John Sottile, Hensel Phelps Construction
Integration + Collaboration = Success
Multidisciplinary Research Building 1
UC Riverside

Size: 148,000 SF
Cost: $150M

Program/Scope: Wet/Dry Research Laboratories, Vivarium with full support facilities, Research Support Faculties, Imaging Facilities, Research Collaboration and Interaction Space, Faculty Offices, Conference Rooms, and Sustainable outdoor spaces that promote interaction

CRITERIA-BASED DESIGN BUILD with progressive elements

LEED PLATINUM (projected)
MRB1
Flexible, Adaptable Research Space
Challenges Experienced

- No Experience with Design-Build
- No Reputation for Success with UC Leadership or Design & Construction Industry
- Charged to Accomplish Something that Seemed Impossible
Delivering more square feet, while remaining on budget

<table>
<thead>
<tr>
<th>Space Program Allocation Targets</th>
<th>ASF Sept 2015 Prelim Approval</th>
<th>ASF July 2016 Budget Approval</th>
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</thead>
<tbody>
<tr>
<td>Research Laboratories and Lab Support, Shared Equipment and Research Offices</td>
<td>58,500 – 67,500</td>
<td>76,300</td>
</tr>
<tr>
<td>Vivarium</td>
<td>9,400 – 10,800</td>
<td>10,270</td>
</tr>
<tr>
<td>Conference/Collaboration</td>
<td>10,100 – 11,700</td>
<td>25,340</td>
</tr>
<tr>
<td>Shell Space</td>
<td>n/a</td>
<td>13,600</td>
</tr>
<tr>
<td>TOTAL</td>
<td>78,000 - 90,000</td>
<td>125,510</td>
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</tbody>
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Early Owner Engagement Added Value

- 39% increase in building square footage within budget
- Space for 6 additional researchers
- Additional 15,000 ASF of shell space
- LEED Platinum projected (Silver budgeted)
- Increase building efficiency 60% to 66%

Integration + Collaboration = Success
Traditional Projects: Old Metrics

1. Success is defined by the traditional triple constraint metrics
2. Minimal collaboration and sharing between parties
3. Traditional “over the fence” peer review process
4. Transactional Design Management Process

“the triple constraints”
Typical Owner Concerns

What is Expected Today?

Improve Our Odds for Success
Manage Risk Better
Anticipate and Plan for Changes
Improve Value Received

Demand to Work Differently
Evolve Skills and Relationships
Revised Thinking

Integration + Collaboration = Success
Typical Owner Concerns

New Metrics

- First vs Long Term Operating Impacts
- Metric of Production or Interaction
- New Solutions
- Flexibility
- Predictive Performance
- Owner Management

Integration + Collaboration = Success
Complex Projects: New Metrics

1. The World has changed: Owner expectations are different, Owner is more demanding
2. More transparency and team integration is critical for success
3. Shoulder-to-Shoulder design and review process
4. Collaborative design management process
Western Pacific DBIA Design Excellence

- Owner defines design excellence based on what they want to achieve
- Design excellence governs the outcome and decisions
- Work with a design-build professional to guide the procurement and delivery process
- Owner plays the primary role throughout the process
- Design-Build buildings DO WIN DESIGN AWARDS
It’s All About the Win Strategy
Putting together a Team
Competition Phase
15 WEEK DESIGN COMPETITION

5 Workshops with UCR (presentations every 3 weeks)

Technical Submittal
• Complete Cost Model
• Designed Project – Quality and Cost
  • Architectural
  • Landscape
  • Structural engineering
  • MEP
  • Lab Equipment
• Physical Model
• Presentation Boards

Oral Presentation

Integration + Collaboration = Success
Millennials Love Design-Build

- Entrepreneurial
- Collaborative
- Innovative
- Iterative
- Empowering
- Inclusivity
- Friendly competition
Integration + Collaboration = Success
It All Starts With a Good Idea
ANNUAL CONFERENCE & AWARDS PROGRAM
WESTERN PACIFIC REGION
PASADENA, CA
Integration + Collaboration = Success
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PASADENA, CA
Integration + Collaboration = Success
Divide.....

Construction Document Phasing

DP1 + 2
Early Site and Structure

DP3
Exterior Envelope

DP4
Building Interior and Landscape

DP5 + 6
Shell Fit-out and Café-Kiosk

Integration + Collaboration = Success
…… and Conquer!

Team Organization

**DP1 + 2**
Early Site and Structure

**DP3**
Exterior Envelope

**DP4**
Building Interior and Landscape

**DP5 + 6**
Shell Fit-out and Café-Kiosk

Integration + Collaboration = Success
The Iterative process of Designing and Pricing

SmithGroupJJR / Hensel Phelps Sidekicks

Integration + Collaboration = Success
Boots on the Ground

May 18, 2016
Award Announced

September 2016
Sitework Begins

May 18, 2017
Level 1 Deck Placement

Integration + Collaboration = Success
The Paperclip Story

Willingness to Call an Audible
The Paperclip Story

Commitment to Rally Around Vulnerabilities
The Paperclip Story

It’s All about the Outcome

Passionate Designers + Passionate Contractors + Passionate Owners = Design Excellence
What Is a Design Manager Anyway?
The Foundation Story
Willingness to Call an Audible

Integration + Collaboration = Success
The Foundation Story

Commitment to Rally Around Vulnerabilities
The Foundation Story

It's All about the Outcome
Question & Answer