WHO'S BUILDING L.A.

Wilshire Grand Center

DOWNTOWN

Towering 73 stories above downtown Los Angeles, the new hotel, office and retail project at the site of the former Wilshire Grand Hotel is poised to set the standard for innovation, design and quality in Los Angeles. Under the attentive eye of developer Korean Air, the project will transform the former Wilshire Grand Hotel site into a sophisticated, world-class destination that includes a four-star hotel, commercial offices and retail space. Set to be completed in late 2016, this $1 billion project will be an economic driver that will raise the bar for those who live, work and play in Los Angeles. The Wilshire Grand’s four-star hotel aims to set a new standard in design, luxury and hospitality. This soon-to-be landmark will become a beacon for world travelers and help drive Los Angeles as a tourist destination. A design first in Los Angeles, the project will feature a “sky lobby” – 73 stories above the city – that will provide sleek, glamorous, upscale rooftop dining and views. The pedestrian-friendly, beautifully landscaped plaza will provide open space and promote community among hotel guests, business owners, downtown residents and civic leaders. The development brings a new open and outdoor space to downtown with a nearly half acre plaza fully integrated into the overall master plan.

PROJECT HIGHLIGHTS

- At 1,100 feet, the Wilshire Grand will be the tallest structure west of the Mississippi.
- With a unique “sky lobby” offering unparalleled views of the city and a breathtaking infinity pool, the building will rise 73 stories in the air.
- 900 state-of-the-art hotel rooms, which will be operated by a flagship luxury hotel brand, will set a new standard for hospitality in Los Angeles.
- 400,000 square feet of Class A office space will attract high-end business leaders and make the building a global engine for business.
- 45,100 square feet of new restaurant and retail space housing world-class restaurants will make this an epicurean delight and will help to build upon the downtown’s food and cultural renaissance.
- Pedestrian-friendly access to downtown, as well as local and regional transit connections, will make the project a central and easily accessed location for visitors and Angelenos.
- Innovative outdoor space and exterior plazas will invite guests and visitors to experience the true Los Angeles lifestyle and climate.
Newmark Grubb Knight Frank

BEST IN THE BUSINESS.

Newmark Grubb Knight Frank congratulates our top Brokers in our Los Angeles offices and welcomes Kevin Shannon – President, West Coast Capital Markets.

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A company for the future continues to build upon its state-of-the-art office for the future. Fullscreen has quickly become an agent for content stars from around the world. This global youth media company has built a community of 70,000 creators of online content, primarily YouTube Videos that are viewed by over 600 million subscribers globally. Founded in 2011, the company quickly outgrew its location on the Culver Studios lot and moved to its new state-of-the-art headquarters to house its burgeoning staff as well as to create a unique experience for creators considering joining the community.

Situated in the middle of a maturing tech scene, Fullscreen is an anchor tenant of the i|o at Playa Vista development. Rapt Studio developed a deep understanding of the culture of content production and worked with Fullscreen to use content (online videos made or produced by Fullscreen’s creators) as the driver for the design.

The ongoing success of this project is in large part due to close collaboration between Fullscreen, Rapt Studio, Savills Studley RE/PM, and the HBC team. A functioning work in progress, soon after completing construction, Rapt Studio and HBC began work adding expansion space to Fullscreen’s new headquarters as they continue to attract fresh talent and demonstrate why they are an anchor tenant for the i|o at Playa Vista development and an example of a workspace of the future.

**PROJECT HIGHLIGHTS**

- Current working operation is 40,000 sf, with more to come.
- Unique office entryway features a vibrant blue “theater” that focuses attention to the center of the space, where a pivoting wall with nine synchronized monitors display the first experience of content.
- Bleacher style seating provides maximum content visibility for up to 300 people for gatherings.
- Layout navigation is driven by a “yellow brick road” concept, leading staffers through the space from content center to content center, populated by mini-theater spaces at each corner of the path.
Sharpe Interior Systems: 40 Years of Innovative Thinking Inside the Box

Founded by Steve Sharpe in 1976, Sharpe Interior Systems has earned its reputation as a first-class drywall contractor in Southern California. With a track record that features the region’s most recognizable projects, Sharpe is known for delivering innovative interior solutions. How to build and sustain a reputation of excellence for 40 years? Lay the foundation with quality and craftsmanship and then create a culture that excels through relationships. Sharpe and his team have built their legacy and their future with craftsmanship, respect and the strength of their relationships which span decades. “What’s always new is solving the demands of every unique project,” states Executive Vice President Jeff M. Bernards, “and what’s constant is maintaining the highest standards of our performance and work product.”

Sharpe in the Workplace

When the energy in a workplace is ignited by dynamic designs, people want to come to work. Soaring lobbies, arching foyers, highly creative conference rooms – these are the interior differences that Sharpe delivers by blending innovation and craftsmanship. “A great drywall job executes the architecture,” says company founder and chairman Steve Sharpe. “Our goal is to get that vision right.”

Sharpe’s Impact on L.A.’s Health

Sharpe has completed the drywall work to make many of the greater LA-Area hospitals deliver environments that support the level of patient care in a wide range of critical facilities. Sharpe’s craftsmanship contributes to the quality of the amenities and to an atmosphere that helps patients, families and caregivers.

Sharpe’s Touch on the Community

“Sharpe,” says one long-time supplier, “commits to perfecting what is inside the box on every project; large or small. We appreciate their commitment to our industry.” Currently under construction, Sharpe’s latest residential project consists of two 34-story towers (648 luxury apartments) and ground-level retail.

Sharpe and 5 Star Luxury

Few brands in hospitality resonate quite like Waldorf Astoria. Sharpe is proud to be part of the team now bringing the world-famous hotel brand to Beverly Hills. Only the best of the best were picked to make this five-star dream a reality, “the most unique urban oasis in Southern California,” says Sharpe President Keith Costanzo.

www.sharpeinteriorsystems.com  818.767.4474
For more than a century, the City Market of Los Angeles has been a part of Downtown.

Today, the City Market is reimagining itself in the 21st Century and embarking on an exciting evolution to become a new, vibrant urban center with a mix of uses that will harmoniously support and enhance the unique character and creative energy of the Fashion District in which it is located.

The new City Market will be a multi-phase, long-term investment in Downtown that honors the land’s tradition by creating a unique gathering place and fostering a creative environment where individuals can advance in technology, art and design, while living, working, shopping and enjoying a unique and vibrant neighborhood.

With new academic facilities, creative office space, residences, hotel rooms, restaurants, nightspots, and event and exhibit spaces, the new City Market seeks to transform the 10-acre site into a globally recognized destination for visitors from around the world, helping turn the Fashion District into a 24-hour destination.

With architecture by HansonLA architecture and design and landscape architecture by OLIN Landscape Architecture/Urban Design/Planning, the new City Market embodies its core principles and smart urban planning. Once built, the project will comprise more than 1.9 million square feet of programmed space.

PROJECT HIGHLIGHTS

■ An urban campus for one or more creative arts colleges to energize and bring opportunity and jobs to the community.
■ 295,000 square feet of creative and professional offices, to bring high-paying creative jobs to the Fashion District.
■ Adaptive reuse of existing buildings to create a new center for offices and restaurants.
■ Greenways and tree-lined passos for an enhanced pedestrian experience through the Fashion District.

Los Angeles has never been content with the status quo. It is a city that dreams big. A place where the sunshine is rivaled only by the city’s rich diversity, creative energy and entrepreneurial spirit. A place that sets trends and unlocks new opportunities that consistently reaffirm its status as an admired global city.

AECOM is also the place we call home. For 35 years, AECOM has helped shape LA’s skyline, delivering critical infrastructure that has powered its growth, mobility and economy. Our designers, engineers, planners, builders, scientists and project managers are trusted partners who are called upon by business and government to help solve the city’s most complex challenges and prepare LA for the future. What others imagine, AECOM delivers.

At home, or in the 150 countries where we do business, AECOM is built to deliver a better world.
Ivy Station

CULVER CITY

Ivy Station is an upcoming mixed-use development by Lowe Enterprises in partnership with AECOM Capital located at the intersections of Washington, National and Venice Boulevards in Culver City. The project is expected to include approximately 500,000 square feet of high-quality, state-of-the-art offices, with apartments, a boutique hotel, retail stores, and restaurants. It is adjacent to the terminus of the Metro Expo Line of Culver City, connecting the Westside by rail to Downtown Los Angeles, Hollywood, the South Bay, Long Beach, Pasadena, and dozens of points in between, making the ride from Culver City to Downtown less than 30 minutes.

This highly anticipated development is expected to help the area become an energetic center of life for residents and visitors alike.

Through its welcoming open space, unique both in size and location, Ivy Station will be a dynamic, vibrant, active area that provides connections to transit, the community, tenants and visitors alike. Concerts, movie nights, wine & cheese festivals, fitness classes, holiday craft fairs and seasonal activities are just some of the exciting events planned for the park.

With all of the exciting elements Ivy Station has to offer, it’s likely that visitors, residents, office tenants and hotel guests will all be attracted to this new, vibrant center of life in Culver City.

PROJECT HIGHLIGHTS

- 5.2 acre urban infill property immediately adjacent to the Metro Expo Culver City light rail station.
- 500,000 total SF of unique retail, creative office space, luxury residences, boutique hotel and an open park.
- Mixed-use, transit-oriented development located within a gateway city on the Westside of Los Angeles.
- Approximately 1,600 parking spaces including 300 dedicated for Metro riders.
Budokan LA

LITTLE TOKYO

In Japanese, a “budokan” is a martial arts hall, the most famous being Tokyo's Nippon Budokan, a large arena originally constructed for the 1964 Olympic judo competition. Budo means “way of the warrior” and embodies not only the practice of the physical discipline, but also the moral values of respect, peace, and humility.

With the spirit of this terminology in mind, the Budokan LA (BoLA) is a multi-purpose sports and activities center development project to be built in Little Tokyo.

Located on Los Angeles Street, between 2nd and 3rd streets, just north of the Little Tokyo Branch of the Los Angeles Public Library, BoLA will be the realization of a collective vision to build a recreation and community space in downtown Los Angeles.

The Little Tokyo Service Center, a community development and social service organization, spearheaded the project’s development and acquired site control of property valued at $7 million from the City of Los Angeles in 2011.

Working with architectural design firm, Gruen & Associates, the key features of BoLA are two regulation basketball courts, with wood flooring and equipment donated by the Lakers, and 16,000 square feet of contiguous open space intended for martial arts tournaments and other sports activities.

PROJECT HIGHLIGHTS

■ 16,000 sf of open space.
■ A rooftop garden park.
■ Event banquet/reception space to accommodate 300-500 people.
■ Walking path.
■ Two community rooms for classrooms and meetings.
■ Commercial kitchen.
■ Gold Level LEED certified, environmentally sustainable development.

We extend our deepest thanks to the Los Angeles Business Journal for honoring Watson Land Company as the Top LA Developer. We are humbled to be recognized for our role in shaping the face of industrial real estate in Southern California.

Together with our dedicated team of employees, vendors, customers, and community members, we are committed to adding another 100 years of success to our LA legacy.

watsonlandcompany.com
Global View Helps to Shape L.A.’s Future

A gateway city to the world, Los Angeles is appealing for reasons that go far beyond its Hollywood “good looks,” beautiful beaches and sunshine.

The city’s popularity as a place to live, work and play can be traced to its rich diversity and a creative, entrepreneurial spirit that drives cultural trends, innovation and economies.

But the same factors that gave rise to L.A.’s prominence as a global city are also creating complex, inter-connected challenges that are likely to influence its future: a growing population, congestion, housing shortages, aging infrastructure, drought, climate change and more.

Responding to these challenges against the backdrop of ever-tightening budgets and competing priorities can be daunting. For assistance, more cities like Los Angeles are turning to AECOM to develop actionable solutions and new partnerships that can increase resiliency, and help them prepare for the inevitable changes posed by urbanization.

Born in L.A. 25 years ago, AECOM is a premier, fully-integrated infrastructure firm. Its creative teams of designers, architects, urban planners, engineers, builders and program managers have helped shape city skylines and the infrastructure assets that support growth – water, energy, transportation networks and more – in Los Angeles, New York, London, Hong Kong, Dubai and other global cities.

In Los Angeles, AECOM has connected communities and provided efficient ways to move people and goods throughout the region through its work at Los Angeles International Airport and with the Gold Line, the regional connector, and the Alameda Corridor Rail Expressway projects. It has also delivered award-winning design services for the expanded Los Angeles Police Department headquarters and has restored public spaces such as Echo Park Lake and the Cabrillo Way Marina in San Pedro, making them integral parts of the lives of many Angelenos.

Among the most striking changes in Los Angeles over the last decade, is the re-emergence of downtown Los Angeles. In partnership with Mack Urban, AECOM Capital is helping to finance the South Park development project, and through their construction services group, is now managing construction on a project that will bring more than 1,400 market rate residential units and a 200-key hotel to the neighborhood. AECOM is also managing the construction of the ambitious Metropolis complex for Greenland USA. These projects attract residents, bring additional investment and continue the upward trajectory of one of the fastest growing multifamily submarkets in Los Angeles and the United States.

“There’s no better place than Los Angeles, with its diversity and creative energy, to reach for the big ideas that allow AECOM to deliver projects — here and around the world — that transform communities, improve lives and help us build a better world,” said Michael S. Burke, AECOM chairman and CEO. “We’re proud of the work we’ve done and will continue to do so to improve our Southern California home.”

AECOM’s support of LA2024, the organizing committee seeking to bring the Olympic Games back to Los Angeles, exemplifies the holistic, forward-looking approach the company takes in considering L.A.’s infrastructure needs today and in the future. While providing planning services and strategies to position L.A. as the city to beat for the Olympic bid, the long-term value of AECOM is its commitment to deliver thoughtful urban planning, scalable transportation systems, and sustainability strategies for facilities, energy and water that will benefit Los Angeles and its residents long after the Games are over.

In the years ahead, one thing is certain: there will be no shortage of infrastructure challenges for cities.

AECOM, with its integrated design, build, finance and operating services, a global team of nearly 100,000 professionals, and a business reach that extends into 150 countries, is well positioned to deliver innovative solutions that support sustained growth and prosperity — for Los Angeles and beyond.

For more information about AECOM, visit www.aecom.com
IPD: The Way of the Future for Building Projects

With a stronger economy and higher client expectations, the Southern California market's speed to delivery of office space is reaching new levels, but the traditional method of developing, leasing, designing and building space is not always meeting the needs of clients or the professionals involved in the process. In order to keep up with the increased demand for top-tier properties, many industry professionals are seeking changes to the way spaces are delivered.

One increasingly successful solution that seems to be trending is the integrated project delivery (IPD) model, used by companies such as Howard Building Corporation (HBC). By integrating all parties—from project managers to brokers, architects to general contractors—as early as possible, HBC and its partners are finding that they are saving time, money and stress, while delivering high-quality projects.

THE CHANGE IN THE GAME

What's happening in the marketplace that's making project delivery so difficult?

The strong economy has created intense pressure in the SoCal commercial real estate market. Brokers are under pressure to deliver high-quality projects while delivering high-quality projects. Designers are under immense pressure to deliver drawings faster. In response to time limitations, architects have less opportunity to investigate the best construction approaches that maintain the design intent at the lowest cost, and construction documents end up suffering from a lack of developed details. Without the opportunity to collaborate on construction approaches with the contractor, design can easily get value engineered completely out of a project because it is perceived as “too expensive,” leaving the client regretful that their space does not reflect their original vision. In combination with increased construction costs and labor shortages, projects are up against steep challenges to be delivered to clients' satisfaction.

Ironically, the challenges that resulted from the 2014 enactment of Title 24 may be having a positive impact on how teams are delivering projects. Title 24 regulations are causing scheduling issues and increased construction costs, but teams are beginning to find that early coordination between designers, contractors, engineers and subcontractors has become essential to delivering successful and compliant projects. Now that people are talking about how to adjust the delivery model for Title 24, they are also beginning to look for a much broader adjustment in the project delivery process across the CRE industry as a whole, and IPD seems to be emerging as the "Next Big Thing."

CHANGING THE RULES OF ENGAGEMENT

Is IPD really a better way?

While Harvard has committed to IPD, it is still not well known in the United States in general. There is already adopted IPD as a standard, but the American commercial real estate industry relies heavily on the traditional, linear model of project delivery that is defined by the most commonly used American Institute of Architecture (AIA) contracts.

In the traditional AIA model, the architect establishes the project budget and delivery schedule at the start of the project. Rarely do the general contractor and the architect discuss budget, schedule and construction approaches at this stage. Instead, actual constructability, in-field schedule and material/labor costs are determined by the general contractor after the design drawings have already been completed. This linear approach raises many issues that arise along each successive phase of the project, resulting in value engineering exercises and change orders that cause delays and often sacrifice original design intent.

Another challenge in the marketplace is the expectation of faster design delivery. Design firms are under immense pressure to deliver drawings faster. In response to time limitations, architects have less opportunity to investigate the best construction approaches that maintain the design intent at the lowest cost, and construction documents end up suffering from a lack of developed details. Without the opportunity to collaborate on construction approaches with the contractor, design can easily get value engineered completely out of a project because it is perceived as "too expensive," leaving the client regretful that their space does not reflect their original vision. In combination with increased construction costs and labor shortages, projects are up against steep challenges to be delivered to clients' satisfaction.

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MARCH 28, 2016
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Gensler design firm Gensler recently unveiled an in-depth look ahead: how we will live, work and play ten years from now, and how designers and their clients will respond. The Design Forecast considers the metatrends that will transform everyday life in world cities like Los Angeles. It then asks how different parts of the economy will be affected by them.

Gensler first launched its annual Design Forecast in 2013 to highlight how business, social, and other trends are transforming design solutions. The research speaks to the firm’s core belief that great design can power success in a rapidly changing world.

Here are the six metatrends Gensler believes will shape life in 2025.

1. EMBRACING OUR HUMANITY
   Digital will be such an integral part of daily life that we’ll leverage it much more fully. We’ll accept how it interacts with us, consciously feeding its data streams to make our lives better. Our iHumanity will be a shared, global phenomenon, but different locales and generations will give it their own spin.

2. DESIGNING BOTH TIME AND SPACE
   Hungry for experience and hooked on ultra-convenience, we will no longer tolerate “dead time,” whether its long commutes, less-than-seamless transactions, or places devoid of interest. Design will reflect the reality that people will expect everything to justify their time commitment.

3. LEADING “SMARTER LIVES”
   We’ll live in a “made” environment, not just a “built” one. Buildings, settings, and products will integrate connectivity and “know” that we’re present. Most aspects of our everyday lives will reflect this, enabling us to make real-time, just-in-time connections to people, places, goods, and services.

4. URBANITY, NOT JUST URBANIZATION
   Urbanity creates an abundance of human networks to drive urban economies. To support new lifestyles, real estate will innovate its forms and means. Walkable, transit served hubs that offer a rich, dense mix will absorb new growth. Many of them will be in former suburbs.

5. CITIES AS INNOVATION ENGINES
   The emergence of nonindustrial cities supporting thriving digital maker cultures will lead to consumer co-creation of the goods and services they purchase. Makers—including freelancers and robots—will look to cities to provide tools and settings to speed innovation.

6. RESILIENCE GETS SCALE
   In times of disaster, cities bear the brunt—disasters, epidemics, and security threats. They will take the lead in managing this, but citizens will play a role, armed with data and a mindset tuned to wellness, safety, and resilience. Smart cities will engage them and give their local efforts scale.

Here’s a look at how these metatrends will play out in the next economy:

IMPACT ON WORK
An urban workforce will reshape work and its settings. Rising expectations for engagement among customers, organizations, and teams will spur the growth of “open” collaboration. And a customer-like mindset will transform internal business processes as organizations adapt to accommodate workers’ personal devices. With the rise of a project-centered workforce and an emphasis on making and prototyping, a new ethos is giving rise to new types of workspace. Alternatives, such as just-in-time settings, will support fast-moving, constantly changing teams. As everyday habits change, uniform solutions will be replaced by settings and approaches that help people transition from mode to mode.

IMPACT ON LEISURE
Consumers are seeking authentic, meaningful, seamless customer experiences. This means that environments will automatically welcome and respond to an individual’s likes, dislikes, and desires in an ever-changing landscape. App-driven sharing platforms and peer-to-peer marketplaces continue to disrupt established businesses, consumers are prioritizing access over ownership, driving a focus away from personal space.

See FORECAST, page 60
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existing building conditions, assess potential chal-
lenes, collectively develop project budgets and
schedular, determine design intent and construct-
ability, initiate cost and time saving approaches,
and proactively collaborate on solutions through-
out the entire process. AIA supports this IPD
model through a family of contracts that are tiered
at three levels of involvement to transition teams
into the IPD approach. To date, these contracts
are far from standard in the industry, but this does
not mean they won't be in the future.

THE BETTER WAY
How do we know IPD would work better than how
the industry works now?

The proof is in experience. Some of the
most significant projects HBC has completed
recently in Southern California were deliv-
ered using IPD methods. In some instances,
before a lease was signed or a property sold,
HBC provided preconstruction budgeting,
constructability assessments, and property
analysis for comparison of potential costs based
on building conditions. In these cases, the
client was aware before they chose a property
of potential building costs and challenges, and
brokers were able to advise their clients with
more in-depth information that helped them
structure better deals.

With the design and build teams assembled,
early design intent was matched with actual
construction costs, and schedules were estab-
lished based on taking a proactive approach to
foreseeable issues, such as long lead items. Com-
plexed design elements were collaboratively
detailed with a knowledge of real associated
costs throughout the design phases. When
unforeseeable issues arose, the team was able to
respond more readily to mitigating negative
impacts on the overall project delivery because
of the established collaborative approach.

HBC has learned from experience that a big
part of initiating IPD requires asking this question
early: are we using an integrated approach in
our process of securing, designing and building
this client’s space? Whether it comes from the
client or a project manager, developer, broker
or architect, it needs to be asked in the earliest
stages of every project. If the answer is yes, then
it’s time to gather the best team possible.

HBC has found that the strongest IPD teams
are those that share an inherent trust between
all of its members. Historically, the industry has
struggled as a result of adversarial relationships
between teams, creating conflicts of interest that
have little to do with serving the client’s best
interest. The most successful integrated teams
rarely fall into adversarial communication,
collaboration and a commitment to mutually
resolve conflict are key to the IPD approach, but
most importantly, IPD teams work together to
support the client throughout the entire experi-
ence of the project.

Givers the current market challenges and
pressures being placed on industry profession-
als, the biggest challenge is truly being able to
maintain the level of service and quality for our
clients. After all, isn’t the client the reason we
engage in this whole process? Their positive
experience and confidence that they have
been served well by their team, as reflected
by the quality of their new space, is how we
all define success. Our ultimate reward is our
client’s long-lasting relationship established
on the trust we’ve earned through the project
experience.

The current system is failing to provide the
best environment to achieve this definition of
success, given inherent set-backs and disappoint-
ments that derive from the system itself. We
owe our clients a better industry standard that
builds on a foundation of trust rather than one
that creates adversity. We also owe ourselves
a better working process. Maybe IPD isn’t the
only answer, or even the right answer, but its
early successes are starting to build the case that
there is a better way to deliver projects than our
current system allows.

Learn more about Howard Building Corporation by

FORECAST, continued from page 58

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