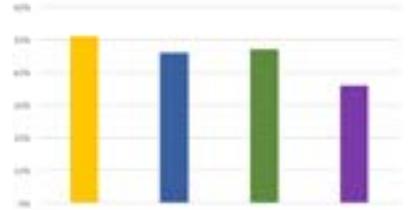


TRENDLINES

PM general skills training



Preparation of project budgets is the most common type of general skills training for respondents to Zweig Group's 2015 Project Management Survey, with 51 percent receiving that type of training. **Preparation of fee estimates** is next at 47 percent, followed by **client relations** at 46 percent, and **preparation of project schedules** at 36 percent. Percentages total more than 100 because respondents could select more than one option. — Vivian Cummins, research analyst assistant.

A little ADD isn't all bad

The work and talents required of an A/E principal means that some traits associated with attention deficit can be useful.

"I'm not convinced a little ADD is a bad thing – especially if you work as a principal in an A/E business."



Mark Zweig

EDITORIAL

Experts have claimed that as much as 35-40 percent of the adult population has some degree of ADD (attention deficit disorder). While the last 20 years has been the time of treating everything with medication (i.e., drugs), I'm not convinced a little ADD is a bad thing – especially if you work as a principal in an A/E business.

Here's why:

- 1) You have to shift gears quickly.** With so many projects, clients, and other people both inside and outside of the firm to deal with – not to mention the continuous barrage of emails, text messages, and phone calls – you better be able to quickly address whatever it is that's coming at you. And multi-tasking – writing an email, talking on the phone, and holding a meeting with an employee, all at the same time – no problem!
- 2) You have to be wary of threats coming from all directions.** The ADD brain is a more primitive one and is better geared to survival. Throw in just a pinch of paranoia and you'll be better equipped to deal with the contractors who are trying to make you look bad, the clients who don't want to pay what they owe you, and the myriad of other bad things that COULD happen to you if you weren't looking out for your business continuously.
- 3) You have to move fast.** The need to stay busy and the accompanying hyperactivity helps you get a lot done some times. Staying billable is easy when you work a 60-hour week. Juggling all the things you have to juggle – selling work,

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MORE COLUMNS

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Take a byte out of building



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A quiet giver

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BUSINESS NEWS

ACE ADVISORY EXPLORES THE BENEFITS OF AN OWNER CONTROLLED CONSTRUCTION INSURANCE PROGRAM

While cities across the U.S. grapple with antiquated water and sewer infrastructures, a new advisory released by **ACE Group** demonstrates the value and cost savings of implementing a continuous construction insurance program to support capital dollar improvements. "A Decade of Success" outlines Washington D.C.'s water department, the **District of Columbia Water and Sewer Authority**, and their effective implementation of a rolling owner-controlled insurance program supporting a ten year program designed to minimize insurance and claims management costs. The advisory is the latest installment in ACE's series of insurance and risk management perspectives for risk managers.

DC Water worked with the ACE USA Construction division; **ESIS Inc.**, ACE's risk management services company; **Albert Risk Management Consultants**; **Aon plc** and **MFL Consulting** to create the ROCIP in an effort to reduce risks and losses. As a result of this program, DC Water has significantly improved safety, streamlined claims handling and avoided millions of dollars in insurance costs, while allowing many prime and subcontractors to obtain insurance.

"For any organization, managing a wide variety of construction projects can be daunting and we are pleased that DC Water chose to adopt the combined expertise of ACE and ESIS for their construction coverage and high level risk management and safety strategies," said William P. Hazelton, ACE Construction & Environmental Division. "Ten years later, the program, now in its third iteration, continues to provide cost savings, remove obstacles to participation from smaller and minority firms and foster an overall culture of safety. We look forward to another decade of success with DC Water."

According to Tanya DeLeon, DC Water's Risk Manager, "Everyone involved in the program was committed to supporting DC Water's drive to meet its overall goals. Through commitment, communication, collaboration and consistency, DC Water achieved our goals and established important partnerships that will continue to support us in our future endeavors."

BALFOUR BEATTY, ANTHRACITE REALTY, BENNETT BENNER TO MAKE FIRST CHANGE TO FORT WORTH SKYLINE IN 6 YEARS Anthracite Realty Partners and Bennett Benner Partners have selected **Balfour Beatty Construction** to provide preconstruction and construction services for a landmark highrise in downtown Fort Worth. Balfour Beatty is engaged in shaping the project's final scope and contract, which includes the core, shell and interior finish-out of the new 25-story, 323,415-square-foot commercial office tower at 640 Taylor St.

The luxury, mixed-use tower will showcase ground floor retail shops, a 12th-floor sky lobby and conference center, and an eatery featuring a sleek 3,400-square-foot dining deck overlooking Sundance Square.

"As Tarrant County's economy continues its forward momentum, 640 Taylor is an exciting and strategic project for our Fort Worth office," said Read Ballew, president of Balfour Beatty's Texas Division. "We are honored to play a part in Fort Worth's growth and are committed to the success of this world-class, landmark facility. We will leverage Lean construction practices and the latest virtual design technologies to efficiently deliver this project for Anthracite Realty Partners and Bennett Benner Partners."

WE WANT YOUR NEWS

Please send press releases about your projects, mergers and acquisitions, new hires, and promotions to Managing Editor Andrea Bennett at abennett@zweiggroup.com.

MARK ZWEIG, from page 1

recruiting people, training underlings, solving problems on projects, and firm management stuff requires you to move quickly or you won't make it.

4) You are geared for what the famous, '80s-era McKinsey management consultant, Tom Peters, called MWBA (management by wandering around). Staying in constant motion throughout the office helps you stay on top of what's really going on with the projects and the people in your firm.

5) You also occasionally have to hyper-focus. When it's down to crunch time on a major proposal or project milestone, sometimes you need to shut out the world and lock in on one single task. The individual with an ADD brain can do this when it has to – to the exclusion of all else, of course. But this trait can help you get things done when absolutely necessary.

Time for me to get back to finishing a proposal, writing up a construction cost estimate, doing a bunch of paperwork for our bank, getting ready for a 9 a.m. meeting, and returning about 1,500 emails and phone calls. Maybe a little ADD isn't so bad? Or am I just rationalizing? **▶**

MARK ZWEIG is the founder and CEO of Zweig Group. Contact him at mzweig@zweiggroup.com.

Take your advice from Mark Zweig to-go.

Listen to this and past editorials from *The Zweig Letter* via the **free TZL Podcast** on Stitcher, iTunes and Soundcloud.

zweiggroup.com/podcast



THE ZWEIG LETTER

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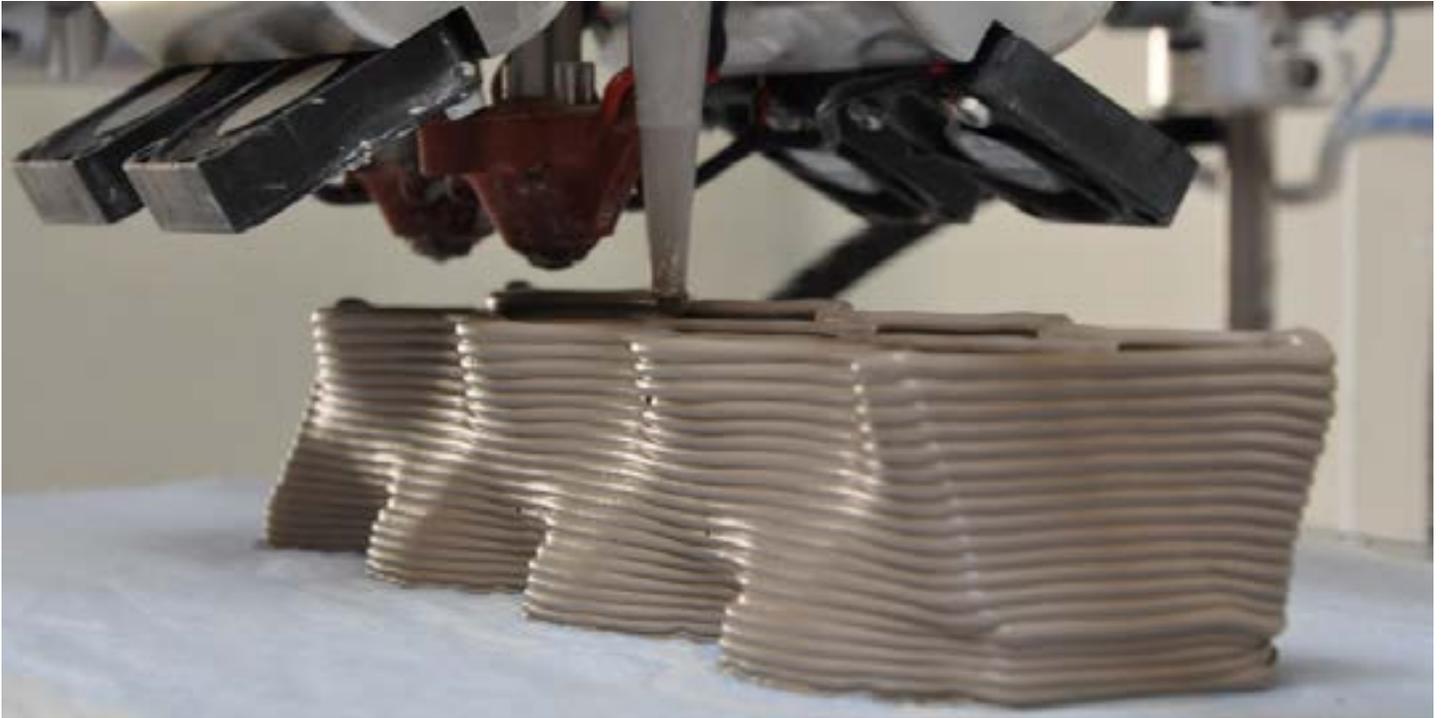
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MATERIALS



Take a byte out of building

Building Bytes uses an adapted desktop 3-D printer that prints ceramic instead of plastic to create custom bricks.



Brian Peters,
Architect/
Designer,
DesignLab
Workshop.

By LIISA ANDREASSEN
Contributor

3-D printers will soon be found in more workshops, offices, and even homes. With them, you'll be able to print items such as small pieces of furniture, prototypes, and replacement parts. Consequently, new production methods and business models are developing. Today, objects and complex forms that were impossible to achieve with traditional methods can be created using 3-D printing.

“3-D printing eliminates the need for a mold in brick production, which offers the possibility of having each brick be unique and allows for much more complex and intricate designs to be produced at no extra cost.”

Building Bytes is one such example. The project by architect and designer Brian Peters of **DesignLabWorkshop** (Kent, OH) recently won the Fast Company's Innovation By Design 2015 award for 3-D Printing. The write-up for the award says:

“These bricks combine 3-D printing and ceramics, and because they don't require a mold, can easily be built into unique

See BUILDING BYTES, page 4

TYPES OF BRICK.

- **Honeycomb Brick:** One brick, three orientations. Honeycomb Bricks are modular and stackable, creating different forms based on their configuration.
- **Interlocking Brick:** These bricks are an exploration into the use of interlocking bricks in large dome structures. The interior bracing provides stability, while the exterior can expose the structure (as in the prototype) or be clad in another texture (which is integral to the brick design).
- **Ribbed Bricks:** Designed for column applications, Ribbed Bricks have a distinct outer surface that is both structural and ornamental. The material stability while printing drives the unique outline, which can be designed any number of ways with no increase in fabrication complexity. Each brick in the column prototypes is unique.
- **X-Brick:** Designed to maximize visual opacity through walls, optimize printing time, limit material usage, and test non-modular constructions. The X-Brick prototype structure creates an undulating surface by using unique bricks per row.





BUILDING BYTES, from page 3

patterns. The resulting bricks can be far more complex than the usual rectangles we build with – X-shaped bricks, for example, or interlocking honeycomb segments – opening the door to new innovation in architecture and design.”

REVOLUTIONIZING FABRICATION. Building Bytes aims to provide a new method of fabricating architecture; desktop 3-D printers become portable, inexpensive brick factories for large-scale construction.

The first phase of this research focused on how to 3-D print with ceramics at the scale of architecture. Working within fixed limitations (the size of a desktop 3-D printer, capacity of the material storage system and the properties of clay) led to research into bricks. While the material and building unit are ancient and fairly universal, Building Bytes proposes to revolutionize the fabrication technique.

This fabrication system, including the materials and technology, allows Building Bytes to be accessible worldwide. The bricks are made from a liquid slip cast recipe of earthenware ceramics, which is typically used for casting molds, while a standard desktop 3-D printer is connected to an extrusion system consisting of plastic cartridges and air pressure. The only customization is a material extrusion head that requires minimal changes to existing printers.

Four potential applications were tested:

- Columns and towers
- Domes of interlocking brick
- Vertical tiling
- Modular honeycomb stackable bricks

This research aimed to test the system with two design/fabrication systems: uniformity (the same brick printed multiple times) and variation (unique bricks that create a specific form).

A CONVERSATION WITH PETERS.

The Zweig Letter: What led you to this product design?

Brian Peters: It started with my research and interest in using digital fabrication for architecture. This then led to the study of the newest tool available, 3-D printing, to see



what new design possibilities it offered for architecture.

TZL: What does this product mean to the future of architecture/design?

BP: The history of brick production has been based on using molds to produce the bricks. 3-D printing eliminates the need for a mold in brick production, which offers the possibility of having each brick be unique and allows for much more complex and intricate designs to be produced at no extra cost.

TZL: What type of knowledge is needed to work with the product?

BP: The idea is that the size, material, overall shape and installation are all similar to a traditional brick, so it can be easily blended into the building industry. The biggest difference is the fabrication process, which requires knowledge of digital fabrication.

TZL: Can you provide a specific example or two of product application?

BP: Interior decorative wall and exterior sun screening wall could both be constructed with these bricks.

TZL: What did winning this award mean to you?

BP: It is an honor to be recognized by my peers in the 3-D printing community for such a prestigious international design award.

For more information, visit buildingbytes.info or designlabworkshop.com. ▀

6 keys to building a profitable culture

There's a big difference between corporate culture and profitable culture; here are six key elements to ensure that your firm has the latter



June
Jewell

GUEST SPEAKER

Increased competition in the A/E industry is driving down fees and making it feel like a buyer's market. This is putting a squeeze on A/E firm profits, and forcing many firms to re-evaluate their strategy including how they go to market, what services they offer, and how they can run more efficiently. I am seeing a trend where firms look at how they can increase project profit margins with a strong emphasis on project management success. The old ways of doing business are being challenged, and along with it, the long established practices stemming from the firm's entrenched culture.

So, what does it mean to build a profitable culture? I have developed a definition, which may require a radical shift in thinking and behavior, and could be a game changer for organizations willing to take a critical look at the long-held beliefs and practices that work against the firm, in order to maximize profitability.

While the business school definition of corporate culture is, "Patterns of accepted behavior, and the beliefs and values that promote and reinforce them," I believe that a profitable culture is distinctly different. It requires that people, processes, and systems be geared toward optimizing profitability. I would define it as, "Every employee behaving in a way that promotes the firm's financial success."

This is a big difference from the way most employees think these days. The average technical staff has little training in business concepts, and my research shows the majority of employees do not even make the connection between their timesheet and their paycheck. Transforming this cultural paradigm requires effort to change both your employees' mindset and behaviors. Here are six keys to starting the process of building a profitable culture in your firm:

- **Leadership.** The first step to implementing transformational change is getting the consensus, commitment, and support of your firm's leaders. Sometimes this can actually be one of the most difficult things to do. I have found that money talks – figure out how much more profit your firm could be generating and develop a strategy to increase profits. Sometimes all leaders need is a clear understanding of the amount of money at stake in order to increase their commitment to change.
- **Determine desired outcomes.** Without a clear idea of desired outcomes and goals, it will be difficult to get your team inspired and determine if you are making progress. Achieving small victories is often

"Most employees will resist change, and very often it is because leadership has failed to address their primary concerns. It is not only critical to explain why changing the culture is important, but the expected value to both the firm and the individuals. Resistance to change is a normal reaction by employees, and preparing for it in advance can go a long way toward getting needed buy-in from your staff."

very satisfying and motivating, and making clear, steady progress can be easier to accomplish than big, time-consuming initiatives. A small increase of 1-3 percent in a few key metrics can mean a big increase to the bottom line. I recommend you look at some of your key metrics, such as your win rate, utilization, and project profit margins, and calculate a small increase in each one as a starting point to determine how much money is at stake.

- **Assessing status quo.** Understanding where your firm is now is a critical step toward improvement. Very often leadership has some idea about improvements they would like to make, but it may seem overwhelming without a detailed plan. Taking the time to understand the patterns of thinking and behavior of your staff is a great first step for moving toward a profitable culture. Is it your front-end sales processes that are causing issues? Is scope creep causing budget overruns? Is cash flow a big problem? In my book *Find the Lost Dollars*, I lay out a plan to assess your business in nine areas broken

See JUNE JEWELL, page 8





conference/seminar



webinar



award



deadline

12.1 ☆ ENR 2015 BEST PROJECTS: CALIFORNIA

The ENR Regional Best Projects Awards are a series of special events to celebrate and honor the building teams that created the best projects of 2015 nationwide. These projects were selected by juries of local industry professionals.

COST: \$175-\$1,550

LOCATION: DoubleTree by Hilton Los Angeles Downtown, Los Angeles

TIME: 8 - 10:30 a.m.

MORE INFO: enrbestprojectsawards.com/index.php/10-events/12-enr-california-los-angeles



12.1-2 ☆ FLORIDA AUTOMATED VEHICLES

Florida DOT is blazing the trail for the integration of automated vehicles into existing traffic operations and leading by example with pilot projects, research projects, and open dialogue to ensure that Florida is a fertile ground for these exciting new technologies.

LOCATION: Jacksonville, FL

MORE INFO: nspe.org/membership/about-nspe/master-calendar-events/florida-automated-vehicles



12.1-3 ☆ AUTODESK UNIVERSITY

Joining more than 10,000 design, engineering, and manufacturing professionals at Autodesk University Las Vegas – the world's largest gathering of Autodesk software users.

COST: \$2,175

LOCATION: The Venetian, Las Vegas

MORE INFO: au.autodesk.com/las-vegas/overview



12.2 ☆ ENGINEERING FOR DIFFERENT CLIENTS DURING A NATURAL DISASTER

High financial and emotional stakes means engineers working in the aftermath of natural disasters must take extra care in how they conduct themselves professionally. In this webinar, Andrew Braum, P.E., the engineer featured on *60 Minutes* for blowing the whistle on altered engineering reports from the Hurricane Sandy recovery, discusses how engineers can maintain their ethics even in the face of terrible events.

TIME: 12:30 p.m. EST

MORE INFO: nspe.org/resources/pe-institute/live-educational-events/engineering-different-clients-during-natural-disaster

12.4 ☆ ENR 2015 BEST PROJECTS NORTHWEST

COST: \$150-\$1,300

LOCATION: Seattle, WA

MORE INFO: enrbestprojectsawards.com/index.php/10-events/14-seattle

12.6-8 ☆ NATIONAL ACCELERATED BRIDGE CONSTRUCTION CONFERENCE

Includes more than 110 technical presentations covering case studies ABC research, advanced materials, and state experiences, plus 10 preconference workshops and an exhibit hall.

COST: \$350-\$575

LOCATION: Hyatt Regency, Miami

MORE INFO: 2015abc.fiu.edu

12.6-11 ☆ CONSTRUCTION PROJECT MANAGER COURSE

PMC is the perfect opportunity for early-career project managers and talented tradesmen who have worked their way up but who could use a bit of polishing around the edges. The program is a course of six days of workshops, assignments, and team building activities.

LOCATION: Dolce Atlanta-Peachtree, Atlanta

COST: \$4,590, members; \$5,370 non-members

MORE INFO: agc.org/learn/education-training/events/construction-project-manager-course-0



12.8 ☆ AUTOMATION, INNOVATION & SMARTER CONSTRUCTION PAYMENT & EXPENSE PROCESSING

Webinar will provide an overview of Computer Guidance's ERP system and its integration capabilities, Comdata payment solutions and their differentiators, and will walk you through real-life case studies from Parsons Electric and JF Brennan about their eCMS Connect for Comdata implementation and the benefits they are reaping from this integrated solution.

TIME: 2 p.m. EST

MORE INFO: agc.org/learn/education-training/events/webinar-automation-innovation-and-smarter-construction-payment-and



12.10 ☆ ENR 2015 BEST PROJECTS TEXAS & LOUISIANA

COST: \$150-\$1,300

LOCATION: JW Marriott Houston, Houston

TIME: 11 a.m. - 2 p.m.

MORE INFO: enrbestprojectsawards.com/index.php/10-events/15-houston

12.10&15 ☆ UNDERSTANDING DAVIS-BACON COMPLIANCE & ENFORCEMENT PTS. 1 & 2

Session 1 (Dec. 10) will cover

which contracts and employees are covered by the DBRA, where to find additional resources for reference, and how to comply with particularly problematic areas of the laws.

Session 2 (Dec. 15) will cover how to read wage determinations, how to properly classify workers, and more

COST (EACH): \$129, members; \$159 non-members; \$179 members, with manual; \$209 non-members, with manual

TIME: 2 p.m. EST

MORE INFO: agc.org/learn/education-training/events/webinar-understanding-davis-bacon-compliance-and-enforcement

12.17 ☆ AFFORDABLE CARE ACT UPDATE FOR CONSTRUCTION EMPLOYERS

The ACA added new reporting requirement for employers that are subject to the ACA's Employer Mandate. This webinar will answer questions on how to complete reporting for their union employees and what information they will need to do so.

COST: \$79 members; \$99 non-members

TIME: 2 p.m. EST

MORE INFO: agc.org/learn/education-training/events/webinar-affordable-care-act-update-construction-employers-employer

PROFILE

Planifi: Budget, forecast, and monitor

Planifi founder J.J. Brantingham goes into detail about what makes Project Analyzer a must-have software for any project manager or executive.

By LISSA ANDREASSEN
Correspondent



J.J.
Brantingham,
Founder,
Planifi.

It's called Project Analyzer, and it's pretty hot stuff. Why? What can it do? In a nutshell, the **Planifi** Project Analyzer software allows architecture and engineering project managers and executives to make more informed decisions about schedules, staffing, and budgets. A single, comprehensive view of forecasts and actual costs provides information in time to act upon it.

"Project Analyzer enables firms to project resource needs further into the future to enable more effective planning ... They can also plan opportunities and active projects and view weighted projections in a single view to enable a firm to more accurately forecast future dollars and staffing needs."

We wanted to get a better understanding of the nuts and bolts, so we dug a little deeper and talked with J.J. Brantingham, Planifi's founder.

A CONVERSATION WITH BRANTINHAM.

The Zweig Letter: What types of firms would benefit most from Project Analyzer (small, large, all, etc.)?

J.J. Brantingham: Basically, any firms that are trying to manage all their projects in Excel or other tools, and often working with old or no real-time data. We offer those firms a simple process to manage their projects and staff, set profitability targets, and forecast their needs.

TZL: What are some of its best features?

JJB: There are four that really stand out:

- 1) **Visual.** Most of our customers do design for a living and are very visual, so Project Analyzer contains a number of informative charts and graphs to convey information.
- 2) **Efficient.** Project Analyzer enables PMs to plan in summary and when needed add the necessary details, so they are not forced to spend time entering details that they aren't wanting to maintain.
- 3) **Target profit.** Project Analyzer enables a firm to adjust target profit on a fee by fee basis and plan accordingly to ensure that target profit objectives are met
- 4) **Forecast.** If firms take that small step to just plan and schedule their projects at a high level, we combine all that data into firm wide forecasts on projects, billing, and staffing to give decision makers the information they need.

TZL: What sets your product apart from competition?

JJB: Here too, there are a few:

- We are focused only on the A/E industry and specifically firms that focus on the

See PLANIFI, page 8

ANALYZING PROJECT ANALYZER

Wantman Group Inc. (West Palm Beach, FL), a 243-person multidisciplinary consulting firm, now forecasts revenues, expenses, and personnel needs more accurately, further into the future.

In spring of 2012, Wantman Group had a good problem: Several big survey contracts each promised fees approaching \$800,000, but as many as 400 field days of work all seemed to land in July.

Fortunately, the multidisciplinary engineering firm's project managers and executives gained a clear view of the schedule and its staffing needs. The Project Analyzer software made it easy.

Project Analyzer showed the company that they would need to double their eight survey crews, to 16. It gave them 12 weeks to get trucks and prepare crews instead of leasing equipment and subcontracting the work, as they would have done in the past.

Reliable data gave executives the confidence and lead-time to make a significant investment in staff and capital equipment. Opinions confuse, but facts convince.



PLANIFI, from page 7

design phase of projects

- The product is designed specifically for PMs and principals who manage A/E projects.
- It offers information tailored to their needs in a highly visual and intuitive fashion.

TZL: Provide a practical example of how A/E firms can use Project Analyzer to benefit ROI.

JJB: Project Analyzer enables firms to project resource needs further into the future to enable more effective planning. For example, a firm notices that they are busy and don't have enough architects as projected over the next six months to meet demand. They can also plan opportunities and active projects and view weighted projections in a single view to enable a firm to more accurately forecast future dollars and staffing needs.

They can easily target profit – Project Analyzer enables a firm to adjust target profit on a fee by fee basis and plan accordingly to ensure that target profit objectives are met on every project or phase. And finally, they can improve resource utilization because Project Analyzer provides a weekly projection of staffing assignments enabling managers to identify over/under-staffed individuals and to make necessary adjustments.

TZL: Provide a little more information about Planifi and plans for future products.

JJB: We were started by **Newforma** in 2011 which led to Planifi being founded earlier this year. Soon, we will announce a new visual reporting tool that enables firms to view all of their projects, phases, and milestones in a single Gantt chart view!

TZL: What excited you most about the Zweig Group's 2015 Hot Firm & A/E Industry Awards Conference? What were some of the highlights for you?

JJB: I enjoyed hearing great stories from firms like **WD, NELSON, Westwood**, and others. And, I also enjoyed meeting the Zweig team in person; meeting our customer, the **Wantman Group**, knowing that they are recognized as a leader; and meeting many other forward looking leaders.

Learn more at Planifi.net. ▀

JUNE JEWELL, from page 5

down by people, process, and systems. A thorough business management assessment can go a long way toward figuring out where the biggest returns can be gained from the smallest efforts.

- **Program of intentional behavior change.** Once you have assessed your firm's current culture, calculated the impact of improving financial results, and set some goals, it is time to take action. Implementing change is difficult, and having an intentional path forward can make all the difference as to whether this initiative is a winner or loser. The difference between success and failure is usually embodied in a plan – detailing the steps that need to be taken, responsibility, resources needed (time, money, and skills), and how success will be measured. The key is to focus on specific process and behavior changes that need to happen to prevent project budget overruns, scope creep, and the other many causes of gaps in profit margins. Having as many employees involved as possible in the program will provide a higher rate of success – peer pressure and creating new norms is essential to long term culture change.
- **Communication and training.** Explaining the benefits and "What's in it for me?" is essential to implementing effective change. Most employees will resist change, and very often it is because leadership has failed to address their primary concerns. It is not only critical to explain why changing the culture is important, but the expected value to both the firm and the individuals. Resistance to change is a normal reaction by employees, and preparing for it in advance can go a long way toward getting needed buy-in from your staff. Training on financial management and expected new behaviors is essential to transforming your employees' everyday activities and habits.
- **Accountability.** We have all heard that what is measured is

done, and nothing is truer when trying to make significant changes in your firm's business management practices. Without constant monitoring and measuring of key performance metrics, your employees are not going to pay attention. It is important to establish a performance management process that is in line with the new cultural expectations. It should include clear rewards, recognition, and consequences for performance. This alone could make all the difference in whether your culture becomes more focused on profitability.

"The first step to implementing transformational change is getting the consensus, commitment, and support of your firm's leaders. Sometimes this can actually be one of the most difficult things to do."

Your culture took a long time to develop, and while it might be difficult to make radical changes, sometimes small changes can be equally impactful. Gaps in profitability are often small amounts in many small places, and baby steps may be what's needed to make progress. Look for places that you can recognize quick wins, and be sure to publicly recognize the behavior changes you are asking for. Building your profitable culture will take time and effort, but can be one of the most rewarding and financially impactful initiatives you can pursue. ▀

JUNE JEWELL is the president of **AEC Business Solutions**. Learn more about how to improve your firm's financial performance at AECBusiness.com.

PROFILE

Scaling the small business cliff

Inc. 5000 recognizes DALLASWHITE as one of the fastest growing companies in the U.S.; their president attributes success to the company's team.



by Liisa Andreassen
Correspondent

The *Inc. 5000* is an exclusive ranking of the nation's fastest-growing private companies and **DALLASWHITE Property Restoration** (Las Vegas, NV), a 38-person national construction company specializing in property restoration and catastrophe solutions, recently landed on the list, ranking 1,130 with a three-year sales growth of 479 percent.

"It is an absolute honor to be recognized in a class of distinguished business leaders who represent the top small businesses in America."

The *Inc. 5000* represents the most comprehensive look at the most important segment of the economy – America's independent entrepreneurs. Companies such as Yelp, Pandora, Timberland, Dell, Domino's Pizza, LinkedIn, Zillow, and many other well-known names gained early exposure as members of the list.

"It is an absolute honor to be recognized in a class of distinguished business leaders who represent the top small businesses in America," Brian Whiteway, DALLASWHITE's president and CEO, says. "We are truly living the American dream. Every day we are able to do rewarding work by providing quality emergency services and property restoration to individuals and businesses in the wake of tragedy helping them to continue with their lives, businesses, and dreams. Our dedicated team of professionals are passionate about building, serving others, and restoring lives. We have an amazing team at DALLASWHITE and it is gratifying to see the fruits of our labor and substantial growth recognized."

IT'S ALL ABOUT LEADERSHIP. The average company on the list achieved a mind-boggling three-year growth of 490 percent. The *Inc. 5000*'s aggregate revenue is \$205 billion, generating 647,000 jobs over the past three years.

"The story of this year's *Inc. 5000* is the story of great leadership. In an incredibly competitive business landscape, it takes something extraordinary to take your company to the top," Eric Schurenberg, president and editor-in-chief of *Inc.*, says. "You have to remember that the average company on the *Inc. 5000* grew nearly six-fold since 2012. Business owners don't achieve that kind of success by accident."

PEOPLE POWER AND PROJECTS. Whiteway adds that it was the first

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BUSINESS NEWS

TETRA TECH WINS \$46 MILLION USAID RULE OF LAW PROJECT Tetra Tech Inc. (Pasadena, CA) announced that the U.S. Agency for International Development has awarded the company a five-year, \$46 million single-award task order under Tetra Tech's existing Rule of Law contract to support continued improvement of government and social systems in Jordan.

Jordan faces various social challenges including water scarcity and reliance on costly imported energy resources. Tetra Tech will assist Jordan's government in addressing many of these core issues by supporting USAID/Jordan's mission of improved prosperity, accountability, and equality for a stable, democratic Jordan. Tetra Tech will provide technical services to enhance Jordan's governance to improve health, social, and educational systems; promote broad-based economic growth and development; and protect and strengthen human and legal rights.

"As we continue to grow our international development efforts, Tetra Tech is pleased to support USAID in Jordan in promoting reforms that improve quality of life and increase civic participation in government," said Dan Batrack, Tetra Tech's chairman and CEO.

"These initial steps are essential to building better infrastructure, improving access to energy resources, and locating and safeguarding high-quality water resources in developing countries."

ICA FLUOR AWARDED MIGUEL HIDALGO REFINERY UPGRADE CONTRACT IN MEXICO Fluor Corporation (Irving, TX) announced today that **ICA Fluor**, its industrial engineering and construction joint venture with **Empresas ICA S.A.B. de C.V.**, signed a contract with **Pemex Transformacion Industrial** to supply detail engineering, procurement and construction services for the utilities and offsites that are part of the Tula Refinery upgrade at Hidalgo, Mexico. The total contract value is \$1.1 billion. Fluor will book its \$550 million contract share in the fourth quarter of 2015.

This contract results from the joint efforts of Pemex Transformacion Industrial (formerly Pemex Refinacion) and ICA Fluor to continue with the modernization process of the Tula Refinery.

"This project is a major step to increase Pemex's competitiveness," said Juan Carlos Santos Fernandez, director general of ICA Fluor. "We are proud to be in the position to support them in the development of the stra-

tegic projects required by the country, providing Mexican engineering and construction resources."

Once the upgrade project is completed, the refinery's processing capacity will increase from 315,000 barrels per day to 340,000 barrels per day. The project's mechanical completion is scheduled for the second quarter of 2018.

SHIP & SHORE ENVIRONMENTAL TO EXPORT ITS POLLUTION ABATEMENT TECHNOLOGY IN CHINA Ship & Shore Environmental Inc. (Long Beach, CA), a pollution abatement system manufacturing firm, announced its official expansion into China through an agreement with local firm **Kcalin H&G**.

Ship & Shore provides air pollution capture and control systems for industrial applications, and designs cost- and energy-savings solutions for clients around the world.

According to Anoosheh Oskouian, Ship & Shore Environmental's CEO and president, "The U.S. has been at the leading edge of technology in the area of manufacturing industry air pollution control for years. Now, after decades of its worsening pollution crisis, China is taking serious steps to reduce its carbon footprint."



DALLASWHITE, from page 9

time that the company made the list, so when he learned that they were also in the top 20th percentile, he had an overwhelming appreciation of the dedication and effort of the DALLASWHITE team.

"Every day this team of people helps our clients in the wake of catastrophes," he says. "Our employees are beyond passionate about what they do and how they do it – with quality."

CHALLENGES AND GOALS. So, have there been challenges that accompanied this growth?

"Absolutely," Whiteway says.

Maintaining the quality that it expects to provide for all of its clients was at the forefront of the company's concerns, but as it grew, it continued to employ additional, highly trained people to support the growth.

What's next? Whiteway says that it's working to expand its business's footprint by obtaining a general contractor license in every state.

"We want to be able to accommodate our clients on a national level," he says. ▀

RECENT PROJECT COMPLETIONS

DALLASWHITE'S impressive project completions over the past three years include:

The Ridpath Hotel – a 13-story historic hotel, Spokane, WA

■ **Problem:** The sprinkler system standpipe ruptured and the building was flooded.

■ **Project value:** \$3.6 million

■ **DALLASWHITE services performed:** Mitigation and restoration

Century Hill Association - underground parking structure, Century City, CA

■ **Problem:** Parking structure collapse

■ **Project value:** \$1.3 million

■ **DALLASWHITE services performed:** Subrogation and demolition

Walters Golf Group – Desert Pines Country Club, Las Vegas, NV

■ **Problem:** Micro Burst: Winds exceeding 200 mph, snapped 10-inch thick steel columns in half

■ **Project value:** \$1.6 million

■ **DALLASWHITE services performed:** Mitigation and restoration

Wodecki – a 5-story apartment complex, Springfield, MA

■ **Problem:** An EF3 tornado led to extensive structural damage

■ **Project value:** \$1.4 million

■ **DALLASWHITE services performed:** Mitigation and restoration

DOING GOOD



A quiet giver

Dan Ryan, of Dan Ryan Builders, is rewarded for his modesty and charity with the 2015 Hearthstone BUILDER Humanitarian Award.

By Liisa Andreassen
Correspondent



Dan Ryan,
CEO and
Founder, Dan
Ryan Builders.

Hearthstone and Hanley Wood's *BUILDER* magazine, together with Kohler Company, the founding sponsor, honored the first recipient of the Humanitarian Award 16 years ago. It is an award given to a builder who demonstrates a lifetime commitment to charitable works. At the Housing Summit in May, Dan Ryan, CEO and founder of **Dan Ryan Builders** (Frederick, MD), was the worthy winner of the 2015 Hearthstone *BUILDER* Humanitarian Award.

"This award is meant to honor those in our industry who invest their time, energy, and resources to helping others.

GIVING GOES BACK. Charitable giving is something that has been instilled in Ryan since childhood. And, so has homebuilding.

"Homebuilding is certainly in my blood. My grandfather was a homebuilder, my dad was a homebuilder, and my two brothers are homebuilders. Not only did I learn homebuilding from my dad, I learned how to give back from my dad."

Giving back is something he does very quietly, without fanfare or recognition. Celebrating 25 years this year, he is the 16th largest private homebuilder and



the 35th largest homebuilder in the United States, according to the 2014 "Builder 100" list published by *BUILDER* magazine.

Building affordable and move-up homes in Pennsylvania, Maryland, West Virginia, North Carolina, and South Carolina, each local division is given charitable dollars to enrich the communities and areas where they build homes. The Dan Ryan Foundation has funded millions of dollars toward charitable events and organizations over the years.

Here are just a few examples of how different divisions have used their charitable allowances:

- **Charleston, South Carolina:** Donated 21 mattresses, box springs, and bed frames to HALOS, which works with abused and neglected children and their caregivers, after employees there learned that some kids wind up in foster care simply because their family homes have too few beds for all of the children.

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BUSINESS NEWS

ENR HONORS GILBANE'S CHARLIE NELSON WITH LEGACY AWARD Gilbane has announce that Charlie Nelson, senior project executive at Gilbane, is the 2015 recipient of the second annual *Engineering News-Record* Legacy Award.

The Legacy Award recognizes experienced industry veterans with extensive contributions to their profession and community. Each nominee's history of innovation, outstanding career highlights, and an engagement within the industry and the surrounding community were evaluated by the award committee.

Nelson has more than 54 years of experience in the construction industry and has held positions ranging from engineer to president. He joined Gilbane in 1995 and has extensive experience as a project executive on complex projects throughout Texas, particularly major renovation projects. He most recently led both the Kinder Morgan (formerly El Paso) Tower Renovations and the North Cypress Medical Center projects.

Over the course of his career, Nelson has received several awards and recognition and served with various industry associations, having been on various **AGC Houston** committees, on the Board of Directors for AGC Houston and as president of AGC Houston in 1993.

"Over the course of his career, Charlie has defined leadership not only for his business success, but also for what he has given back to the industry and community both in our local communities and nationally," said Dan Gilbane, senior vice president at Gilbane, "For all he has achieved, Charlie has remained a servant leader, for many in our industry he has been the true measure of that description, a person as generous with his time as he is humble about his many accomplishments and that is an incredibly high bar."

Nelson will be honored at *ENR* Texas & Louisiana's 2015 Best Projects luncheon in Houston on December 8.

TRANSACTIONS

INTERPLAN JOINS PARAMETRIX Parametrix (Seattle, WA) announced that **InterPlan** has merged with the company, establishing a permanent presence in Utah and expanding the firm's capabilities in the intermountain region. InterPlan, founded in 2001, specializes transportation planning and traffic engineering, providing services to public and private clients throughout Utah and the Rocky Mountain area. This expansion allows Parametrix to provide a broader range of complementary services and solutions to clients throughout the intermountain region.

"The merger with InterPlan brings together two very complementary firms and establishes a significant presence in Utah for Parametrix. InterPlan's highly regarded client reputation strengthens the firm's overall transportation planning and traffic engineering practice throughout the western states and provides Parametrix the platform to expand our core practices into a new geography," said Jeff Peacock, Parametrix's CEO.

"We are excited to embark on the partnership in which our two firms' cultures and technical areas of expertise complement each other so well," commented Andrea Olson, owner of InterPlan.

DOING GOOD, from page 11

■ **Williamsport, Maryland:** Built a Habitat for Humanity home and routinely help elderly neighbors with home repairs.

■ **Dominican Republic:** Helped rebuild soccer field bleachers and donated \$50,000.

Giving back is something Ryan likes to keep quite. This is a habit that both frustrates and awes his company's corporate brand manager, Sarah Harne.

"You would think I would know about these events to use in a public relations capacity," Harne wrote when nominating this modest man for the award. "But, Mr. Ryan quietly supports and completes these amazing and impactful works with no fanfare."

"We are proud to recognize Dan Ryan for his commitment to giving back to those in need and to helping people live a better life."

And, while the builder might think more than \$500,000 in donations since 2010 is not a big deal, his staff and community feel differently. In fact, the Frederick Rescue Mission recently named its annual fundraising 10-mile road race after Ryan to thank him for being its lead sponsor. And the organization's executive director, Arnold Farlow, applauds him for being "generous with his treasure."

His charitable focus, although not exclusively, is low-income housing. Ryan's main project is the Frederick Rescue Mission – a Christian organization that serves meals to poor, homeless, and working-class locals, and houses up to 32 men at a time in its Changed Life Recovery Program. The program is an effort to help recovering drug addicts and ex-

convicts earn their high school equivalency diplomas, find jobs and permanent housing, reconcile with their families, and connect with a local church.

This year, the mission will open an eight-bed residential program to do the same for homeless women and children. Ryan donated \$100,000 to the effort and helped Farlow navigate some local zoning obstacles.

WHAT GOES AROUND COMES AROUND. Despite his modest behavior, Ryan is well aware that his company's generosity has paid off in local good will, as well as home sales.

"It is imperative that we have a personal touch within our community in as many aspects as we can," he says. "We're the friendly builders. We're not the Goliath, but we care a little bit more than maybe the builder down the street, and this charity work is an example of our caring. That is extremely beneficial for everyone in our company. It's hard to quantify, but people like doing business with people who they know and like. I'd like to think that people know and like us."

Ryan's next charitable effort will be away from home. He's heading back to the Dominican Republic.

"The housing conditions are horrid, with dirt floors, hole-riddled tin roofs, and corrugated tin walls," he says. He plans to build four, one-room concrete structures to start.

Peter Goldstone, CEO of Hanley Wood, says, "This award is meant to honor those in our industry who invest their time, energy, and resources to helping others. We are proud to recognize Dan Ryan for his commitment to giving back to those in need and to helping people live a better life."

In addition to the award, the Dan Ryan Foundation will also receive a cash donation. ■