THE
THREE
LEGGED
STOOL
Balanced or Broken?

THE RIGHT
CONTRACT MANAGEMENT
THE RIGHT
CULTURE
THE RIGHT
SUBCONTRACTORS
the three legged stool

noun \ˈthrēˈ ˌle-gəd\ˈstül\

1 : You can have it all

2 : it’s more than cost, schedule and scope

Our industry is based on a three-legged stool of cost, schedule, and scope (and/or quality). At the conclusion of the 2018 LinCP Forum in San Antonio, we had a lively discussion about the three-legged stool, with owner representatives pushing back on the old adage that you can only achieve two of the three legs in any project. We know that the client is not going to be completely happy with just two of these legs, but project teams are often forced into sacrificing one leg to fully achieve the others. Why is this so? Is it unreasonable to expect it all?

At this year’s LinCP Forum we will examine the realities and assumptions behind this industry adage, the three-legged stool, while identify the bars that help support these legs and, possibly, rebuilding the “stool”!

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3 Key Topics

Each of our three Key Topics includes: presentations, panel discussion, facilitated table discussion, and audience participation using Poll Everywhere, and open discussion.

TOPIC #1: THE RIGHT CONTRACT MANAGEMENT

How do contracts and management teams help support a balanced three-legged stool?

Just because a contract says something doesn’t necessarily make it so! We will explore the value of fair and balanced contracts, and traditional problems with architecture, engineering and construction contracts.

We will examine what project management has to do with the overall success of a project and the intersection of contracts, management and leadership.

TOPIC #2: THE RIGHT CULTURE

What part does culture play in stabilizing our three-legged stool?

We will discuss what culture means to all the players involved in a project: the owner, designers, general contractor and subcontractors. Culture is the accumulation of individual and corporate values and behaviors. We will explore strategies that will strengthen culture to achieve project goals.

TOPIC #3: THE RIGHT SUBCONTRACTORS

What role do subcontractors hold to ensure a successful project?

Subcontractors are an essential element in balancing the three-legged stool, but we rarely include them in our conversations. The subcontractor level is where the work gets done and how quality is physically built into the project. Their work and its sequencing can also make or break the project schedule and of course, it is the source of the ultimate project costs, where the bids come from. Unfortunately, their input is often too late in the project to provide adequate inputs to affect cost, schedule, and quality. And, how does the subcontractor’s role affect the culture of the team and the ability to effectively confront the reality of the many project issues and challenges that get thrown their way?

In this session we will examine how to maximize the roles and strengths of subcontractors to better define and execute the project within the cost, schedule, and quality desired.
Meet and Greet (April 10) | Essence Forum (April 11 & 12) | Venice Ballroom
Breakfast (April 11 & 12); Board Meeting (April 12) | Ibiza
Lunch & Reception (April 11) | Bordeaux
Day 1, Wednesday, April 10
6:00 – 7:30 p.m.  LinCP Forum Meet-and-Greet
Location: La Torretta Lake Resort and Spa, Essence Room

Day 2, Thursday, April 11 – LinCP Forum
Location: La Torretta Lake Resort and Spa, Venice Ballroom

7:30 a.m.  Registration, Full Breakfast (Ibiza Room)
8:30 a.m.  Welcome and Introductions
MCEmcee – Ardis Clinton, President, I-LinCP Houston Chapter

Carol Warkoczewski, AIA, MSOLE, Senior Architect, City of San Antonio;
Founder, Board Chair and Chief Vision Officer, I-LinCP

8:45 a.m.  Opening Keynote and Panel Discussion
“The Three-Legged Stool: Balanced or Broken?”
Keynote: Thomas Bayer, HOK
Panel Discussion – Moderator, Carol Warkoczewski, City of San Antonio
• Trent Williams, University of Houston
• Jerry Nickerson, Facilities Science Corp.

9:30 a.m.  Break

9:50 a.m.  Topic #1: THE RIGHT CONTRACT MANAGEMENT
(Timing for each Topic includes: presentations, panel discussion, facilitated table discussions, audience participation using Poll Everywhere, and open discussion.)

Examining what project management has to do with the overall success of a project and the intersection of contracts, management and leadership.

Moderator: Cliff Whittingstall, PBK

Presenters and Panelists:
• Eric Hedlund, Sundt | “Good Contracts…Even Better Contract Management”
• Steven Hardt, Allensworth & Porter | “RISKY BUSINESS: How Planning Can Preempt Danger”
• Rob Roy Parnell, Formerly, Texas State University

12:30 p.m.  Lunch & Presentation (Bordeaux Room)
Trent Williams, University of Houston | “University of Houston Fertitta Center – You Really Can Have It All”
1:30 p.m.   Break

1:45 p.m.   Topic #2: THE RIGHT CULTURE  (Timing includes: presentations, panel discussion, facilitated table discussions, audience participation using Poll Everywhere, and open discussion.)

Exploring strategies that will strengthen culture to achieve project goals.

Moderator – Chris Tisdel, Rukus Innovation Consulting

Presenters and Panelists:
  • Lisa Feeley, Transwestern | “Developing the Right Mindset to Create a Culture of Success”
  • Diane Cullen Levin | “Why Relationships Matter”
  • Roy Sprague, Cypress Fairbanks ISD

4:45 p.m.   Day 2 Closing

5:00 – 7:30   Reception, Scholarship Benefit Silent Auction, Live Music (Bordeaux Room)

SILENT AUCTION CLOSES AT 6:45 PM
Day 2, Friday, April 12 | LinCP Forum
Location: La Torretta Lake Resort and Spa, Venice Ballroom

7:30 a.m. Registration, Breakfast (Ibiza Room)

8:15 a.m. Welcome and Recap of Thursday:
Ardis Clinton, President, I-LinCP Houston Chapter
Carol Warkoczewski, AIA; Founder and Chief Vision Officer, I-LinCP

8:45 a.m. Topic #3: THE RIGHT SUBCONTRACTORS (Timing includes: presentations, panel discussion, facilitated table discussions, audience participation using Poll Everywhere, and open discussion.)

Examining how to maximize the roles and strengths of subcontractors to better define and execute the project within cost, schedule and quality desired.

Moderator: Ed Powell, Relevate

Presenters and Panelists:
• Randee Herrin, TDIndustries
• Brandon Meyers, SpawGlass | “How Healthy Subcontractor Selection can Make or Break Your Project”
• Russ Wallace, Texas A&M University

11:30 a.m. Closing Keynote Presentation

“BEYOND BALANCE: Where do we go after cost, schedule and scope?”


12:30 p.m. Day 3 Closing (lunch on your own)

2:30 – 4:00 p.m. Annual Board and Members Meeting (members only)
Location: Ebiza Room
You see, as an architect, project manager, and executive at various architectural firms and the University of Texas System, I was involved in the conception, planning, design, construction, and management of many major projects. As well, my work as a consultant and project process facilitator has brought me into the midst of the planning and delivery of over 80 wide-ranging capital projects.

During the process of Partnering, the key project stakeholders discuss project goals, team values and behaviors, effective communications, expectations, and project issues, but always focused on a specific project. So, I wondered if it would be of value to invite a "few" of my clients and project participants to a "conversation" that was industry-focused, rather than project focused. As I bounced this idea off some of my clients, I received warm encouragement. Thus, the Leadership in Capital Projects (LinCP) Forum was born.

After the first LinCP Forum in February, 2009, I was encouraged to form a nonprofit organization and to take the Forums around Texas. The Institute for Leadership in Capital Projects (I-LinCP) was formed as a Texas nonprofit corporation in January, 2010 and gained nonprofit IRS 501-c-3 status in May, 2011.

As Senior Architect and former City Architect for the City of San Antonio, Carol brings her passion to provide excellent project outcomes. Carol is dedicated to supporting the City of San Antonio’s mission to deliver quality City services to achieve San Antonio's vision of prosperity for its diverse, vibrant and historic community. Carol is an architect with 30+ years of experience in the design and construction industry. Her other experience includes being the owner of Synergy Builders, with its focus on improving collaboration using Partnering processes, producing the Owner's Project Requirements (OPR), facilitating strategic planning, organizational development and organizational culture change and improvement, and training in leadership-building, communications and managing conflict. Prior to forming Synergy Builders, Carol had ten years in executive administration and project management with FIATECH (a consortium under the Construction Industry Institute) and the University of Texas System-OFPC. The ten years prior were spent as an architect and project manager with GSC and other architectural firms in Austin, Texas.

At the Institute for Leadership in Capital Projects we are proud to have a great group of industry leaders supporting our national board and local chapters.
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As a member of HOK’s Technical Board, Tom has had the opportunity to work on the development of domestic and international delivery standards and protocols, technology initiatives, the implementation of new project delivery models, and rigorous quality assurance methods; all of which allow for more efficient and effective HOK project development. As an adjunct professor he courses on exterior enclosure design and advanced construction technology.

**“Curating the Balancing Act”**

We are all familiar with the concepts of the “Iron Triangle” in project management. The three sides of the triangle represent the three major variables of any project—cost, schedule (time), and quality—and how they interact with each other. These three variables bound within their confines the project scope (the tangible “what’s left behind” when the project is completed). The well-established thinking on the relationship of the variables, sides of the iron triangle, is that you can select any two sides of the variable and inevitably have to sacrifice the third. Select high quality and low cost and you will sacrifice time. Inexpensive and fast won’t be good.

The implication is that we, designers, builders, managers and owners, MUST make a concession—settle for a less than optimum outcome.

Through careful planning, collaboration, and open lines of communication, a project scope can be established that meets all of the owner’s programmatic requirements. An appropriate iron triangle is possible given the right care and balancing of all the constituent variables AND parties’ needs. This is the goal: to balance all variables as much as possible given the project scope.

Our charge as the managers, designers, and builders—collectively the Curators of the development of the built environment—is to always strive towards the balance between the control of cost, the monitoring of schedule, and to attain the highest possible quality the iron triangle and its three constituent variables can yield.
MODERATOR

CAROL WARKOCZEWSKI, AIA, MSOLE
Senior Architect, City of San Antonio;
Founder, Board Chair and Chief Vision Officer, I-LinCP

PANELISTS

THOMAS BAYER, AIA, NCARB, LEED GA
Technical Principal, HOK

TRENT WILLIAMS, PMP
Senior Director, Capital Projects – Facilities Planning and Construction

Trent is the Senior Director of Capital Projects at University of Houston, whose focus is delivering projects that support the University’s Tier One initiative. With over 15 years of experience in the construction industry, Trent has worked on projects including Healthcare, Commercial Office Space, K-12 and specifically at the University of Houston, Health 2, Guy V. Lewis Development Facility, Fertitta Center, Indoor Football Practice Facility, UHD S&T and Katy Academic Building. Trent is a graduate of Texas A&M University and spent 11 years working in Houston as a General Contractor before coming to the University of Houston in 2014.

JERRY NICKERSON
City Council District 3, City of Garland

Jerry directs all engineering, operations, planning and construction for Parkland Hospital & Health System in Dallas County. He led the program management team that recently completed the $1.36 billion, 3.2 million-square-foot New Parkland Hospital campus.

Jerry holds two Bachelor of Science degrees from Texas A&M University in environmental geography and civil engineering and has been a registered professional engineer in Texas for more than 30 years. He is a member of the National Society of Professional Engineers and speaks at industry conferences about program management, quality and risk management processes.

He has also held senior management and engineering positions with industry leaders in facility engineering design, construction and program management. During a span of 40 years, he been responsible for the design, commissioning and construction of more than $4 billion in new construction, including projects for governmental, institutional and health care facilities both domestic and international.
TRENT WILLIAMS, PMP
SENIOR DIRECTOR, CAPITAL PROJECTS – FACILITIES, PLANNING & CONSTRUCTION
UNIVERSITY OF HOUSTON

“University of Houston Fertitta Center, You Really Can Have It All”

Strategically balancing the three legged stool by building a strong team that is committed to the overall mission of the project.

J. Trent Williams is the Senior Director of Capital Projects at University of Houston, whose focus is delivering projects that support the University’s Tier One initiative.

With over 15 years of experience in the construction industry, Trent has worked on projects including Healthcare, Commercial Office Space, K-12 and specifically at the University of Houston, Health 2, Guy V. Lewis Development Facility, Fertitta Center, Indoor Football Practice Facility, UHD S&T and Katy Academic Building.

Trent is a graduate of Texas A&M University and spent 11 years working in Houston as a General Contractor before coming to the University of Houston in 2014.
TOPIC 1: THE RIGHT CONTRACT MANAGEMENT
Examining what project management has to do with the overall success of a project and the intersection of contracts, management and leadership.

MODERATOR
CLIFF WHITTINGSTALL, AIA, LEED AP BD+C
Partner \ Director of Higher Education, PBK Architects

Cliff Whittingstall is a Partner at PBK, one of the largest architectural and engineering practices in the nation. Since 2012, he has directed the company’s San Antonio operation and leads the Higher Education division firm-wide.

Cliff earned a degree in Architecture from The University of Texas at San Antonio and a Masters of Architecture from Clemson. He has vast experience in master planning, programming and architectural design and has made a career out of managing projects of varying complexity and scale. Cliff’s experience includes research laboratories, libraries, academic classroom buildings, student unions, residential complexes, dining facilities, wellness buildings, and athletic complexes for projects ranging from under half-a-million dollars to more than 200 million dollars in construction costs. His portfolio also reflects extensive first-hand experience and knowledge of sustainable and high performance design techniques, as well as commissioning practices to achieve various levels of LEED certification.

In addition to managing a busy career, Cliff dedicates time to giving back to his community. He participates in multiple community service events and organizations including Habitat for Humanity, Canstruction, Catholic Worker House, Elf Louise, Haven 4 Hope, and the San Antonio Food Bank. He also served as a counselor and board member for the Children’s Bereavement Center.

“Good Contracts – Even Better Contract Management”
ERIC HEDLUND
Senior Vice President, Sundt Construction, Inc.

Eric Hedlund serves as Senior Vice President and District Manager for Sundt’s Texas offices and has been with Sundt for over 32 years. His responsibilities include management oversight of the company’s Texas area building projects. Sundt Construction is active in the military, commercial, institutional, educational, residential, hotel, and healthcare markets of the western and southwestern United States and has an annual volume of approximately $2.0 billion.

Eric is a past member of the Board of Directors for the American Institute of Constructors and has also served on the Constructors Certification Commission. Mr. Hedlund is currently a life director of the Arizona Builder’s Alliance, and is the Director of the San Antonio AGC Chapter, among being involved with many other industry specific organizations. He is also a Registered Professional Civil Engineer and Certified Professional Constructor.
“RISKY BUSINESS: How Planning Can Preempt Danger”

STEVEN HARDT
Construction Lawyer, Allensworth & Porter

Steven advises public and private sector clients in the AEC industry on complex commercial construction and infrastructure contracts, including design-build and public-private partnership (P3) agreements. From procurement, to contract drafting and negotiation, to project management strategies, Steven helps clients develop sophisticated legal solutions to bring innovative projects to life.

He’s also represented owners across the U.S. on major transportation and infrastructure projects and served as in-house counsel at Taylor Engineering Group, where he oversaw international energy procurement deals including the purchase, development, construction, and maintenance of wind farms, natural gas power plants, and solar facilities.

It is possible to achieve all three legs of the cost-schedule-quality stool, but only if parties have a plan for what to do when the stool starts to wobble—or in a legal sense—only if parties have a contract that clearly defines, allocates, and manages risk before it arises.

Join Steven as he explores different types of risk common in the construction industry and discusses negotiation tactics for allocating and managing that risk in a contract to help ensure a sturdy three-legged stool throughout the life of the project.

PANELIST

ROB ROY PARNELL
Former Deputy Vice Chancellor of Capital Projects Administration
Texas State University System

Rob Roy has over 28 years experience managing the design and construction of state facilities in the State of Texas. In his former role as the Deputy Vice Chancellor for Capital Projects Administration at the Texas State University System he provided executive leadership over the contracting, design and construction for all Capital Projects in the System. Before serving in that capacity for eleven years, he served as Director of Design and Construction at the Texas Facilities Commission for over 9 years. Recently, Parnell departed state service and is now a consultant working on higher education issues, P3 development, construction litigation and accessibility services for clients.

Throughout his career, he has provided design and construction leadership for laboratories, schools, office buildings, sports facilities, performing arts centers, administrative facilities and hospitals on behalf of the state of Texas.
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TOPIC 2:  THE RIGHT CULTURE  
Exploring strategies that will strengthen culture to achieve project goals.

**MODERATOR**  
**CHRIS TISDEL**  
Founder and CEO, Ruckus Innovation Consulting

Chris Tisdel is the Founder and CEO of Ruckus Innovation Consulting and has 25+ years of global experience as a designer, catalyst for innovation, strategic consultant, founder, and angel investor in the design, engineering, and technology industries. He has been an innovation leader in the private and public sectors. Chris thoughtfully guides organizations through the journey of innovation utilizing experienced facilitation, research-informed visual and design-thinking methodologies, vision and value prototyping, implementation strategies, and fanatically collaborative workshops. He is the former Innovation Strategist for Autodesk Global Services, the Associate Director of Implementation and Globalization for the Construction Industry Institute (CII), and the Director of Building Information Modeling for the State of Texas.

“Developing the Right Mindset to Create a Culture of Success”

**Lisa Ann Feeley**  
Vice President, Construction & Project Management, Transwestern

With a career that spans 30+ years, Lisa has gained experience in healthcare, Life Sciences, and Engineering in various roles including National Business Development, Project Management, and Operational Consulting roles. In addition, Lisa has instructed thousands of students over 15 years of teaching classes in leadership, teambuilding, and operational efficiencies.

Lisa knows everyone understands that we cannot pursue business as usual and expect to survive in this "disruptive" environment in which we all operate. We must bring value to our clients. The real challenge is that many of us only see the stool as it is but we have not put the right processes in place that will get us to "re-create the entire stool."

_____

Until you are able to look at your current way of doing things in a totally different way (new mindset) and incorporate new tools and metrics any chance of really changing your results is really low.

It is a game of luck at this point. And in this competitive environment, do you want to leave it up to luck?
“Why Relationships Matter”
Diane Cullen-Levin
Founder, Quad 2 International

Diane came from a Seller-Doer background in the field of architecture, and she is a Stephen Covey aficionado. For ten years Diane implemented Covey’s philosophies extensively while running her own architectural practice. After selling her firm, she embarked on combining the Seller-Doer model and Covey’s philosophies into a Client-Focus Change Management System primarily within the construction industry.

Diane’s mantra is: “Relationships Matter”. Working with the right clients and having the right team requires strong authentic relationships and these happen when team cultures align.

It’s important for companies to work with the right clients; clients that align with their beliefs, philosophy and style. This is as critical for integrated teams on capital projects and the glue that ties these teams together is their relationships. Companies typically attract employees that are like-minded to their values and these values are represented in their culture. This presentation will define culture, how behavior demonstrates culture and how important Quad 2 time is to make this happen.

PANELIST
ROY SPRAGUE Jr., AIA, CSI, ALEP, NCARB
Chief Operations Officer, Associate Superintendent of Facilities, Construction & Support Services, Cypress-Fairbanks I.S.D.

Roy Sprague is a registered Architect and Interior Designer in the state of Texas with over 35 years of experience in facilities and construction. Currently, Mr. Sprague oversees a total of eight divisions with over 3500 employees which include facilities planning, construction, maintenance, custodial operations, energy management, food service, transportation, purchasing, along with handling all real estate acquisitions.

He has overseen the design and construction of over $2.5 billion of new construction and renovations of K-12 educational and support facilities for the third largest school district in the state of Texas and the 23rd largest district in the nation. He is currently overseeing the six-year $1.2 billion bond program that was passed by the voters in May 2014. His awards and honors include the 2006 Lifetime Achievement Award in the Association for Learning Environments (A4LE) Southern Region and a finalist for the A4LE International Lifetime Achievement Award. Sprague also served as the A4LE International Chairman of the Board of Directors in 2006/2007. He has earned the designation of an Accredited Learning Environment Professional from the Association for Learning Environments (A4LE). He currently serves on the national Board of Directors for the Institute for Leadership in Capital Projects (I-LinCP) as well as the Collaborative of High-Performance Schools (CHPS) as Treasurer.
TOPIC 3: THE RIGHT SUBCONTRACTORS
Exploring strategies that will strengthen culture to achieve project goals.

**MODERATOR**

EDWARD POWELL
Industrial Engineer, Relevate Lean Construction Consulting

Prior to joining Relevate, Edward worked as an Industrial Engineer for Intel’s Technology and Manufacturing Group helping to plan future manufacturing sites and ramp-up new technologies in existing fabrication plants. He has worked on manufacturing and facilities planning projects in U.S., Ireland and Israel.

Edward has worked as an Industrial Engineer in the Defense Aircraft and Semiconductor industries for over 30 years, including 16 years with Intel. He has worked in factory production, simulation, ergonomics, factory layout, Lean implementation/training, and factory systems. He has a BS in Industrial Engineering from Texas A&M University and a MS in Industrial Engineering from the University of Texas-Arlington.

Edward is passionate about implementing Lean culture, improving team dynamics, and building factory systems. In his free time, Ed enjoys traveling with his wife, home renovation, and glass-blowing.

**PRESENTER**

RANDEE HERRIN, LEED AP
Senior Vice President of New Construction, TDIndustries
Leader of Corporate Innovation & Co-leader of Corporate R&D

Randee Herrin, Senior Vice President at TDIndustries, is responsible for the oversight of TD’s Houston area new construction operations. Additionally, she is part of TD’s corporate senior leadership team and serves as co-leader of TD’s R&D program and as the captain of TD’s innovation team where she works to create value for internal and external customers.

Randee also has a passion for increasing diversity and inclusion within the construction industry. As the war for talent continues to intensify, Randee is looking to fill the gap through gender parity. To do this she has developed a program that actively recruits, supports, and trains female craft workers.

Currently, Randee serves on PlanGrid’s Customer Advisory Board, Texas Tech University College of Architecture Design Leadership Alliance Dean’s Circle and is a member of the Associated General Contractors Executive Roundtable.
“How Healthy Subcontractor Selection Can Make or Break Your Project”
BRANDON MEYERS, LEED AP
President, Houston Division/Employee Owner, SpawGlass

In the 25 years that Brandon has worked in the construction industry, a significant amount of time has been spent working as a subcontractor and in the subcontractor selection role as a general contractor / construction manager. He has experience working as a laborer, craft worker, superintendent, estimator, project manager and operations manager before becoming president of the Houston Division in 2013.

How many times has a subcontractor been selected based on the lowest initial price only to have significant safety, quality, schedule and cost issues throughout the project? The subcontractor selection decision is rarely black and white. There is a lot of grey, and it can be very subjective if not handled properly.

How can we think differently about the subcontractor selection process in order to make sure that leg of the stool is strong? We will explore some of the challenges the subcontractor community is facing and discuss ways that the team can make smarter subcontractor selection decisions that are in the best interest of the client.

PANELIST
RUSS WALLACE
Executive Director - Facilities Planning & Construction, Texas A&M University System

Russ has worked in the Architectural and Facilities Construction and Management industry for over thirty years. Since 1980, he has specialized in serving educational institutions, including The Texas A&M University System, The University of Texas System, The State of Texas Facilities Operations Division, Texas State University, the Houston Independent School District, Lee College and the University of Houston System. Russ has successfully managed major facility projects, departments and bond programs; maintaining allocated budgets and schedules and is currently serving as Director of Project Delivery for the Texas A&M University System.
Rex Miller is a true orchestrator of transformation. He is an experienced author, professional thinker and sought after consultant with the capabilities to work towards transformation at any scale. Rex has built an extensive career around the ability to see things differently and lead others to think collectively in a way that generates harmonious collaboration, innovative ideas and a plan for progress.

Rex’s firm, mindShift Innovation, has a knack for taking difficult or nearly impossible problems and finding comprehensive solutions. Whenever a company or even an entire industry is utterly stuck in a rut, Rex and his process have the answer to bring not only welcome change, but change that is absolutely imperative in order to survive in the modern landscape.

Rex holds bachelor’s and master’s degrees as a futurist and entered the world of consulting after 35 years as a corporate manager and executive. He is a certified tennis professional and has coached Olympic athletes. His unique experiences and skill set make Rex distinctively qualified to help solve the challenge of Humanizing the education machine.

He also is a USPTA certified tennis professional and has coached a hall of fame tennis player, hall of fame golfer, and U.S. Olympic pole vault team.

Rex is CoreClarity Certified, and a member of the National Speaker’s association, CoreNet, IFMA, LCI and the American Professional Futurists. He is also a four-time Wiley Author and the winner of two CoreNet international awards for innovation and excellence as well as the winner of IFMA’s Distinguished Author award.

REX MILLER
Speaker, Futurist, Author, Consultant
mindSHIFT

“Beyond Balance: Where Do We Go After Schedule, Cost and Scope”

How owners can transform their projects by early team selection, prior to design, and using the untapped knowledge of their trades to determine project feasibility and improve the project performance.
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