Dear Ms. Tanya Zwahlen:

I am responding to the call for consultants to complete 2013 NCHRP Synthesis projects and would like to be considered to be complete the Synthesis Topic 45-03: Current practices to set a DBE Goal on Design-Build Projects. I am teaming with Jennifer Shane, Ph.D., an Associate Professor in Construction Engineering at Iowa State University. Our team is distinctively qualified for this project with our background in design-build experience and research and one of us being an owner of a DBE company that regularly performs work on projects with DBE goals.

We have worked together on several projects, starting with the publication of an award winning paper about design-build in 2008 (“Comparative Analysis of Owner Goals for Design/Build Projects,” Journal of Management in Engineering, American Society of Civil Engineers). Currently, Jennifer and I are collaborating on the SHRP2 R10 extension: Complex Project Management and have collaborated in a variety of topics related to alternative project delivery including design-build (DB), public private partnerships (3P) and Construction Manager/General Contractor (CMGC).

I am the owner and principal consultant of Del Puerto & Associates (DPA), a Disadvantaged Business Enterprise (DBE #6603). I am very familiar with the requirements of 49 CFR PART 26, I personally completed the process of certification for my company as a DBE and I complete the annual update affidavits required in section 26.83(j) of the code. Through DPA, I am collaborating on NCHRP 15-51: Pre-Construction Services Cost Estimating Guidebook and ACRP 09-07: Airport Maintenance Roles in Planning, Design, Construction, Commissioning, and Activation. I recently completed work on NCHRP 10-85: CMGC Contracting Guide for Highway Projects. I am a panel member on NCHRP Synthesis 44-09: Alternative Technical Concepts for Design-Build and Construction Manager/General Contractor (CMGC) Projects. One of the important issues for this synthesis is the ability to understand the intricacies of 49 CFR PART 26 in design-build projects. I believe that both experience with design-build and DBE are required to properly complete the synthesis. As a Design-Build Certified Professional, and owner of a DBE, experience working as a

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DBE contractor and subcontractor, I believe I am uniquely qualified to successfully complete the synthesis.

Prior to entering academics Jennifer worked for the Kansas Department of Transportation (DOT) in a construction office in northwest Kansas. One of the perspectives Jennifer brings to this team is the DOT experience. While in academics one of Jennifer’s focuses has been alternative project delivery including design-build (DB), public private partnerships (3P) and Construction Manager/General Contractor (CMGC). While a graduate student Jennifer worked on the Design-Build Effectiveness Study as Required by TEA-21 Section 1307(f) and both her Master’s thesis and Ph.D. dissertation pertain to design-build, namely the SEP-14 reports and scope definition for highway design-build projects. As a graduate student Jennifer also worked on NCHRP Report 574: Guidance for Cost Estimation and Management for Highway Projects During Planning, Programming, and Preconstruction. Dr. Shane has continued exploring design-build with a study comparing design-build and design-bid-build for water and wastewater facilities for the Water Design-Build Council. Jennifer’s experience with SHRP 2 and NCHRP includes work on the projects identified above as well as serving as Principal Investigator for SHRP2 R10: Complex Project Management, Principal Investigator for NCHRP Report 726: A Guidebook for Nighttime Construction: Impacts on Safety, Quality, and Productivity, and Co-Principal Investigator on NCHRP Synthesis 402: Construction Manager-at-Risk Project Delivery for Highway Programs. She also served as a panel member for NCHRP 08-60: Guidebook on Risk Analysis and Management Practices to Control Transportation Project Costs.

Our resumes are attached and they list our relevant research, actual project experience, and publications which include a textbook on design-build project delivery, a number of related journal articles, and many conference proceedings. Both Jennifer and I have been honored to receive the Design-Build Institute of America (DBIA) Distinguished Leadership Award (Jennifer in 2004 and 2010 and I in 2012). We also both teach the American Society of Civil Engineers (ASCE) Design-Build Contracting course. As a result of our previous research work on NCHRP, synthesis and other projects, we have an archive of design-build requests for proposals and contracts from almost all state DOTs and design-build literature that will be leveraged for the benefit of this project.

We would be very pleased to be selected as the consultants for this interesting and timely synthesis study. We can comply with the terms of the contract. If you have any questions or require further information, please call me at 970-227-8968 or send me an email at Carla@delpuerto.net.

Thank you for your kind consideration.

Sincerely,

Carla Lopez del Puerto, Ph.D., DBIA

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Credentials:
Ph.D., Saint Louis University, 2009; M.S., Construction Administration, The University of Oklahoma, 2003; B.S. with honors, Architecture, Universidad de las America-Puebla; Design-Build Professional, 2009; OSHA Construction Outreach Trainer, 2009; LEED Accredited Professional, 2009; Certified Cost Consultant, 2006; Registered Architect in Mexico, 2001

Relevant Research Awards:
• Tenure-track Scholarly Excellence Award, College of Applied Human Sciences, Colorado State University, 2013.
• Distinguished Leadership Award, Design-Build Institute of America, 2012.

Relevant Research Experience:
• Airport Maintenance Roles in Planning, Design, Construction, Commissioning, and Activation, ACRP 09-07, 2012-2013, Co-Principal Investigator (Principal Investigator: Mohamed El-Gafi).
• Pre-construction Services Cost Estimating Guidebook, NCHRP 15-51, Co-Principal Investigator (Principal Investigator: Douglas Gransberg).
• Education Grant for Enhancing Design-Build Learning and Curriculum, Charles Pankow Foundation and Design-Build Institute of America, Principal Investigator.
• Project Management Strategies for Complex Projects Extension, SHRP2 Project R-10, TRB, 2012-2014, Co-Principal Investigator (Principal Investigator: Jennifer Shane).
• Project Management Strategies for Complex Projects, SHRP2 Project R-10, TRB, 2010-2012, Senior Consultant (Principal Investigator: Jennifer Shane).

Relevant Publications:
Books


**Refereed Publications**


**Professional Experience**

- Principal Consultant, Del Puerto & Associates, LLC, Fort Collins, OK, 2011 – now
- Construction Management and Control Activities, Buenaventura, Monterrey, Mexico, 2000 – 2001
- Architectural Designer, Centro de Estudios Regionales, Puebla, Mexico, 1999
- Architectural Designer, PEMARTE, Xalapa, Mexico, 1998

**Academic Positions:**


**Relevant Service:**

- Research & Academia Committee Member, Design-Build Institute of America, 2011 – now
- Coach, Design-Build Institute of America Student Competition, 2010 – now
- Chair, AACEI Construction Special Interest Group (a technical committee within AACEI Technical Board), 2007 – now
- Panel Member, NCHRP Synthesis 44-09: Alternative Technical Concepts for Design-Build and Construction Manager/General Contractor (CMGC) Projects
- Instructor, Design-Build Contracting, 16 Hrs Continuing Education Workshop, American Society of Civil Engineers Continuing Education, 2011 – now.

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Jennifer S. Shane, Ph.D.
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Credentials:
Ph.D., Civil Engineering: Construction Engineering and Management, University of Colorado, 2006; M.S., Civil Engineering: construction Engineering and Management, University of Colorado, 2003; B.S. Engineering: Civil, Colorado School of Mines, 2000

Relevant Research Awards:
• Early Career Engineering Faculty Research Award, College of Engineering, Iowa State University, 2012
• Distinguished Leadership Award, Design-Build Institute of America, 2010

Relevant Research Experience:
• NS220OCIC Risk Based Engineers Estimate, Minnesota Department of Transportation, 2013-2014, Principal Investigator
• NS125 Procedures, Process, and Contracts for Future Construction Manager at Risk (CM@Risk), Minnesota Department of Transportation, Principal Investigator
• A Guidebook for Construction Manager-at-Risk Contracting for Highway Projects, NCHRP Project 10-85, Transportation Research Board of The National Academies, 2011-2013, Co-Principal Investigator (Principal Investigator: Douglas Gransberg)
• Project Management Strategies for Complex Projects, SHRP2 Project R-10, TRB, 2009-2014, Principal Investigator
• Nighttime Construction Impacts on Safety, Quality, and Productivity, NCHRP Project 10-78, Transportation Research Board of The National Academies, 2009-2011, Principal Investigator

Relevant Publications:

Book Chapters

Refereed Publications
• Municipal Water/Wastewater project Delivery Performance Comparison, Journal of Management in Engineering


Relevant Professional Experience

Engineering Associate I and II, Kansas Department of Transportation, Atwood, KS, 2000 – 2001

Academic Positions:

Associate Professor, Civil, Construction, and Environmental Engineering, Iowa State University, 2012 – present.

Director, Construction Management and Technology program, Institute for Transportation at Iowa State University, 2010 – present.

Assistant Professor, Civil, Construction, and Environmental Engineering, Iowa State University, 2006 – 2012.

Instructor/research Assistant/Teaching Assistant, Department of Civil, Environmental, and Architectural Engineering, University of Colorado-Boulder, 2002-2006.

Relevant Service:

Iowa Chapter Steering Committee, Design-Build Institute of America, 2011 – present

Instructor, Design-Build Contracting, 16 Hrs Continuing Education Workshop, American Society of Civil Engineers Continuing Education, 2011 – present.

Communication Coordinator for Construction Management Committee (AFH10), Transportation Research Board, 2010 – present.

Member, Management Practices in Construction, American Society of Civil Engineers, 2009 – present.

Young Member, Committee on Project Delivery Methods (AFH15), Transportation Research Board, 2008 – present.


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