What is Southland’s vision of how design and construction will be performed and managed in the future?

♦ The use of the internet to manage communications at the project level will continue to grow.
♦ Construction will continue to become more technical from a business systems standpoint, but will still be founded by personal relationships and a “handshake”.
♦ Large, fast schedule, high tech building projects will continue to flourish, but the need for smaller, more personal construction needs i.e. homes, small businesses, service, will not diminish.
♦ Construction companies will need to be more flexible in their relationships with customers, suppliers and subcontractors, recognizing that the roles and interactions of those entities are constantly changing.
♦ Seamless design/build processes with truly integrated design & construction functions will prevail.
♦ Construction companies will increase the amount of self performed work and the role of the CM and non-performing GC will diminish.
♦ Outsourcing will be taken to another level, beyond outsourcing of people.

What are the current, and anticipated future, major concerns and issues?

♦ The continued supply of skilled and qualified labor, for both field and office.
♦ The “low bid” mentality when assembling a project team.
♦ The adversarial environment at the project level between the GC and subs.
♦ Managing/communicating in a fast paced, geographically spread environment.
♦ The accuracy of estimates/budgets with minimum scope definition.
♦ The productivity of field labor.
♦ The pressure society places on young people to attend a college/university versus a trade school.
♦ The lack of personal commitment.
♦ The shedding of responsibility/risk.
♦ The people/systems to support the projected world wide growth of building construction.
What are the related research needs?

♦ What is the effectiveness of true “team” projects versus traditional plan/spec/bid projects in relation to cost, schedule and customer satisfaction?

♦ What are the issues that discourage young people from choosing a career in the trades and how can the construction industry overcome those issues?

♦ How should work be performed in the field? What are the alternatives to existing systems, i.e. piping, duct, plumbing, etc.?

♦ How can we perform more work with the same or less amount of labor? Are approaches such as modular manufacturing and prefabrication being properly utilized?

♦ What systems are needed to achieve the trust required between owners and project team members that would allow total collaboration of designers and builders from project conception? Would a real time job cost and fee system that would allow the owner to monitor the project team’s true costs and fees and a credible designer/contractor qualification/certification system similar to ISO 9000 be a viable approach?