

Straight from the Source:

An Interview with Rick Brown, Senior VP of Planning and Development for Parkland Hospital and Health Systems

Rick Brown joined the staff at Parkland Health & Hospital System in October 2002 as Senior Vice President for Facilities Planning and Development. In that capacity, he is responsible for facilities management for the system including the replacement hospital program. Mr. Brown agreed to an e-mail interview with DFW SMPS.

DFW SMPS: What is your professional background? What type of experience do you have beyond healthcare. I.e. private sector experience.

Rick Brown (RB): I served in the U.S. Navy Civil Engineer Corps in a variety of facilities management and construction positions. Since retiring from the Navy, I was Director of Engineering at Loyola University Medical Center, Director of Support Services at Advocate Christ Hospital, and Associate Vice President of Facilities at the Illinois Institute of Technology.

SMPS: What other development staff members have you brought on board to help with the Parkland expansion? What are their backgrounds? Special areas of expertise?

RB: I've focused on hiring the key team members for the expansion project. Walter Jones comes to us from Howell, Rusk, Dodson Architects in Atlanta and serves as Vice President for Development. Dan Mergen is our Director of Contracts and Administration; his background includes service in the U.S. Navy Civil Engineer Corps, Principal Engineer with Montgomery Watson, Contracts/Resources Manager with J.A. Jones Management Services, and Project Executive with Centex Construction in Dallas. Dan Knudson is our Director of Construction and has worked for Barton Malow Company, Loyola University Medical Center,

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**Marketing Perspectives:
Service Quality Impacts your
Marketing Success**

By Trudy Shay Petty

Are you and your firm giving as much attention to Service Quality as you are to Technical Quality? Your customers buy both from you and expect both throughout the duration of a project. And it is both Service Quality and Technical Quality that you and your firm have to sell, manage, measure and promote in order to enhance your reputation and increase market share.



Understanding the difference between Service Quality and Technical Quality and knowing both are required to achieve customer satisfaction is critical to your firm's continued success in the future.

Technical Quality has to do with how good the work is that you deliver. Service Quality has to do with the "experience" a customer has when they do business with you. Service Quality is a subjective measure and refers to how well your firm takes care of a customer and responds to what is important to them.

Typically, customers are in a much better position to assess a company's Service Quality than they are its Technical Quality. For customers, Technical Quality is a given—it means your firm is in business because you have the necessary core competencies and experience to deliver work so it is completed right the first time. From a marketing perspective, this means presenting

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R.C. Wegman Construction Company, and V3 Construction Group.

SMPS: Parkland has been interviewing “hospital master planners” over the last few weeks. Who have you interviewed and who have you selected?

RB: We had 14 firms submit qualifications to help us master plan our new campus. We short-listed 5 firms and selected Skidmore, Owings, and Merrill (SOM). They will partner with HKS, who did extensive work during the strategic planning phase, to work with us on our master plan.

SMPS: What strengths are you looking for in a Master Planner?

RB: SOM is a firm that has a national reputation for design and planning. Their planning engagements have included the Texas Medical Center, Hamad Medical City in Qatar, California Pacific Medical Center in San Francisco General Hospital, Kings County Hospital in New York, and Harvard University.

SMPS: DART’s new plan for a Parkland Station provides an elevated station in the Motor Street area along the UP Rail Line. How do you see light rail’s role in providing transportation service to Parkland and the Medical District?

RB: We think that DART will be very positive for both Parkland and the Medical District as a whole. Not only will it improve patient access, but our staff will have alternative transportation available.

SMPS: With DART providing a future Parkland Station, a future Inwood Station, and an existing TRE station, is there an opportunity to connect these transit stations to the multiple medical centers with a people mover or some other form of shuttle service?

RB: The medical district intends to investigate the feasibility of a people mover or shuttle service to serve both the new Parkland campus and the medical district.

SMPS: Several parcels of new land have been assembled to accommodate Parkland’s growth and expansion plans. What significant challenges have been faced in that effort?

RB: Assembling land for expansion is always a challenge. We were fortunate to be able to purchase a large parcel that happened to be available.

SMPS: Over time, Parkland intends to build a significant new medical center campus. What magnitude of dollars are forecasted for this program? What are the plans for the existing facilities?

RB: The preliminary cost estimate of the replacement hospital program is \$1.1 billion. We are still looking at reuse opportunities for the existing facilities.

SMPS: How can a member of SMPS, working on behalf of their company, begin building a relationship with you, your staff, and Parkland Hospital without becoming a nag?

RB: One of the best ways is to make sure we have a current company brochure on file. By all means, make an appointment to introduce your firm to us. After that, stay in touch to make sure you know our latest schedule for procurements. We also plan to establish a website to make it easier for firms to find out the latest status.

SMPS: What three considerations are the most important to you when selecting a new firm for your facilities team?

RB: You can’t beat a successful record of past experience on similar work as a primary consideration.

SMPS: What is your best advice to a professional services team preparing to interview for work with Parkland Hospital?

RB: Do your homework on our requirements as described in our RFP, put together a team with similar experience, and sharpen your pencil on your fees.

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KEEP THESE SERVICE FACTS IN MIND:

- It takes 6-10 times more time, energy and money to get a new customer than to keep an existing one.
- A customer needs 12-13 positive service experiences to overcome one negative one.
- 25-50% of operating expense at your firm can be due to poor service quality—not doing it right the first time.
- For every customer who complains, there are 26 who feel the same way and 63% of those will leave you.
- About 91% of customers who complain will not come back without a positive response from you.
- Average customer with a complaint tells 9-10 others; 13% of complainants tell 20+ people.

the firm's track record. It also means providing prospective and existing customers with the specific experience and credentials of your staff who will perform the expected work.

On the other hand, Service Quality is not a given—it is something customers want and expect, however, it is not something that is always delivered—and if it is delivered, it may or may not be in the way a customer wants it delivered. Service Quality has to do with customer service and knowing what is important to your customers. It has to do with how your customers feel about the way they are treated. How you go about integrating personal service and relationship-building into the selling and marketing process becomes a customer's first cue about what they can expect from your firm once you are performing the work. Thus, it becomes critical for everyone to know how to properly deliver Service Quality from a customer's perspective in order to achieve the highest levels of customer satisfaction. Extensive research in services marketing has proved the following top five things lead to customer satisfaction:

1. **Being Reliable.** Following through on what you promise to do—doing the promised service dependably and accurately.
2. **Giving Assurance.** Providing courteous,

polite people who are knowledgeable and can convey trust and confidence.

3. **Showing Empathy.** The amount of concern and individualized attention you provide to a customer.
4. **Being Responsive.** A willingness to help customers and your ability to provide prompt service.
5. **Providing Tangible, Positive Moments of Truth.** The appearance and convenience of your physical facilities, equipment, and personnel as well as communication materials so they create positive impressions in your customer's mind.

How well are you integrating these five things into the way you are presenting and selling your firm's services? How do you and your firm think you rate on each of these five things in your delivery of work? Now compare this with what your customers say and think. How do you go about doing this? The answer is to ask your customers for feedback. Without feedback, you will never really know for sure if your customers are fully satisfied and if service quality is being delivered.

Service Quality pays and it significantly impacts your marketing success and your company's bottom line!

Braggin' Writes

BOKA Powell has been engaged by the University of Texas at Arlington to design and develop Chawla Hall. This new Residence Hall is modeled after UTA's Arlington Hall, which was also designed by BOKA Powell. The 149,000 s.f. structure will house 430 students. It is named in honor of UTA alumna, Dr. Kalpana Chawla, one of the seven astronauts who was aboard the shuttle Columbia. Contact Dianne Rudenick (972) 701-9000

Joe Funk Construction Engineers, Inc. was recently awarded three new projects: **Arthouse Condominiums**, a two-story, ground-up luxury residential development in Uptown; **Pecan Hollow Golf Course Pro Shop and Clubhouse**, the expansion and renovation of an existing City of Plano facility; and **The Torah Day School of Dallas**, the renovation of a former telecommunications call center into a private school in far north Dallas. Combined contract value of the three projects is \$7 million. Contact Mitch Meyers, 972-406-5203

KJM & Associates is amongst 17 engineering firms selected by the Federal Transit Administration to oversee major capital projects, including new starts and rail modernization work. The FTA has about 125 projects in the pipeline, with a total cost of \$87 billion. KJM is the first woman-owned firm to be selected for the oversight program. Contact Carole Saucedo, 214-220-0180

The North Texas Tollway Authority has recently selected **Halff Associates, Inc.** for the new design of the Phase 3 Dallas North Tollway, Section XII-S in Frisco, Texas. The contract includes design for 2.6 miles of six-lane divided tollway including a west service road and Main Lane Plaza #4. Critical elements also include environmental mitigation determinations for jurisdictional waters, right of way determinations, design of 11 bridge structures, numerous retaining walls and several major culverts. Contact Hattie Peterson, 214-346-6236

Halff Associates has recently been selected to assist the North Central Texas Council of Governments (NCTCOG) with developing a multi-jurisdictional Hazard Mitigation Action Plan for a 16-county region that includes approximately 300 communities. As part of this project, Halff Associates will be organizing the planning efforts, involving the public, coordinating with other agencies, assessing the hazards and developing mitigation strategies and goals to meet the Texas Department of Emergency Management and Federal Emergency Management Agency requirements.

Contact Hattie Peterson, 214-346-6236

Halff Associates, Inc. won its first Prime Consultant contract with the City of Waco to prepare construction drawings and specifications for a potable water transmission line extending from the Mt. Carmel Water Treatment Plant on Lake Shore Drive to the Owen Lane Elevated Storage Tank at Owen Lane and Bowden Drive. The timely construction of this water transmission line is highly critical to maintain quality service delivery to the western areas of the City. To accommodate schedule requirements, Halff structured their project team to provide two separate design teams which began work in May 2003. Work will be executed concurrently and staged to facilitate the City of Waco's fast track schedule requirements. Contact Linda Gregg, 214-346-6359

Hanscomb Faithful & Gould is providing project management support services during the design and construction of new student quarters at Goodfellow Air Force Base in San Angelo, TX. The \$17 million in new construction includes a 115,475 sq. ft., 200-room dormitory for military personnel undergoing intelligence training. Contact Tanya Corbin 972-458-9040.

LEO A DALY has recently been awarded three Residence Inn Interior Renovations for Marriott International's Select Service Group. The three hotels are in San Antonio, Richardson, and Fort Worth, Texas. The renovations will include guestrooms, corridors and other public areas. The LEO A DALY hospitality group has also recently completed a softgoods renovation of the guestrooms at The Hampton Inn West End Hotel. The renovation also includes converting four existing guestrooms into two suites. For all LEO A Daly projects, contact Christy Shows 214-526-1144

LEO A DALY was recently awarded a First Place Award in the Institutional Category by the American Society of Interior Designers for the University of Texas Seay Building. Using a systems approach to maintain design consistency and flexibility, the team developed specific solutions to the particular requirements of varied classroom and seminar spaces, research and instructional labs, faculty offices and administrative areas. Public-area furnishings were selected to encourage interaction and allow for small discussion areas while accommodating heavy pedestrian traffic.

LOPEZGARCIA GROUP is conducting an archaeological survey of 6,000 acres and conducting

National Register evaluations of 10 recorded archaeological sites at Camp Gruber, OK. The project, being performed for the U.S. Army Corps of Engineers, Tulsa District, includes background research, surface reconnaissance, and subsurface testing to identify, describe and evaluate cultural resources within the project area. For all LGGROUP projects contact Bernie Siben, CPSM 214-741-7777

LGGROUP has been awarded a contract to prepare designs for the replacement of more than 63,000 linear feet of water and wastewater lines throughout the City of Dallas. The project includes surveying, development of design reports and construction documents, and construction administration.

Wills Point is improving its water treatment plant to increase the quantity and quality of water available to its service area. Improvements include a new water pump and reconfiguration of the raw water pumping facility, adding 7.3 miles of 12-inch water line within existing right-of-way, and renovating/upgrading equipment and structures at the plant. **LGGROUP** is preparing the Environmental Assessment and Archaeological Survey in accordance with current U.S. Department of Agriculture Rural Utilities Service guidance documents for environmental compliance and to obtain potential state and federal funding for the project.

LGGROUP is performing a survey for endangered, threatened and other rare reptiles and amphibians (herpetofauna) on Kirtland AFB, in New Mexico. The project involves setting drift fences and live traps, which are checked multiple times per day. Multiple areas of the 52,000-acre base are being surveyed to determine the reptile and amphibian populations in each of the several ecosystems found within the base boundaries.

LGGROUP is developing a Land Management Plan for Kirtland AFB, including grounds and tree management. Specific parameters for landscape development, design and maintenance are required to minimize irrigation, manpower, pollution and equipment needs while providing for landscaping that is traditional in nature, simple and informal in design, compatible with surroundings, and complimentary to the natural setting of the area. The Plan also identifies pollution prevention measures.

Rogers-O'Brien Construction Company has recently been awarded the construction of Central Texas Marketplace, a 200-acre retail power center

in Waco. The 23 buildings that make up the retail center will total over 375,000 square feet. Central Texas Marketplace will offer the only complete retail shopping opportunity between Dallas and Austin. Contact: Adam Van Daele, VP of Business Development / ph: 214.962.3090.

ThreeArchitecture was recently awarded the design for the Fairmont Mayakoba Resort in Playa del Carmen, Mexico. The resort will house a 320 key hotel and a 16,000 SF Willow Stream Spa. For all **ThreeArchitecture** projects, contact Anne White (214) 559-4080

ThreeArchitecture has started the design for their recently awarded project, the TPC at Craig Ranch Clubhouse in McKinney. This 35,000 SF club house will set the tone as the first building constructed in the new urbanist community.

Worrell Design Group (WDG) is currently providing foodservice planning and design for employee dining facilities for the new Pier 1 Place in Fort Worth as a consultant to Duda Paine Architects, LLP of Durham, North Carolina; Kendall/Heaton Associates, Inc. of Houston; and Gensler's Dallas office. For all WDG projects, Contact Mary Beth Perring, CPSM 713.784.0290

Worrell Design Group is also collaborating with Lotti Krishan & Short, Inc. on The University of Texas at Arlington's Student Center Expansion.

Worrell Design Group provided foodservice planning and design for the Nasher Sculpture Center currently under construction.

Awards

The National Association of General Contractors (AGC) selected **Austin Commercial** as the first place winner in the National AGC Construction Safety Excellence Awards competition for General Contractors who worked over 500,000 worker hours during 2002. This is the 2nd time in the past four years Austin Commercial has been named the "Nation's Safest Large General Contractor". Contact Rob Cullison, rcullison@Austin-Ind.com

Bill Wallace of **Austin Commercial**, was awarded a National Superintendent Safety Award. Bill is currently overseeing work at DFW International Terminal D and supervised construction of the American Airlines Center.

Datum Engineers has received a National Merit Award from the 2003 American Institute of Steel for the Dallas Convention Center Expansion, in the over-\$100 million category. The design features a pair of double-arch trusses that span 400' to create one of the largest column-free exhibit spaces in the world.

Datum Engineers has also received two awards from the Tilt-Up Concrete Association this Spring, for the Lorenzo de Zavala Middle School, and for All-Saints Chapel at the Episcopal School of Dallas.

FSB/TEXAS and their Marketing Director, Kristi Chavarria are pleased to announce they are the first place award winner in the brochure category in the 2003 REVOLUTIONARY MARKETING AWARDS by ZWEIGWHITE. The awards program honors architecture, engineering, construction, and environmental consulting firms for their innovative work in marketing. Visit our website: www.fsb-pc.com for a looky at our wacky brochures that were a finalist in the program.

Joe Funk Construction Engineers, Inc. is the recipient of a 2003 Summit Award for its \$5 million historical renovation of the Plano Performing Arts Center—The Courtyard Theater. This prestigious honor was awarded by QUOIN, the Chapter of Associated General Contractors of America representing top commercial contractors in Dallas, Fort Worth and East Texas.

Omniplan Architects was recently awarded the prestigious 2003 Dallas TOBY Award (Office Building of the Year) for the Tollway Plaza located at Keller Springs and the Tollway. In addition, Chandler Fashion Center located in Chandler, Arizona has received three design awards since its opening in October of 2001: A Certificate of Merit from ICSC (International Council of Shopping Centers), a Citation Award from the American Institute of Architects, Dallas Chapter and an Honorable Mention from the Texas Society of Architects. For more of our latest projects, log on to www.omniplan.com and click on "What's New".

Mr. Pat O'Brien, CEO and co-founder of **Rogers-O'Brien Construction Company**, received the first ever Lifetime Achievement Award from the American Subcontractors Association during their awards ceremony on March 27. This special tribute by the subcontractor and supplier community recognized the many years that Mr. O'Brien has "achieved excellence, torn down barriers, opened doors and discovered new horizons." Mr. O'Brien also received a "Proclamation

of Special Recognition" from Dallas Mayor, Laura Miller, "calling upon all citizens and civic organizations to recognize the significant contributions Pat O'Brien has made to the construction industry." Contact: Adam Van Daele, VP of Business Development / ph: 214.962.3090.

The **SHW Group** Communications Department was recognized by Zweig White as first in the nation for the design and content of the "SHW Concepts" newsletter. The editors wrote, "SHW Group, Inc. has a breezy, well-written newsletter with sharp graphics. Judges were especially impressed with the writing style that was free of industry jargon and was well-targeted to its educational sector clients."

Contemporary Long Term Care Magazine named **ThreeArchitecture's** recently completed senior living facility, Edgemere, with an Order of Excellence Award in *Architecture & Design* 2003. The project appeared in the May issue of the magazine.

Members on the Move

Kelly Wells has joined **Campos Engineering, Inc.** as Marketing Manager. For more than 20 years CEI has provided MEP engineering, fire protection design, and testing and balancing of indoor HVAC systems and controls for commercial, correctional, educational, industrial, municipal, aviation and corporate facilities nationwide.

Freese and Nichols, Inc., announces the appointment of **Heather Hartman** as Business Development Coordinator.

Joe Funk Construction Engineers, Inc. announces the promotion of **Mitchell Meyers** to Vice President. Mitch is overseeing marketing and client relations for the firm and brings 19 years of real estate and construction experience to his current position. Mitch is a new member of SMPS and serves the DFW SMPS PR Committee.

LEO A DALY announces the appointment of **Philip Branson** as the Dallas Director of Federal Programs and Higher Education.

Smith Seckman Reid, Inc. (SSR) is proud to announce the opening of their new Dallas office. SSR provides mechanical, electrical, plumbing/fire protection and medical communications engineering and consulting services to the healthcare industry. For more information, please contact Pam Fowler at 1-800-856-8211.

New CPSMs

DFS-SMPS 2003-2004 president, **Mara Landi**, recently received her CPSM certification.

Bernie Siben, with LOPEZGARCIA GROUP, has received his CPSM certification.

Congratulations!

CALENDAR OF EVENTS

For detailed information on SMPS upcoming events, visit the DFW SMPS website at www.smeps-dfw.org.

August 13-16, 2003: SMPS/PSMA National Conference, Phoenix, AZ

August 21: Training at Night, Project Photography, 5-9 p.m.

September 20: Hearts and Hammers, 8 a.m. - 3 p.m.

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ABOUT THE AUTHOR: *Trudy Shay Petty is a frequent guest speaker and presenter for DFW SMPS. As the principal and founder of Petty and Associates in 1989, Trudy brings more than twenty-five years of experience in business and marketing planning, strategic thinking, services marketing, and customer service to a diverse clientele. For the past twelve years, she has worked closely with the A/E/C industry. Trudy's firm provides consulting, facilitation and training services to help companies and organizations accelerate their continued success in the future and become more client-focused. She can be reached at 214-341-1713.*

2003-04 SMPS Board Roster

A great way to realize the full value of SMPS membership is to participate on a planning committee. DFW SMPS has recently elected the Committee Chairs for 2003-2004. Contact anyone listed below to receive information on how you can play a role in shaping our organization to best meet the needs of DFW marketers.

Past President: Scott Milder, SHW Group, srmilder@shwgroup.com

President: Mara Landi, Leo A. Daly, mlandi@leoadaly.com

President Elect: Tanya Corbin, Hanscomb Faithful & Gould, tanya.corbin@atkinsamericas.com

Education Chair: Julia Meade, Page South-erland Page, jmeade@psp.com

Programs Chair: Shannah Hayley, Urban Design Group, shayley@urbandesigngroup.com

Public Relations Chair, Lisa Hagen, Halff Associates, Inc., lhagen@halff.com

Membership Chair: Carole Saucedo, KJM, csaucedo@kjmassoc.com

Sponsorships Chair: David Rodriguez, Alpha Testing, drodriguez@alphatesting.com

Treasurer: Nancy Simpson, O'Dea Lynch Abbattista, nsimpson@olace.com

Secretary: Missy Monier, Hill & Wilkinson, Ltd., mmonier@hill-wilkinson.com

About the Editor: Lisa Hagen is Marketing Coordinator for Halff Associates, Inc. Halff provides services including Environmental Engineering and Science, Infrastructure/Site Development, Building Services, Water Resources, Planning/Landscape Architecture, Transportation Engineering, Public Works, Construction Management and Surveying Mapping. www.halff.com