



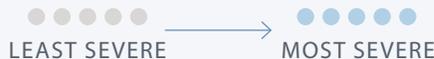
RISK IN FOCUS

THREATS & OPPORTUNITIES IN NORTH TEXAS CONSTRUCTION

Businesses in the construction industry face unique risks every day, from a wide array of sources. IMA's PESTLE Matrix is designed to help keep construction leaders apprised of events and actions in the political, economic, social, technology, legal and environmental spheres which may have a current or future effect on business.

This PESTLE Matrix report provides updates at both the local and national level, including rankings of the actions' potential impact on businesses in the construction industry.

SEVERITY IMPACT SCALE



POLITICAL

- ● ● ● ● With a 36% increase in its tax base, Southern Dallas is giving itself a relatively good grade for where it is at with respect to its ["GrowSouth" initiative](#).
- ● ● ● ● DFW's Construction and Real Estate Industries, along with their state and local governments, are likely keeping an eye on, if not learning from, [Seattle and Denver's](#) own efforts at grappling with the increasing segregation of wealth and homelessness.
- ● ● ● ● In that same vein, here are some ideas being [put to a vote in Denver](#) as to how a region like DFW might partner with its Construction and Real Estate Industries to address any housing crisis that may materialize or already has materialized as a result of the region's booming economy.



ECONOMIC

- ● ● ● ● Here is a list of the [“Largest North Texas General Contractors” for 2017](#).
- ● ● ● ● The recent hiring of Chipotle’s new CEO offers insight into some of the [factors](#) that may go into the decision of a food company going through changes in management as to where to locate or relocate its headquarters.
- ● ● ● ● Similarly, the recent move of [Ultra Petroleum Corp’s headquarters](#) to Denver indicates how different the headquarter-location analysis may be when considering the interests, needs, and priorities of an oil & gas organization.
- ● ● ● ● A Minneapolis-based developer appears to be shaking things up with respect to [mixed-use development](#), focusing on horizontal properties and pairing retail with light industry.



SOCIOLOGICAL

- ● ● ● ● For anyone working within Texas’s Construction and/or Real Estate Industries, here are some [people “you should know” about](#).
- ● ● ● ● Forth Worth and Texas at large appear to be front and central when it comes to [population increases](#) within the United States.



TECHNOLOGY

- ● ● ● ● The Construction Industry will need to be able to respond to the structural and engineering needs created by [collaborative and innovative initiatives](#) such as this one taking place in the Atlanta area with respect to supply chain technologies.
- ● ● ● ● Improvements in technology appear to be [reducing the amount of physical space](#) a communications company may need in the future.



LEGAL

- ● ● ● ● Texas's Construction and Transportation Industries can learn a stark lesson from the collapse in 2017 of an Atlanta highway overpass; [monitor carefully what is being stored beneath](#).
- ● ● ● ● The Construction and Transportation Industries might also benefit from [this safety study](#) with respect to the construction of rest stops along highways.
- ● ● ● ● Those involved in a construction company's risk management may also want to stay abreast of developments in [OSHA's new proposed regulations for crane operators](#).
- ● ● ● ● As schools spend more and more time and money replacing their natural fields with turf, and maintaining the turf fields already constructed, the likelihood of disputes over the timeliness, cost, and quality of such projects rise, as illustrated in the recent headline, "Zephyr district paid \$100,000 in attorneys' fees in lawsuit settlement," Brownwood Bulletin (Texas), March 27, 2018 ("The Zephyr school district paid \$100,000 in attorneys' fees when it settled its lawsuit [against Carter Construction of Fort Worth for \$208, 750] over the installation of turf in its football stadium.")



ENVIRONMENTAL

- ● ● ● ● [Becoming a "green energy hub"](#) may be an ideal alternative for property owners like this one who no longer is in the running to be selected as Amazon's second headquarters.
- ● ● ● ● Texas's Construction Industry may take note of these rapid growth figures with respect to the construction of or demand for [zero-energy buildings](#) in the United States and Canada.