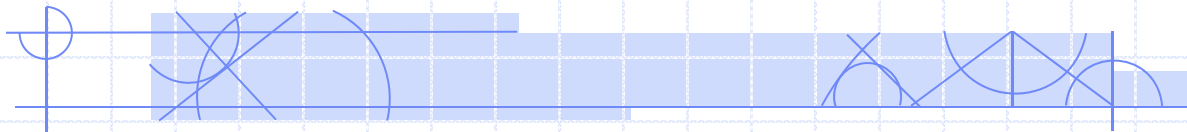


Selecting the Best Team for Your Next Project



NJASBO - Facilities Cracker Barrel
Wyndham Garden, Mount Olive, NJ
February 25, 2009
Holiday Inn, Runnemede, NJ
March 03, 2009



Presenters



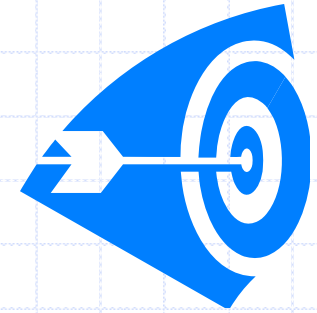
- Chuck Romanoli, CCM Chief Operating Officer
 - **GREYHAWK** Construction Managers & Consultants
- Bill Pappalardo, Project Executive
 - **GREYHAWK** Construction Managers & Consultants
- Rocco R. Vespe, P.E., Director
 - **Trauner** Consulting Services, Inc.
- Craig Hill, RA Assistant Director of Architecture
 - **HACBM** Architects Engineers Planners

Agenda

- Objective
- Getting Started
- Roles & Responsibilities
- Planning Strategically for Success
- Questions



Objective



- BOE to enhance the opportunity for success of its next construction project by:
 - Careful selection and effective management of the Design Team, Consultants, and Project Management Team
 - Understand roles, responsibilities and establish expectations for construction team that align with the District goals and project requirements

Getting Started

- Project Team
- Risky Business
- Herding Cats

Now that we've exhausted all possibilities, let's get started.



P·E·R·S·I·S·T·E·N·C·E

The Project Team



- School Board
- Buildings & Grounds Committee
- District Staff & Administration
- State Agencies; DOE, DCA, DEP
- Local Code Officials
- Board Attorney
- Construction Attorney
- Construction Manager
- Architect & Engineers
- Contractors
- Consultants
- Testing Agencies
- Utility Companies
- Financial Advisors
- Bond Counsel

Foster a Cohesive Team



- Bring team together for introductions, to establish lines of communication, review roles and responsibilities, discuss expectations
- Hold regular meetings with your professional team to review issues, status, progress, provide input, plan ahead, and identify the “ball carrier”
- Trust and rely on your professionals for guidance

Maintain Team Approach



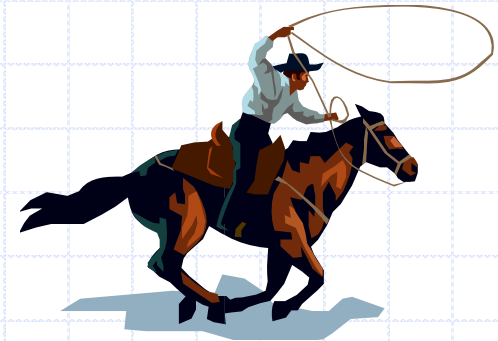
- Changes will occur, Manage those changes
 - Change orders can actually help a project?
- Disputes will occur, Manage those disputes
 - Resolve disputes openly and fairly!
- Remember the parties perspectives
 - Time is the of essence, how is that important?
- Get independent evaluation
 - Use experienced construction attorney!

Risky Business

- Differing views and objectives result in a risky environment for all parties
- We must understand these views in order to select the right team members
- We must understand these views in order to manage the team members



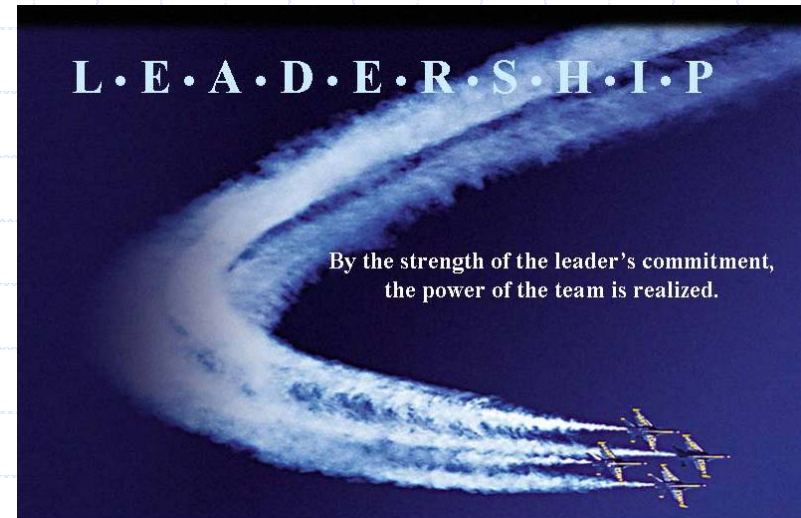
Herding Cats



- Each Team Member has different perspectives regarding project success
 - School Board, Bond Counsel & Financial Advisors: Construction Cost vs. the District's Budget
 - District Administrators, Staff, Building and Grounds Committee: Construction Durations as a function of the School-Year Calendar
 - A/E and Consultant Team: Value-Based Quality-Focused Decision-Making
 - Construction Managers: District-Focused Project Advocate
 - Contractors: Bid + Schedule = Profit

Roles & Responsibilities

- Selecting the Team
- Construction Manager
- Architect & Engineer
- Agency Consultants
- Contractors



Selecting a Qualified Team

- Develop a qualification-based RFP process reflecting project needs and defining scope of services
 - Establish selection criteria
 - Review specific project experience
 - Contact project references
 - Review key project individuals
 - Utilize AIA contracts
- Identify a select group to solicit proposals
- Shortlist and interview no more than three
- Remember, this is not a low-bid process!



Construction Manager's Role

- Contract administration
- Communication, documentation, reporting
- Assist in selecting and managing
 - architects, engineers and consultants
 - contractors, unions, suppliers
 - testing agencies, commissioning agents
- Liaison to NJDOE, NJDCA, NJDEP and Local Code Officials, etc.
- Leadership and guidance
- Keep project moving forward



CM as Your Advocate!

- A full-service construction management team can work as an extension of District Staff.
- The District can capitalize on the CM expertise in a cost-efficient as-needed basis to assist in planning and implementing facility requirements.
- Recommendation: hire a District CM of Record;
 - Establish relationships with construction executives who will understand District priorities
 - Utilize the CM expertise and objectivity in soliciting design professionals and consultants
 - Objectively recommend proposed project scenarios
 - Develop and analyze project budgets

A/E Team Responsibilities

- Define facility requirements
- Existing conditions report for the District
- Review, coordinate and develop LRFP
- Efficient and sustainable design
- Design to budget and project schedule
- Drive project approvals, navigate DOE, DCA, SDA, DEP and Local Code Officials.
- Quality bid package



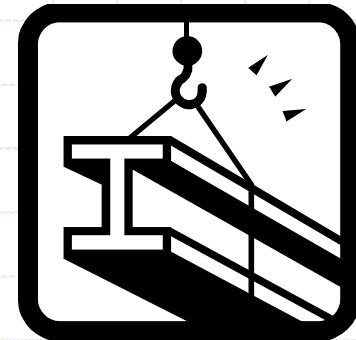
Expanding regulations require Agency Consultants

- Specialized subconsultants
 - Hazmat; identify, monitor, remediate
- Independent inspection agencies
 - Earthwork, geotechnical, soils
 - Foundations and superstructures
 - Mechanical, electrical and security systems
- Commissioning Agents
 - HVAC and electrical design review
 - Construction phase monitoring
 - Testing and balancing



Newest Member of the Team

- The Contractor
 - Low bid selection process
 - Change of focus for some team members
 - Understanding who builds your project
 - How does the contractor view success
 - Project construction schedule
 - Removing roadblocks
 - Engage proactively



Planning Strategically for Success

- What Can Go Wrong
- Minimize the Cost of Change
- Minimize Changes
- Plan for Success
- Your Success is Our Success

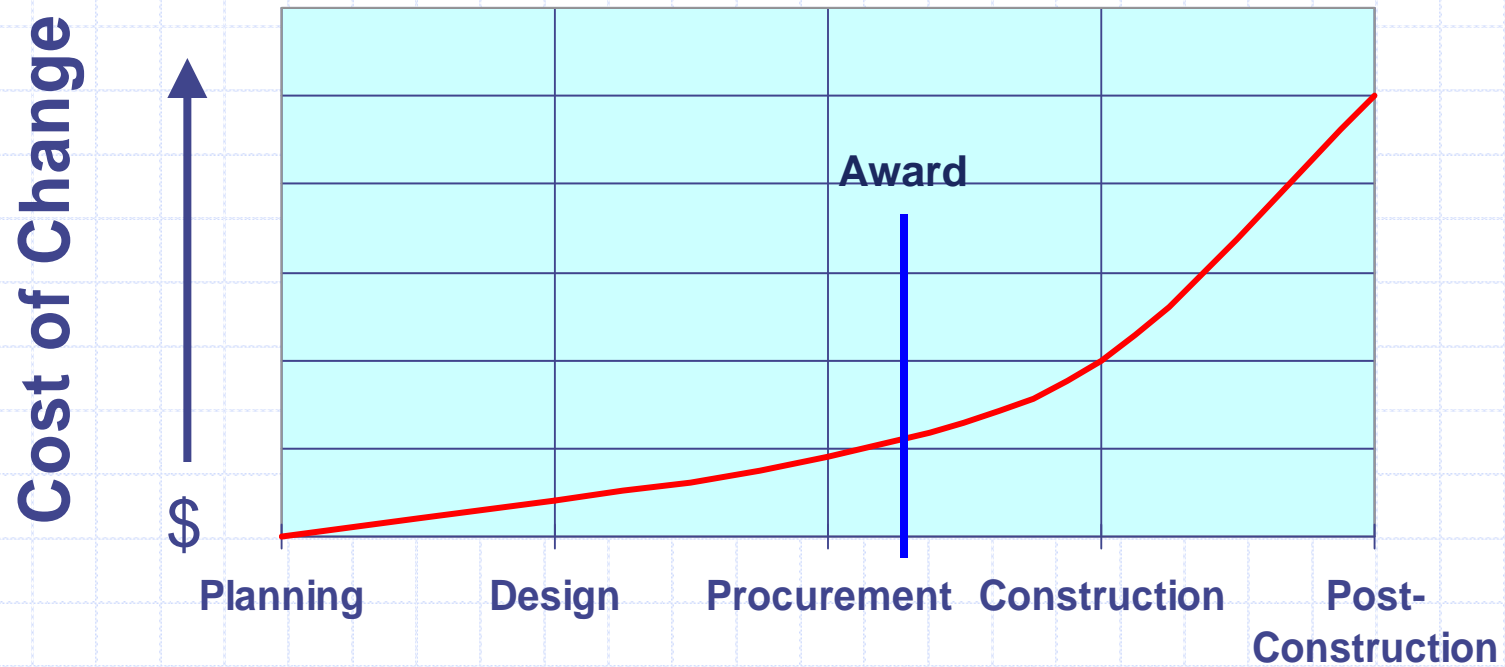


What Can Go Wrong ?



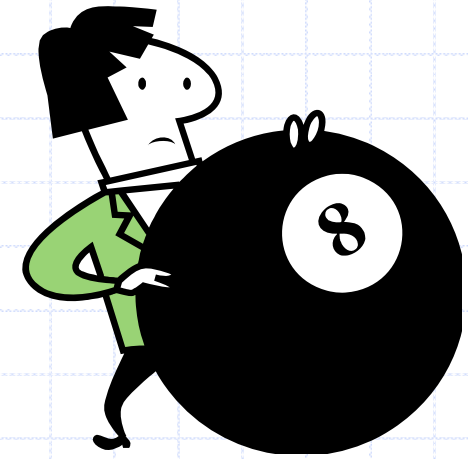
- Permits and Approvals
- Bid Irregularities
- Bad Press
- Accidents
- Operations Disruption
- Air Quality Issues
- Asbestos Abatement
- Slow Performance
- Environmental Hazards
- Construction Delays
- Unforeseen Conditions
- Weather
- Vandalism/Theft
- Union Action
- Contractor Defaults
- Cost Overruns
- Claims
- Inferior Workmanship
- You Name It !!

Minimize the Cost of Change



Project Life Cycle

Minimize Changes?



- Constructability reviews
- Reasonable milestones
- Communication
- Active involvement
- Effective/efficient contract administration
- Documentation
- Document control system
- Project reporting

Plan for Success



- Establish realistic expectations
- Identify and consider viable options
- Develop a realistic budget
- Provide a safe contingency
- Define facility requirements
- Develop a Master Summary Schedule
- Consider impact on existing operations
- Consider current and future needs
- Document decisions and logic

Your Success is Our Success

- Careful selection of team members
- Include all parties
- Clear concise contract documents
- Manage changes and disputes
- Realistic project schedule
- Maintain team approach
- Get advice



Questions



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