

A SOUTHERN NEW JERSEY DEVELOPMENT COUNCIL PUBLICATION

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Workers from AECOM Tishman's Subcontractor (South State Inc.) are preparing over 30 acres of land ready to be consolidated by placing up to 26 feet surcharge embankment to build the NJ Wind Port.

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# **Project Benefits of Early Construction Management** Involvement

By Robert J. Dinan, PE, CCM, LEED AP GREYHAWK

know." - Lao Tzu. This quote from the Tao Te Ching provides context to the benefits of having a program manager involved early in your project. While this article uses construction management as an example, the concept can be applied to other markets.

An owner's main goal is to create or increase the value of holdings for your shareholders and constituents. When undertaking a capital construction project, an owner must focus on value creation, rather than being drawn into the minutia of the multiple phases required for project completion. Early engagement of a program manager during the pre-design and design phases is one method of creating value.

A good program manager will provide an independent service, as an owner's advocate, to protect your interests and allow the realization of project intent. An effective program manager will handle the process to allow you, your staff, and your stakeholders to focus on value - and sleep at night.

"The wise man is one who knows what he does not Why early involvement in the process? As an owner, you need to delegate authority to the leader who can champion that your primary objective will take priority on the project. This condition cannot be set when you're about to break ground. As your trusted agent, the program manager must set the tone early and create a culture for the project team or be involved in the selection of that team.

> Experience has shown that bringing on a professional program manager early in the process can help you take full advantage of their expertise in getting you the most value for your project. Immediate benefits of your advocate's involvement include:

- Professional, objective advice and guidance throughout design and implementation
- A schedule with milestones to keep all phases of the project on track
- Milestone reviews for coordination and to confirm owner intent

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The Growing Economic Force in South Jersey

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- Cost estimating to be confident that your design is in conformance with your budget
- Value engineering suggestions for additional cost savings

A recent example occurred at a local county institute of technology. The owner brought GREYHAWK onto the team early in the design process. As program manager, GREYHAWK was able to realize the owner's project intent and contribute added value. Providing oversight for the budget, GREYHAWK led the architects and engineers to develop bid packages that maximized the program dollars, while negating any impact to the operations and curriculum of the school – perhaps the most important value to an education institution. With early engagement, GREYHAWK was able to reallocate over 10 percent of the original budget to focus on additional air quality and security scopes of work that improved the value of the facility to its occupants. Stay focused on what you know, and create value early on, through your program manager's advocacy and early involvement.

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