

Project Scoping for Alternative Delivery Method Projects (Design/Build, CM at Risk, CM/GC and JOC), Developed by RH & Associates, Inc.

Alternative Delivery Method projects can often prove to be very challenging because of the newness of the process to many if not all stakeholders involved. This includes owners, designers, construction managers and contractors. Over the past 3.5 years, RH & Associates has had the opportunity to work with several agencies in multiple states, consultants and contractors helping them to better understand the various methodologies to minimize or avoid some of the challenges that can often arise by holding a scoping meeting at the beginning of the project.

This workshop should be held as soon as all of the players are on board, as this is a team approach. The purpose of the workshop is to help open up critical lines of communication by understanding many of the process elements that can be frustrating since the Alternative Delivery Methods are very different from the normal design/bid/build process. RH & Associates has developed a program to address all of these issues. The following elements are discussed:

- **Design/Build Process Expectations** – the purpose of this discussion is to ensure that team members discuss what they believe or expect the outcomes might be from using this type of process. Often, individuals or firms/agencies have expectations that are either not discussed or are not realistic. This is an opportunity to reduce any frustration that might occur later in the project due to the fact that these expectations were not expressed at the beginning of the project.
- **Elements of Communication** – it is important that all elements of communication are discussed, including the importance of on-going and consistent communication. The team will develop an overall team communication plan, identifying the main points of contact for all organizations. Another key part of communication is knowing who to talk to based on the issue or the need. Roles and responsibilities of the organizations and possibly the key team members are important to discuss. There have been many frustrations over the past several years of organizations not being sure of what their roles and responsibilities might be or expectations that may be tied to those expectations. This is a critical part of the Scoping Process.
- **Project Goals** – in order for team members to be able to focus on what is important, the overall project goals/objectives must be discussed so that all team members are going in the same direction. At times, it may even be important to take this one step further and develop specific action plans for each goal. This helps the team members to have a stronger alignment with ensuring that the project goals and the team will succeed.
- **Issue Resolution** – this is important to identify early on to ensure that the team and the project can continue moving forward in a positive manner. There will be times when there are disagreements between the various players and a process on how to work through the issues is important. Additionally, this often very different than an issue resolution plan for construction, so it is important that the team establish the rules by



which the plan will be used. This ensures a comfort level for all team players that escalation can and will happen as needed without anyone taking issues personally.

- **General Administration Project Elements** – this portion of the workshop goes hand in hand with the roles and responsibilities section of the program. This provides an opportunity to get the team to discuss and agree on elements within the Alternative Delivery process that can sometimes be a challenge if agreements or approaches are not made early on in the process. These include the following:
 - *Design Reviews/Meetings/Reconciliation* – this gives the team the opportunity to discuss the process on when design reviews will occur (i.e. 30%, 60%, 90% and 100%), what is expected with those submittals, who is the reviewing team and what the process is for review and who is involved. Also, once reviews have been completed, how will comment reconciliation occur.
 - Expectations of the contractor’s involvement during the design process with reviews, i.e. constructability.
 - *Value Engineering* – is there a need to do a formal value engineering workshop and how will value engineering be addressed during the design phase and then how will value engineering be addressed once the project is in construction. This is a very important element to agree on with the team at the beginning stages of the project. If not, this can lead to some misunderstandings and disagreements at a later stage in a project.
 - *Project Meetings* – what types of meetings will be needed, the occurrence of the meetings and who will need to attend.
- **Budget Management** – it is important to understand who will be in charge of the budgeting/cost estimating/control portions of the project. Also, will there be a need for a third party cost estimate where reconciliation may be needed. This is where many misunderstandings can occur and a strong understanding of approach is needed (i.e. the process for design changes and communicating how those changes impact the budget). This is to ensure that all team members know how the changes impact the overall budget. A discussion may also need to include line items such as contingencies and allowances to ensure the definition and use is agreed upon.
- **Schedule Management** – similar to budget management, the process of establishing and updating the schedule as well as communicating changes must be developed together as a team. Included in the schedule discussion should be a good understanding of early construction element approaches, early procurement needs, and escalation of materials. This might help to identify varying design/construction packages.
- **Risk Analysis** – this is one area where the team should spend some time at the beginning and then at various stages of the project. It is recommended that a preliminary discussion occur about how the team will identify, track and mitigate or manage risk throughout the project. A separate 1-day workshop could be allocated to the team developing a Risk Analysis Plan and then identify the various stages that the plan should be reviewed and



updated. As projects progress, risks can be eliminated, mitigated and others might be identified, so doing an analysis just once is not the best approach. (See Risk Analysis Workshop Information)

- **Follow-up and Maintenance** - the final element to discuss would include follow-up meetings with the team which could occur throughout design or at a minimum should occur once construction starts in the form of a Partnering meeting to include all stakeholders, including subcontractors and potentially operations, maintenance and management staff.

