

# COGENCE Alliance

Owners+Architects+Engineers+Contractors

*Inspire. Educate. Unite.*



# Mission + Purpose

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## Cogence *(Latin)*

**“To drive together” or “Thinking that is well organized”**

**The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.**

**For more information visit us at [www.cogence.org](http://www.cogence.org)**

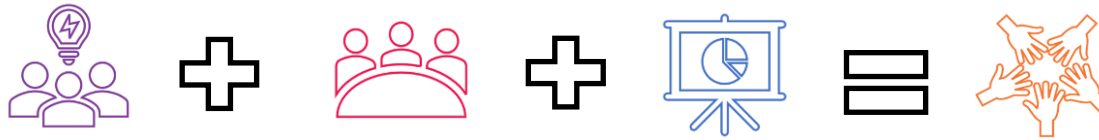
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# Cogence Partner Core Values

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*Cogence Alliance Partners engage with the Industry to make the work better together for the future.*



*Each partner is committed to:*

- *Understanding* diverse backgrounds, experiences, and beliefs
- *Exchanging* ideas through conversation and debate
- Being responsible for *positive outcomes* over time, with a lifelong passion to learn, grow, and stay curious – while having *fun!*

*Inspire. Educate. Unite.*

# **Part 2: Project Delivery Methods**

**James C. Miller, PE, Manager**

**Design and Construction Section**

January 18, 2023



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DEPARTMENT



# Overview

## CRPD History of Project Delivery

- Overview of Project Delivery
- Project Analysis Process
- Design-Bid-Build vs. CMR
- Breakout: Challenges With Design-Bid-Build
- Breakout: Solutions For Design-Bid-Build



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Our Mission:

**OUR MISSION**  
**WE CONNECT THE PEOPLE**  
OF OUR COMMUNITY THROUGH THE POWER OF  
**NATURE, WELLNESS AND CREATIVITY.**



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# What We Are:

## WHAT WE ARE



**RECREATION**

**32**

**COMMUNITY CENTERS AND FACILITIES**

for arts, outdoor recreation, and therapeutic recreation

**5**

**ATHLETIC COMPLEXES**

**6**

**GOLF COURSES**

**8**

**OUTDOOR POOLS**

+ AN INDOOR AQUATICS CENTER

**7**

**SPRAYGROUNDS AND INTERACTIVE FOUNTAINS**

**PARKS**

**410**

**PARKS**

14,069 ACRES OF PARKLAND

**230**

**MILES OF REGIONAL TRAILS**

**170**

**PLAYGROUNDS**

**3**

**RESERVOIRS**

TOTALING 4,240 ACRES

**20**

**NATURE PRESERVES**

**3**

**SKATE PARKS**

for BMX, skateboards and rollerblades

**5**

**DOG PARKS**

**RESERVABLE SPACES**

**15** ENCLOSED VENUES

**20** OPEN-AIR SHELTERS

Based on data from 2022 Annual Report



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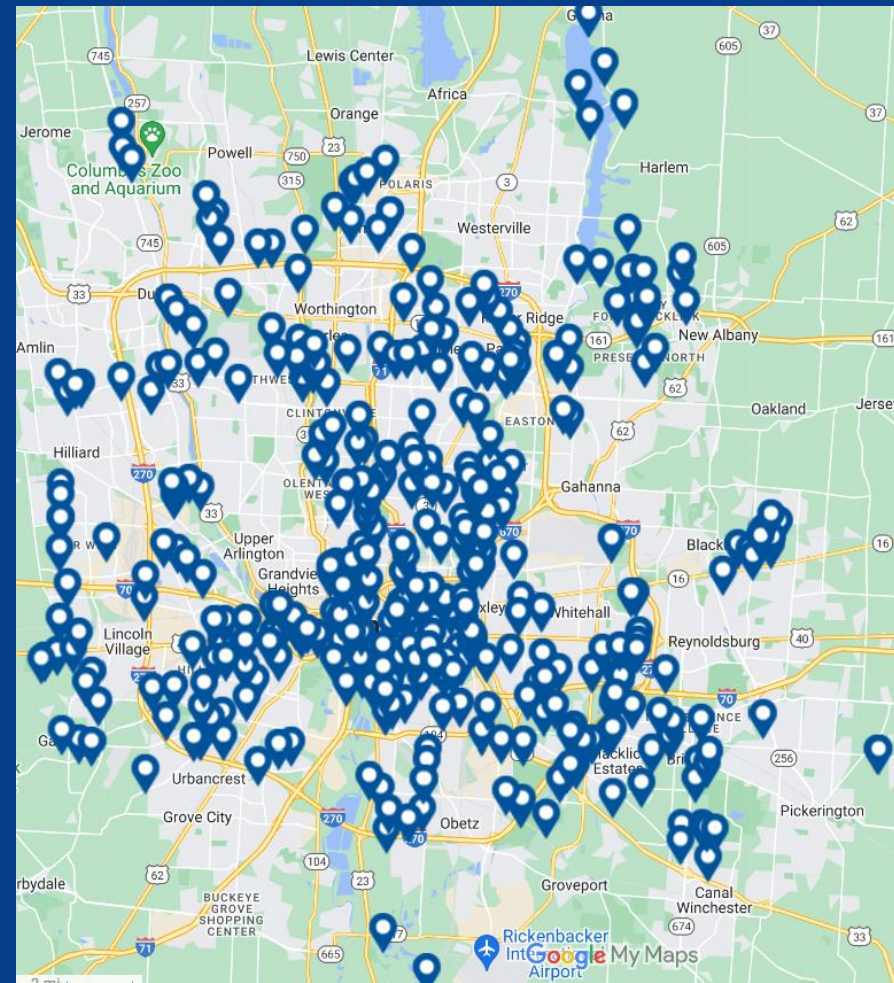
# Where we serve:

## CRPD owns and manages:

### 112 Enclosed Building Facilities

- Community Centers
- Reserveable Shelters
- Athletic Complexes
- Maintenance Compounds
- Special Purpose buildings: Cultural Arts Center, Performing Arts Center, McKnight Center)
- Boardwalks/Docks

Approximately 1.48M ft<sup>2</sup> of facility footprint



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# Timeline and Project Delivery Process Changes

## Timeline for Design and Construction Process Management

- 2018 – CRPD created Strategic Planning and Design & Construction.
- 2018 – Design-Bid-Build was only delivery method for Columbus (1834).
- 2020 – Legal Opinion issues Charter Changes required for DB & CMR.
- 2022 – Construction Manager at Risk (CMR) project delivery model.
- 2022 – CRPD Develops a process for selecting project delivery method.
- 2023 – CRPD issues first CMR contract.



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# Project Delivery Overview

Currently CRPD uses a mix of Design Bid Build and Construction Manager at Risk. The majority of our projects in numbers are delivered using a Design-Bid-Build delivery.

- CRPD has 80 total active project valued at \$110M
- CRPD has 2 active CMR projects, soon to be 6 (CMR) with active projects valuing over \$200M by September of 2024.



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# Successful Design Bid Build Project Delivery

## Key considerations :

- Quality (Planning + Design + Construction) = Successful Project
- Priority: Lowest price & highest quality product.
- Unit Prices versus Lump Sums make for a good DBB.
- CMS/Contract and the ability to enforce it.
- There is room for creative problem solving and solutions.
- Schedule impacts costs! Schedule management is critical!!



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# Managing Design Bid Build to Drive Value

The value of Design Bid Build Projects depends upon:

- DON'T be skinny on design (10%). Construction is 80% of project cost! Knowledge of site conditions and schedule are critical to project's success.
- Budget 10% of project for strong construction management and inspection. Do internally if possible.
- Spend quality time in planning phase.
- Schedule design “starts” and construction “finishes” from construction start dates.
- Proper management of 3<sup>rd</sup> party influence (ex. utilities, permits).
- Never let your contractor wait.
- Schedule, Schedule, and Schedule.



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# Design Bid Build Decision Process

Moving forward with Design Bid Build Projects depends upon:

- Is the work is straightforward or complex?
- Is there, or can there be a single point of responsibility?
- Are items of work quantifiable?
- For the balance of highest quality / lowest price promote competition in the workforce.



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# Design Bid Build VS. Construction Manager at Risk / Design Build

		Design-Bid-Build (GC/MP)	CMR/DB	
Complexity	Low	✓		High
Contractor Driven	Low	✓		High
Engaged Staffing	More	✓		Less
Value Proposition	Price	✓	✓	Quality
Workforce Competition	Low	✓		High
Creativity / Collaboration	Low		✓	High
Desire for Control	High	✓		Low



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# Benefits/Challenges of Design-Bid-Build

## Project Management

- Situations that arise are easier to address and resolve.
- Questions are streamlined.
- Lessons learned from similar situations adapted to other projects.

## Project Cost

- Unit price contracts can make change order negotiation easier.
- Unit price information is readily available.

## External Pressures

- Can not issue any directive to spend until after design is 100% complete and bids are advertised and opened, awarded, and legislated.
- Stakeholders, 3<sup>rd</sup> Party construction activity complete or ongoing?
- Must be able to quantify and qualify schedule impacts!



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# Questions?



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## Breakout 1:

Issues with Design-Bid-Build Delivery

## Breakout 2:

Solutions for Design-Bid-Build Delivery

Please join us for part 4 of the  
continuing series on Project Delivery  
Methods:

**March 21: IPD**

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**Save The Date!**

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**September 12-13, 2024**

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**Cogence Town Hall**

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**Easton Town Center, Columbus**

# Ashtabula County Medical Center – Cogence Collaboration



Thank you to \_\_\_\_\_ for all your hard work on producing  
Cogence's first video on the Cogence difference and Collaboration on a project!