

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Cogence meaning

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.

PROJECT DELIVERY METHODS

Potential Risks & Mitigation Strategies

The project delivery method is the tool that brings order to the chaos of construction. Improper selection can lead to project failure.

What project delivery method is best for your project? This is a particularly important question. It requires an owner to understand the pros and cons of each method.

Owner sophistication and construction experience levels vary widely. Some owners build numerous projects and have a dedicated team of construction, design, and facilities management staff to work on their projects. **These owners may have strategic plans and capital budgets to help inform and direct their activities.**

Some owners may only be involved in the construction of a new building or facility every several years and do not have the internal resources to plan, design, construct and administer a construction project. **These owners will need to select a project delivery method which brings specialized external talent to the project management team.**

Different owners may have their own reasons for favoring a particular project delivery method – but of the four predominant methods, is there one that's best?

This tool illustrates the complexities inherent in design and construction and ties the different delivery methods to the project risk factors most prevalent for that method. Awareness of risk can help project teams develop mitigation strategies to help ensure project success."

HOW THIS GUIDE WAS GENERATED

Cogence Alliance chapters hold bi-monthly roundtables for Partners (or members) to engage in open conversations about topics that are critical to project success, such as project delivery innovations and proven best practices.

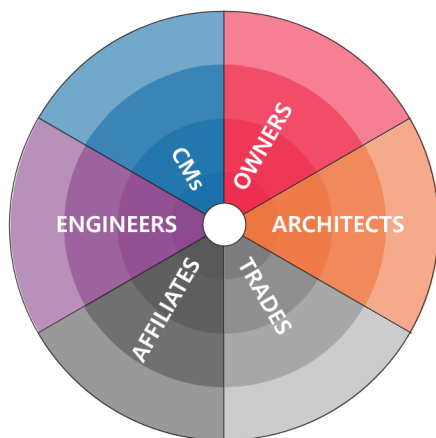
In June 2023, the Central Ohio Chapter launched a series of roundtables beginning with a general overview of the four predominant project delivery methods. This discussion set the stage for a 4-part series of roundtables.

At each meeting, one of the four predominant project delivery methods was presented by an owner partial to a specific method. Participants explored the risks to consider when a project is delivered using each method and strategies to mitigate them.

Cogence Central Ohio Chapter partners worked together as a group, and through surveys, to contextualize the remarkable insights and commentary gained throughout this series of roundtables.

IPD is a project delivery method that uses an *Integrated Form of Agreement* signed by the Owner, Lead Designer, Lead Builder and partners.

- Pooled Risk and Reward
- Shared desire to work together
- Early partner selection
- Colocation throughout
- Target value design



HOW TO GET INVOLVED

OWNERS

- IPD Delivery or use CMR Delivery (State Contracts)
- Owner's leadership sets the table
- Invest in up-front planning and preconstruction
- Lead the development of a Collaborate on Agreement
- Foster a project culture that exceeds company identities
- Develop the procurement documents that establish expectations
- Select based on ability to team successfully
- Train our industry partners

ARCHITECTS

- Understand how this affects your fee and workflow
- Create the mindset of the IPD process - collaboration
- Foster a project culture that exceeds company identities
- Manage the ebb/flow of staffing
- Manage consultant discipline engagement
- Train the team in understanding the process

ENGINEERS

- Get involved earlier in projects
- Understand how this affects your fee and workflow
- Foster a project culture that exceeds company identities
- Leverage peer-peer collaboration
- Bring the right team members to the meetings
- Be present in all the conversations
- Help define phased deliverables that align with workflow

AFFILIATES

- In order to not increase risk to any party, develop contract language that appropriately protects while meeting the value proposition of this delivery
- Early involvement with the affiliate to craft goals and define level of transparency
- Foster a project culture that exceeds company identities
- Due diligence to help Owners identify the right partners

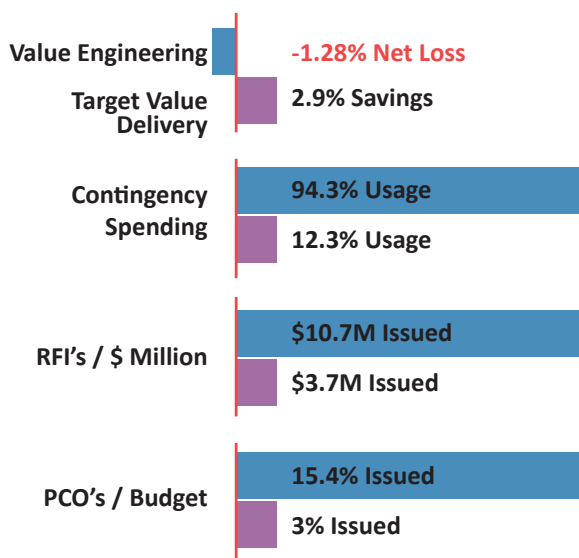
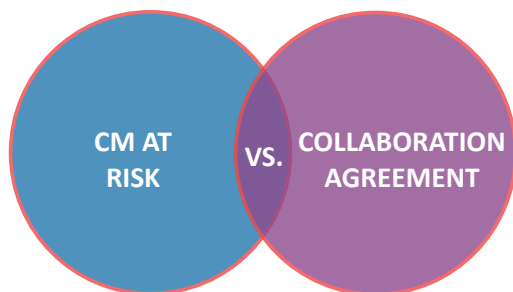
CONSTRUCTION MANAGERS

- Engage the trade community to understand the value proposition
- Expand Design-Assist partners on team
- Expand pre-construction services/resources
- Defining the trade team earlier
- Training subs to get away from "bidding" and move towards "estimating"
- Foster a project culture that exceeds company identities

TRADES

- Foster a project culture that exceeds company identities
- Work with CMs to identify valuable opportunities for Design-Assist
- Understand level of input expected and structure DA fees accordingly.
- Be clear in sharing your scope of work limitations when working with the whole team
- Engage with the team. Illustrate your value as a participant in decision-making
- Use knowledge of industry means and methods to help provide design options.
- Secure pricing early with manufacturers/suppliers
- Identify constructability issues and opportunities for offsite prefabrication
- Identify lead time procurement challenges early
- Provide feedback/insight on labor market

Why use IPD?



Note: Above metrics provided by Barton Malow. May not be typical.

Thoughtful understanding of the project and the different delivery methods will help you pair the goals and constraints of the project with the most appropriate project delivery method, in order to minimize the risk.