

Construction Industry Integrated Delivery System Interest Indicator Questionnaire

Construction Entity Background Information

General Contractor/ Construction Entity Name

Geographical Location of Corporate Headquarters

What region of the country are most of your construction projects?
(Please Check all that apply)

- International: (Europe) (Asia) (Americas) (Other)
- Northeast [MA (New England), CT, NY, NJ, PA, MD, DC, etc]
 Midwest [IL, IN, MN, MI, OH, WV, IA, WI, KY, etc]
 South [VA, NC, SC, GA, FL, TX, LA, MS, AL, TN, etc]
 West [WA, CA, AZ, OR, CO, UT, ID, etc.]

Your company is known for specific projects that it provides to the construction industry. What do you consider your primary market focus to be? (Please Indicate all that apply to your organization)

- New Construction-Commercial/Office/Retail
 New Construction- Federal-Public, Institutional, Gov't work
 New Construction- Educational (K-12, Higher Learning)
 New Construction- Convention/ Civic/ Cultural
 New Construction- Healthcare
 New Construction- Recreational/ Sports Facility
 New Construction- Heavy Industrial (Shipping Depot(s)/ Power Plants/ Factories)
 New Construction- Civil/ Infrastructure (FHA/ FAA/ FRA Work)

Project Delivery Management

Project Delivery System(s) Summary

(TD) - Traditional Delivery Method consist of an Owner, A/E Professional and General Contractor. Arrangement follows a DBB - Design-Bid-Build Scenario. Owner entity holds separate contract with A/E Professional and General Contractor. Vertical information flow occurs between owner to separate entities without cross conversation between A/E and GC. Design Firm has the responsibility of selecting capable consultants, design oversee & production, cost estimate production, construction and specification documentation. When all items are completed general contractors are issued a complete set of project documents to bid, which typically results in the contract being awarded to the lowest bidder. Owner level of experience moderate to high.

[Contact Providing Information](#)

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(DB) - Design Build consists of an Owner w/ master designer and Design-Build Firm. Master Designer will produce a set of preliminary prints which will serve as the core design and basic project requirements. A contract is held with the owner and a single firm entity with design and construction capacities. The Design Build firm utilizes in-house architecture department or hires design consultant to produce complete set of drawings and design documents. Guaranteed Maximum Price (GMP) is established based on finished documents, which is agreed to by owner. Design and Construction are housed in the same entity and provides for construction overlap. Owner level of experience minimal, level of project aggression is substantial.

(MP) - Multiple Prime Arrangement or Construction Management Agency Owner holds contracts with all prime contractors. Typically used for phase and fast-tracking construction. The role of the Construction Management firm is that of a consultant of risk reduction and sequencing. CM is not essential to this PDS. For arrangements which employ the use of a construction manager, the construction manager acts as the owners representative in coordination issues although no contract is held between the CM/ CMA the prime contractors and all design professions.

(CMR)- The Construction Manager @ Risk Delivery system is closely related to the Design Build Method with the three follow aspects:

1. Construction Manager is hired with the goal and responsibility of managing the construction project and subcontractor selection
2. Cross coordination between the construction manager and the design professional for provision of overlapping in design and construction phases, constructability review occurs during the design phase
3. Construction Manager assumes the responsibility for project estimates, cost controls "risk-management" and GMP.

Integrated Delivery Systems-Design Build Operate Maintain (DBOM) = Design Build Operate (DBO)/ Build Operate Transfer (BOT) + Facilities Management and Maintenance Services

1. What Project Delivery Method PDM(s) has your company used in the past to complete construction projects? Please use the table below to indicate "split of delivery method" via percentage?

TRAD		Percentage Split		Project Delivery Method	Level of Success with Project Delivery Method (All owner and company goals sustained through project)
DB	<input type="text"/>	%	100 %	Traditional (TD)/ Design Bid Build (DBB)	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
DBO	<input type="text"/>	%	100 %	Design Build (DB)	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
	<input type="text"/>	%	100 %	Design Build Operate (DBO)/ Build Operate Transfer (BOT) <i>Integrated Delivery Method</i>	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
MP/CMA	<input type="text"/>	%	100 %	Multiple Prime (MP)/ CM Agency (CM)	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
	<input type="text"/>	%	100 %	Construction Manager @ Risk (CM@ Risk)	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
CM@R	<input type="text"/>	%	%	Integrated Delivery Method (DBOM)	<input type="checkbox"/> 0%-20% <input type="checkbox"/> 20%-40% <input type="checkbox"/> 40%-60% <input type="checkbox"/> 60%-80% <input type="checkbox"/> 80%-100%
DBOM	<input type="text"/>	DBOM	<input type="text"/>		

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2. What is your primary market focus and repetitive customer base?

Market Focus:

Repetitive Customer Project Base: (i.e. Hospitals, Schools, Sports Facilities, etc.):

3. Has your company ever completed Sports Recreational Facilities or Convention Centers? If so please indicate below.

4. What are (3) of your companies highest profile projects that you have recently concluded? Please indicate (1) Project Type, (2) Project Size, (3) Project Cost, (4) Project Delivery Method and (5) Cost Analysis and Reporting Method.

Project Type/ Project Name	Project Size (SF)	\$ Project Cost	Project Delivery Method (PDM)/ Contract Type	Cost Analysis and Reporting Method

5. What are (3) lessons learned from one of your high profile projects listed in the table above? *(Lessons pertaining to either owner/ contractor coordination/ payment application submittals or contract structures)*

Lesson/ Recommendation #1

Lesson/ Recommendation #2

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Lesson/ Recommendation #3

6. Based on "project autopsies" for the projects that you have completed what changes or complaints (if any) would you indicate in the selected Project Delivery Method (PDM)? *Please give an example of one of your projects.*

PDM used on one of your completed projects:

Complaints regarding selected PDM:

Recommended PDM that should have been used:

7. What additional services have any of your clients required or requested your organization assistance on beyond the scope of schedule, construction and coordination?

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Integrated Delivery Systems

1. How familiar is your organization with the concepts of integrated delivery systems such as 'Design Build Operate (DBO)' and 'Build Operate Transfer (BOT)'?
 - No Interest
 - Not Familiar (Interested in obtaining information)
 - Limited Knowledge of Concepts (Interested in obtaining additional information)
 - Actively seeking or requesting information (Interested in exploring the possibility of using Integrated Delivery Systems)
 - Very Familiar (Have worked with integrated delivery systems before, first hand experience)

2. Has a client/ potential client ever requested your organization to utilize integrated delivery systems for a project? If so please describe the situation and arrangement.

3. What questions/ concerns and issues would have to be resolved prior to your organization using integrated delivery systems? If your organization has utilized integrated delivery systems please list the issues and concerns you've had prior to pursuing projects which required this arrangement.

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4. For organizations which have used integrated delivery systems, what are some of the benefits to your organization for pursuing projects which require/request or use this project delivery method?

Any information obtained during this interview will be used strictly and solely for the purpose of research. Any feedback is greatly appreciated. Thank you for taking time to participate in this interview.

Sincerely,

Arnon L. Bazemore

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