

Construction Industry Integrated Delivery System Interest Indicator Questionnaire

Construction Entity Background Information

1. General Contractor/ Construction Entity Name
2. Geographic Location of Corporate Headquarters
3. What region of the country are most of your construction projects?
(Please Check all that apply)
4. 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)



[Barton Malow](#)
[Southfield, MI](#)

- International _____
- 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.]

- New Construction- Retail/ Commercial
- 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.*
- (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*

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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?

Percentage Split		Project Delivery Method	Level of Success with Project Delivery Method (All owner and company goals sustained through project)
20%	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 checked="" type="checkbox"/> 80%-100%
20%	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 checked="" type="checkbox"/> 80%-100%
0%	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%
20%	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 checked="" type="checkbox"/> 80%-100%
40%	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 checked="" type="checkbox"/> 80%-100%
0%	0%	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%

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

Market Focus:

Barton Malow’s market focus is geared toward three primary sectors.

-  **Corporate Industrial (Federal and Commercial)**
-  **Infrastructure-Factories**
-  **Sports and Recreation**

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

Sports Facilities completed by Barton Malow:

- ✦ *Boston College Student Recreation Center*
- ✦ *Joe Louis Arena*
- ✦ *Soldier Field Renovation*
- ✦ *Philips Arena*

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.

<i>Project Type/ Project Name</i>	<i>Project Size (SF)</i>	<i>\$ Project Cost</i>	<i>Project Delivery Method (PDM) /Contract Type</i>	<i>Cost Analysis and Reporting Method</i>
<i>General Motors Powertrain Headquarters</i>	<i>435,000 SF</i>	<i>Requested</i>	<i>Design-Build</i>	<i>Requested</i>
<i>Crittenton Hospital Medical Center</i>	<i>200,000 SF</i>	<i>\$ 86,000,000</i>	<i>CM@Risk</i>	<i>Requested</i>
<i>Baseball Grounds of Jacksonville (Stadium/ Practice facilities w surrounding attractions)</i>	<i>10,100 seat stadium</i>	<i>\$ 2,200,000,000</i>	<i>Joint-Venture @ Risk Contract</i>	<i>Requested</i>

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 (PM-Project Specific Information)

Information has to be obtained from project source:

(DB) –Reviewing Architectural Documents for conformance in contract requirements is important to any project. The responsibility of this aspect should be determined at the beginning of the project.

Lesson/ Recommendation #2 (PM-Project Specific Information)

Information has to be obtained from project source:

Be sure that design and construction contracts are “Black and White”. This will eliminate possible “loop holes in documents.” There should be a documentation standard for all project contracts administered.

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Lesson/ Recommendation #3 (PM-Project Specific)

Information has to be obtained from project source:

Whether using a Cost Plus or Design Build Method/ the contract should be executed under a “GMAX” approach to not exceed negotiated amount, this is useful on higher profile projects.

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:

Design-Build

Complaints regarding selected PDM:

None regarding this method

Recommended PDM that should have been used:

Design-Build/ CM@Risk

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

Green Performance evaluations

- (1) These performances will reduce life-cycle cost during the life-time of the facility.***
- (2) ISO-Certification***
- (3) ISO 9001***
- (4) Energy Analysis***

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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.

Hospital projects, large recreational/ sports complexes and higher education may require some form of integrated delivery in program management feasibility assessments.

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.

-  *Cost accounting methods*
-  *Reliability of materials*
-  *Program Strategies*

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?

-  *Increased control in shaping the project design, delivery and development*

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
PSU Architectural Engineering-Construction Management Student*