



THE **UNDERGROUND** UTILITIES EVENT

Underground Construction Technology | Jan. 29-31, 2019 | Fort Worth, TX

Setting expectations in the world of  
Alternative Deliveries

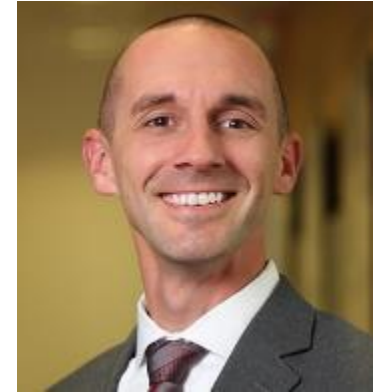
# Owner Readiness



# Introductions:



Howard Slobodin



Justin Reeves



John Carlson



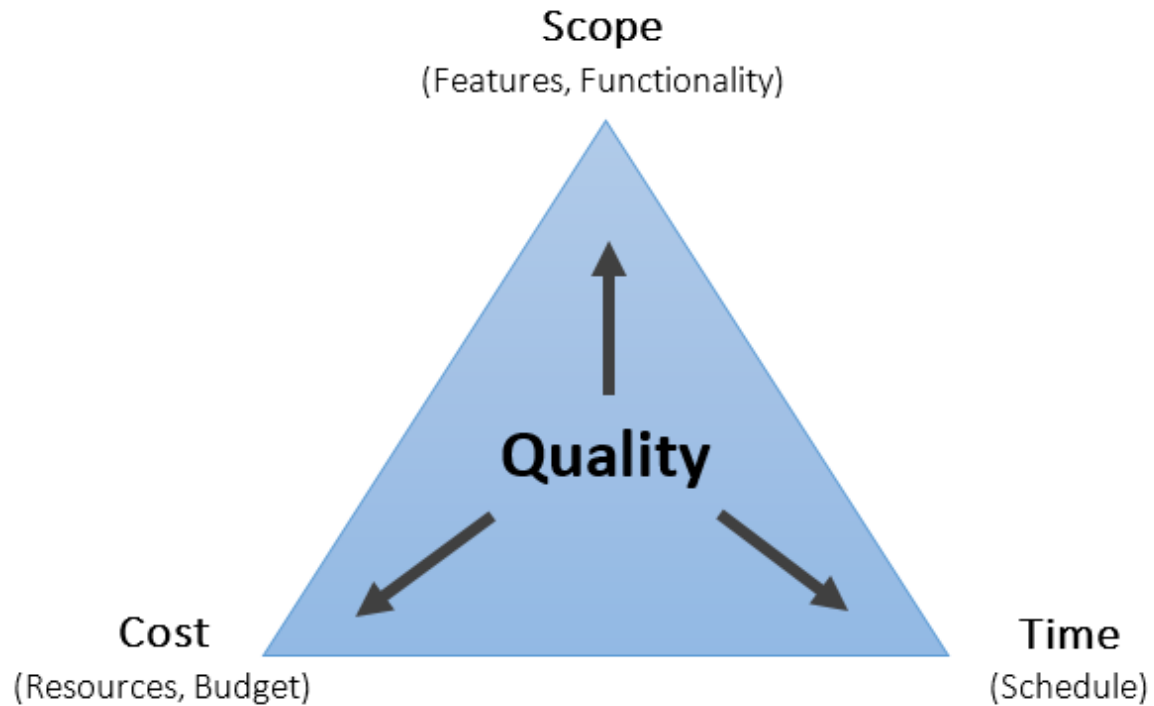
Dan McCausland



# **Setting Expectations: Our Agenda**

- 1. Owner's Constraints & Reasons**
- 2. Clearly defining the process**
- 3. Keys to success**
- 4. Communications Plan**
- 5. Discussions**

# The Owner's Constraints

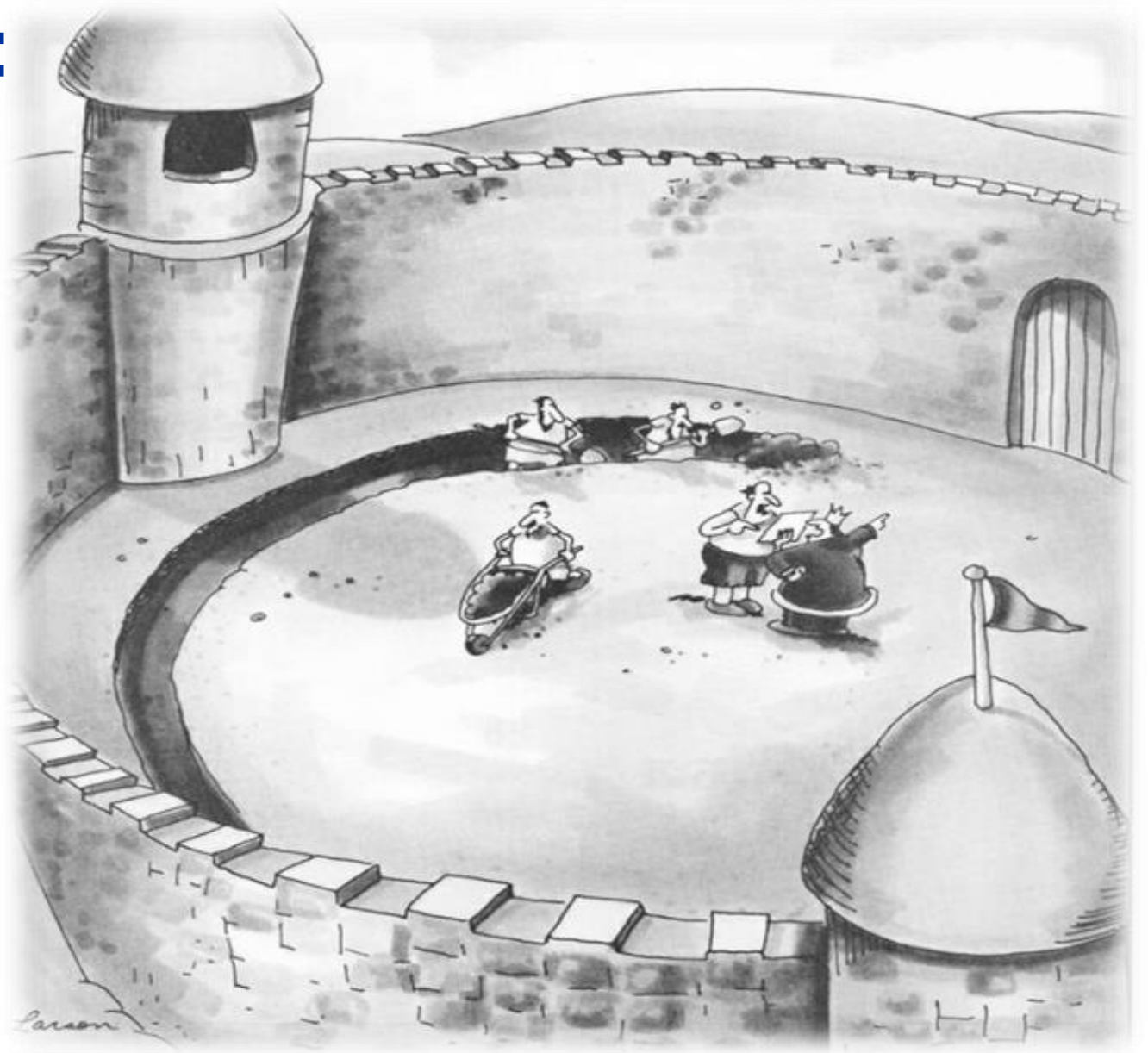


## The Players & Decision Makers

- Boards and Councils
- CEOs, COOs
- Senior Management
- Project Managers
- Executors

# Setting Expectations:

*Suddenly, a heated exchange took place between the King and the moat contractor.*





# Setting

Such  
he  
ex  
pla  
the  
the  
co



# Setting Expectations: Why Alternatives?

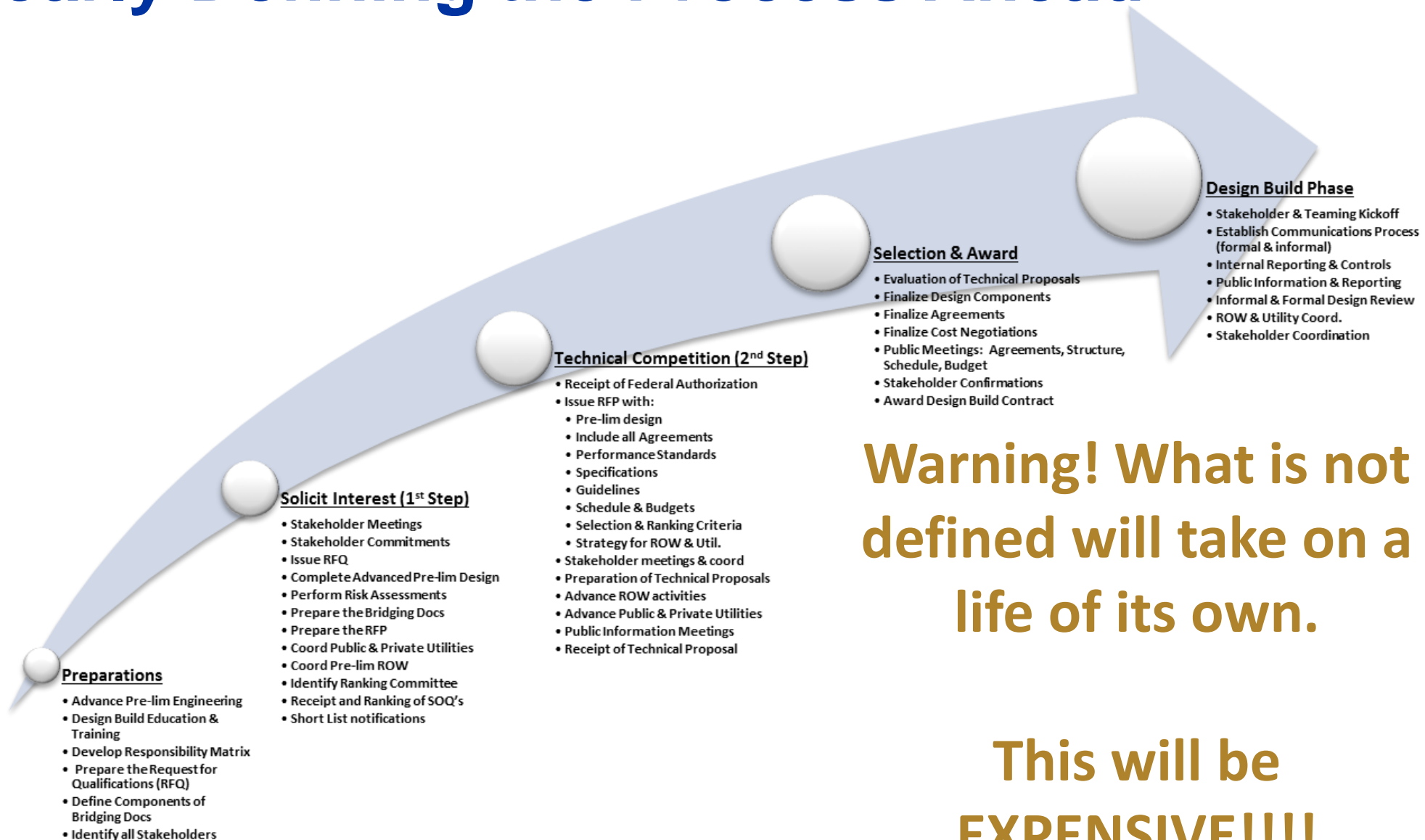
## The Disadvantages of the Traditional Method

1. **Schedule:** Traditional sequence too long
2. **Budget:** Cost escalations during all phases
3. **Quality:** Differing contractor qualifications ignored in the competitive bid process
4. **Adversarial Relationships:** Problem solving and dispute resolution showing up as change orders and claims

## How the Alternatives Address the Concerns

1. **Schedule:** Alternative processes allow expediting the schedule
2. **Budget:** Contractor pricing and estimating available earlier in the process
3. **Quality:** Qualifications based selection of the contractor and/or sub-contractors
4. **Disputes:** The contractor participates in the warrants of the drawings limiting disputes

# Clearly Defining the Process Ahead



**Warning! What is not defined will take on a life of its own.**

**This will be EXPENSIVE!!!!**

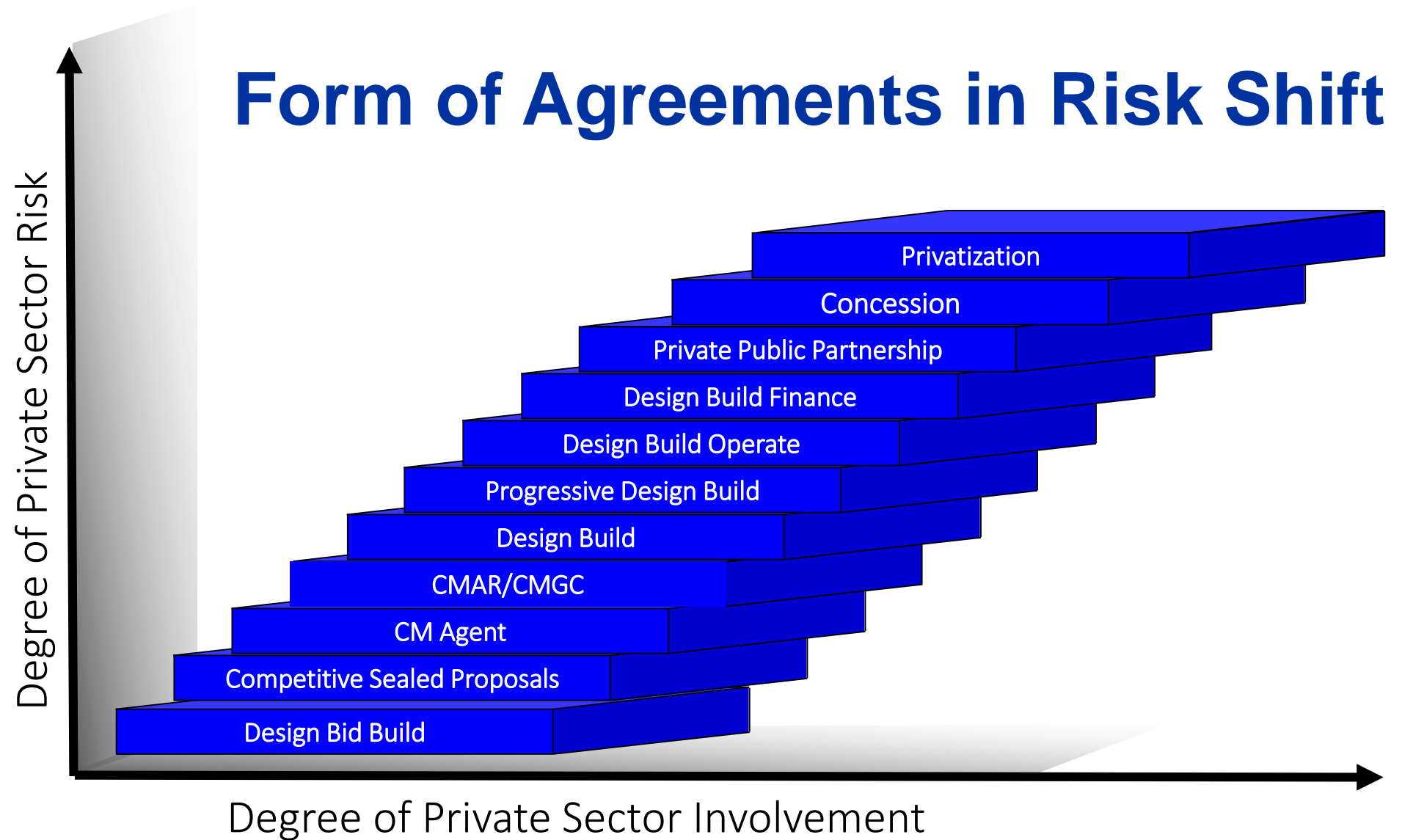


# Clearly Defining the Process



1. Expectations defined
2. Clear understanding of scope
3. Intended & unintended consequences of contract language

# Clearly Defining the Process

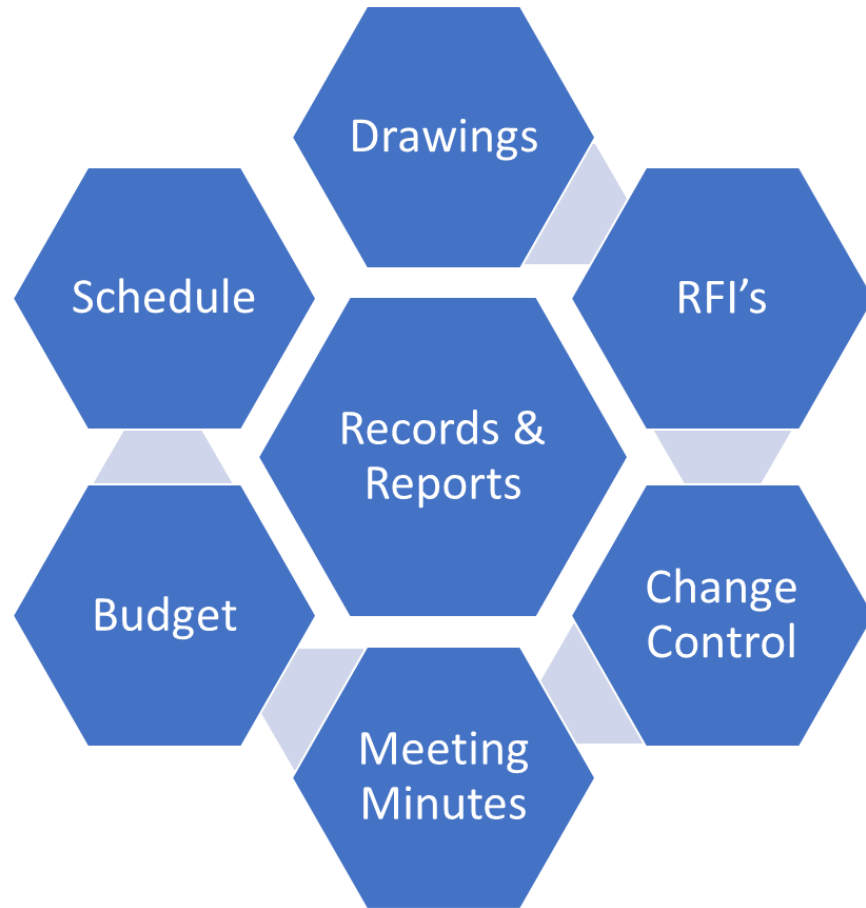


# Keys to Success:

1. Team Integration
2. Pre-construction Services
3. Cost Transparency
4. Leadership



# Keys to Success:



## *Collaboration & Controls*



**01** Over the Shoulders



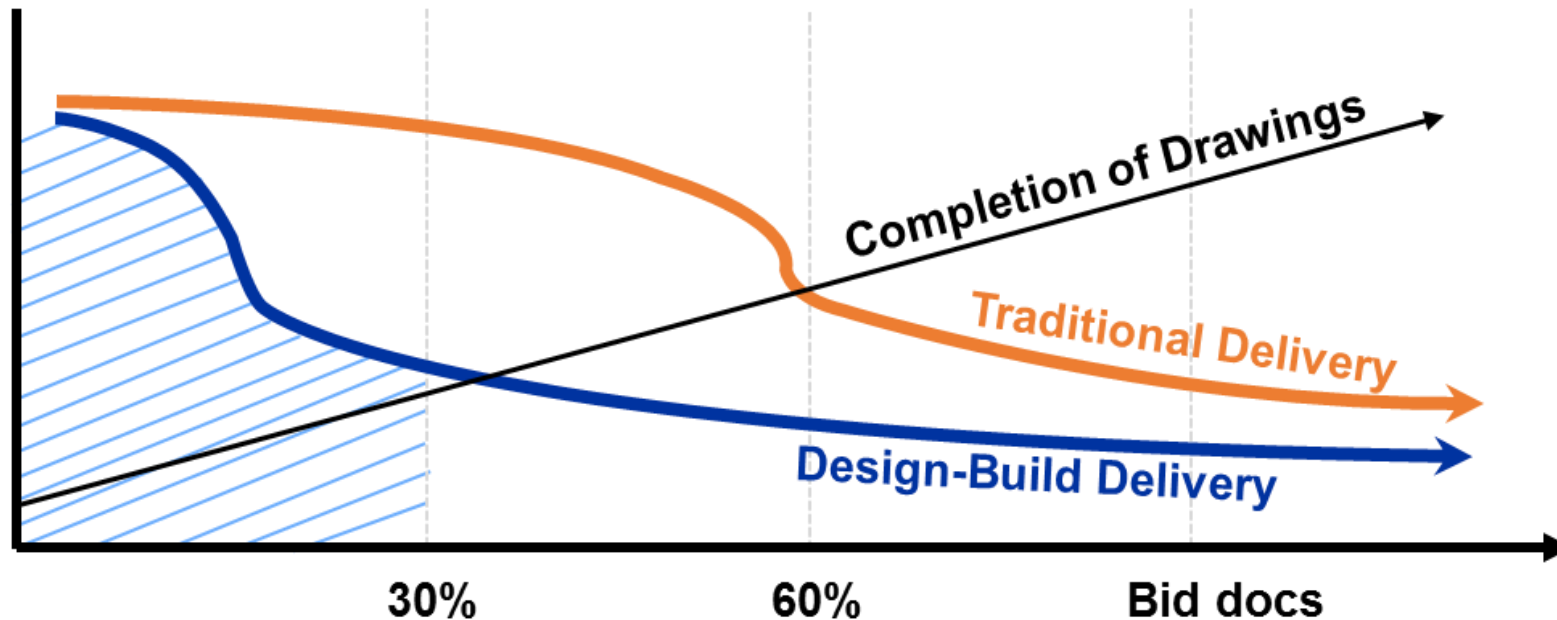
**02** Formal Submittals



**03** Formal DCR's (with sign-offs)

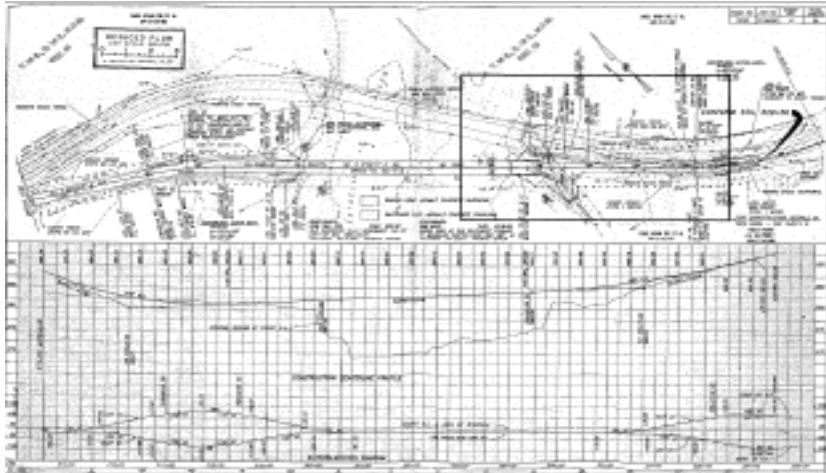
# Keys to Success

## Early Decision Making



**The Owner's ability to make changes  
without impacting cost.**

# Keys to Success: 2 Strategies



## Early Design Commitments

- Set plan and profile early
- Commit to horizontal control at 30%

## Responsibility Matrix

	OWNER	OWNERS REP	PDB	KEY STAKEHOLDERS
Pre-Construction Phase				
Cost Estimates & Conceptual Pricing	3	2	1	3
Quantities		1	2	1
Pricing		2	1	1
Phasing		2	1	2
Master Schedule	2	2	1	1
Summary Level Program	1	2	3	2
Constructability Reviews	2	1	1	1
Design Comment Review mtgs	2	1	2	2
Value Engineering	2	1	1	3
Review	2	1	2	3
Costing	3	2	1	1
Subcontracting Plan	2	2	1	1
Pre-qualification	2	2	1	1
Costing	3	2	1	1
Pre-Purchasing	2	1	1	1
Over the shoulder reviews	1	1	1	1
Weekly CMAR meetings	2	1	2	1
Weekly Owner meetings	1	2		
Design Documents	2	1	3	2
Permitting	1	1	2	
Safety Plan	2	2	1	2
Contracting Docs	1	2	2	1
GMP Pricing	3	2	1	2
Utility Coord. & Agreements	2	1	3	2
Progress Payments (CMAR)	1	1	1	3
Progress Payment (Design)	1	1		
Scope Changes	2	1	2	1
Monthly Summary Report	1	1		1
Commissioning Plan	2	1	1	1
1 = Primary Responsibility				
2 = Coordination & Review				
3 = Input				



# Communications Escalation Plan



# Discussions with Panel

