



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



REDEFINING PROJECT SUCCESS IN INTEGRATED DELIVERY

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Clark Construction Group, LLC

2020 Project Management Symposium



AGENDA

- 1 / INTRODUCTION & OVERVIEW
- 2 / DELIVERY METHODS
- 3 / BEST PRACTICES FOR CREATING HIGH-PERFORMING TEAMS



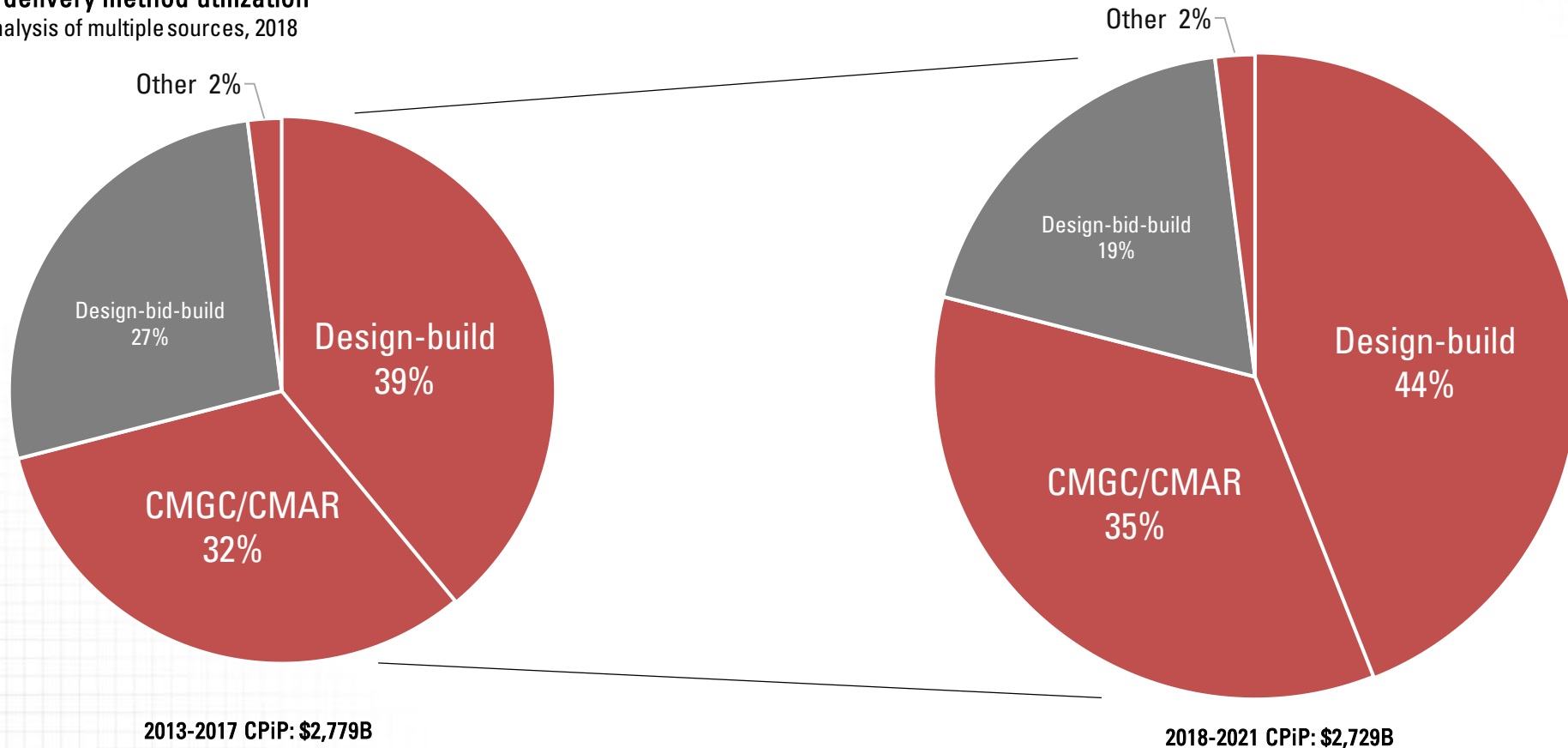
Part 1

INTRODUCTION & OVERVIEW



81% of Projects Use Integrated Delivery by 2021

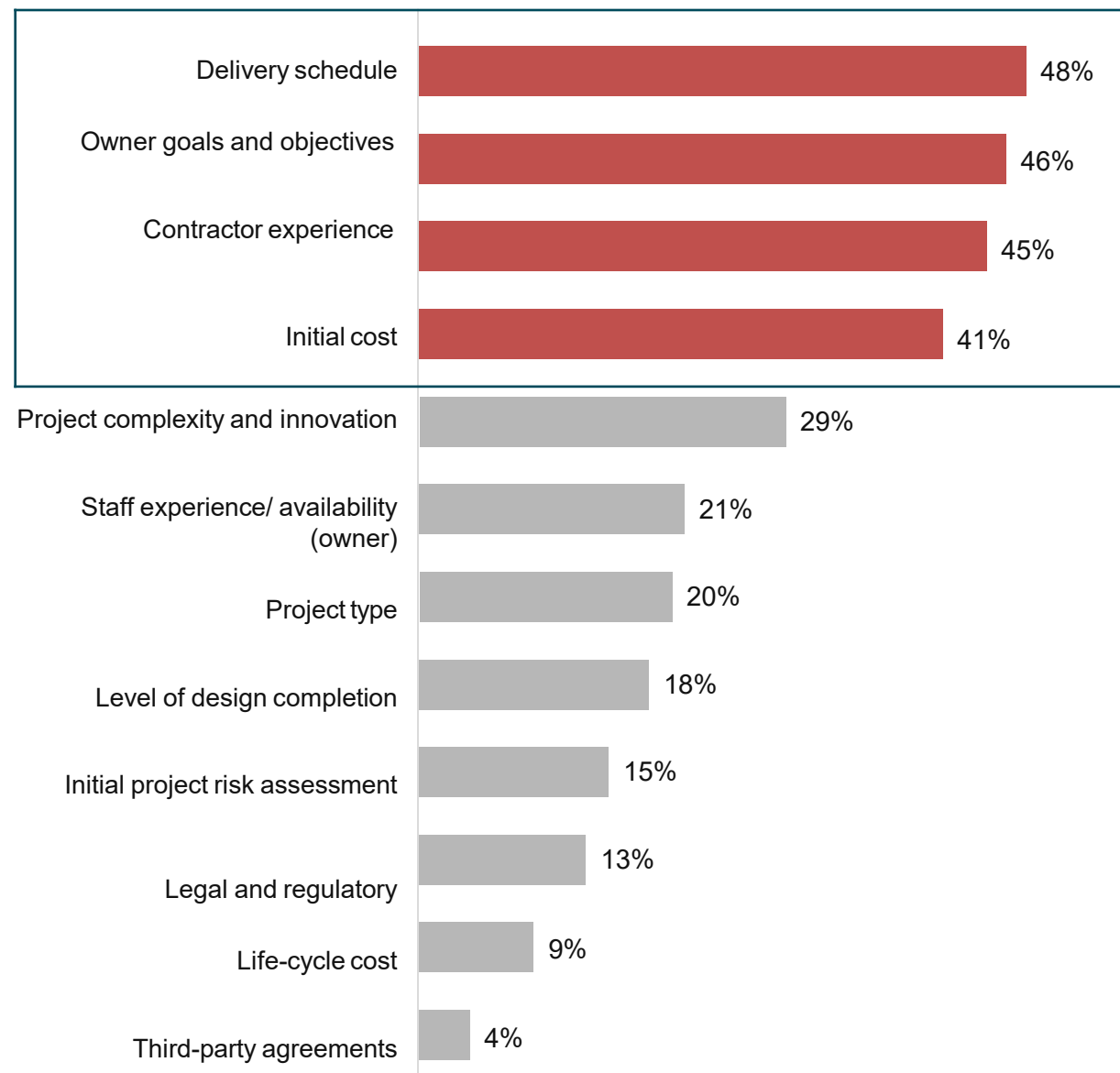
Distribution of delivery method utilization
Source(s): FMI analysis of multiple sources, 2018



Highest Rated Project Delivery Method Criteria

Source: FMI Survey, 2018

- Delivery Schedule
- Owner Goals and Objectives
- Contractor Experience
- Initial Cost





Integrated project delivery is a mindset, an attitude, and a commitment to putting the interests of the project first.

All construction projects, regardless of the contractual delivery method, can achieve success by adopting this mindset.



Part 2

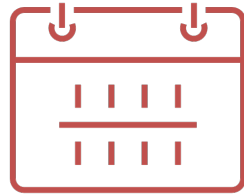
DELIVERY METHODS



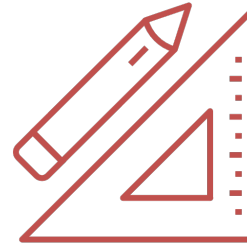
Traditional Project Considerations



BUDGET



SCHEDULE



**DESIGN
PROCESS**



**RISK
ASSESSMENT**



**CLIENT'S LEVEL
OF EXPERTISE**

Other Factors Influencing Delivery Method Selection

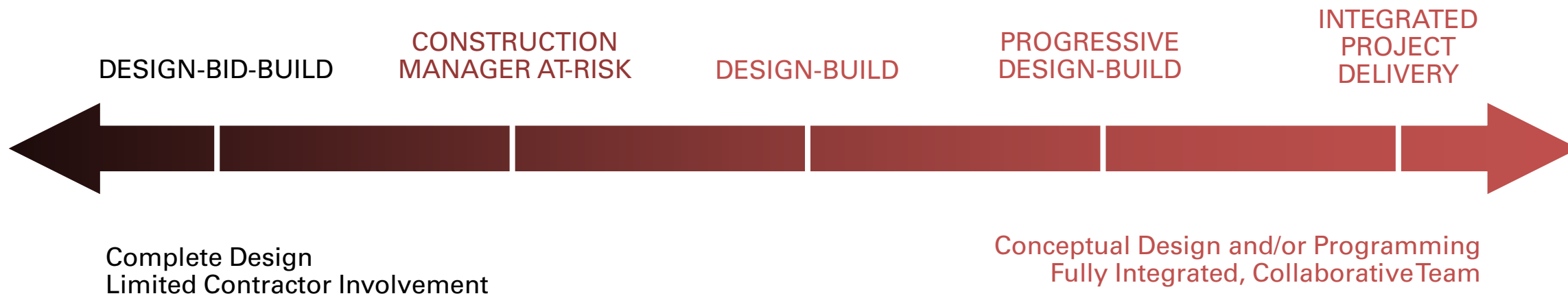
HARD FACTORS

- Client's procurement rules
- Federal, state, and local laws
- Funding:
 - Sources, Amount, Time constraints
- Availability of resources, structure of client's team
- Schedule

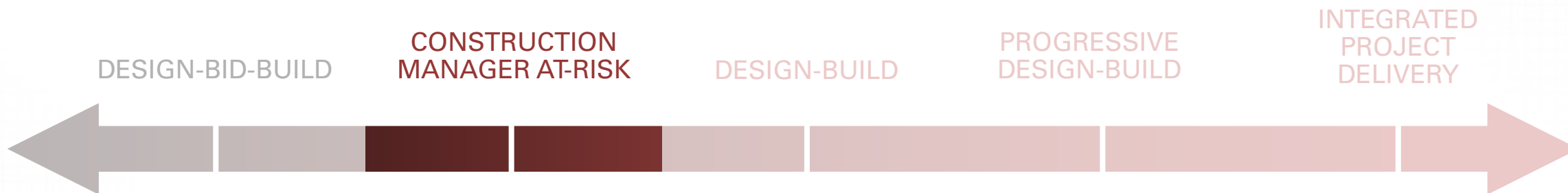
SOFT FACTORS

- Client's level of expertise/experience
- Personal preference of procurement office leadership
- If it's not broken, don't fix it.
- Client does not want to let go of design.

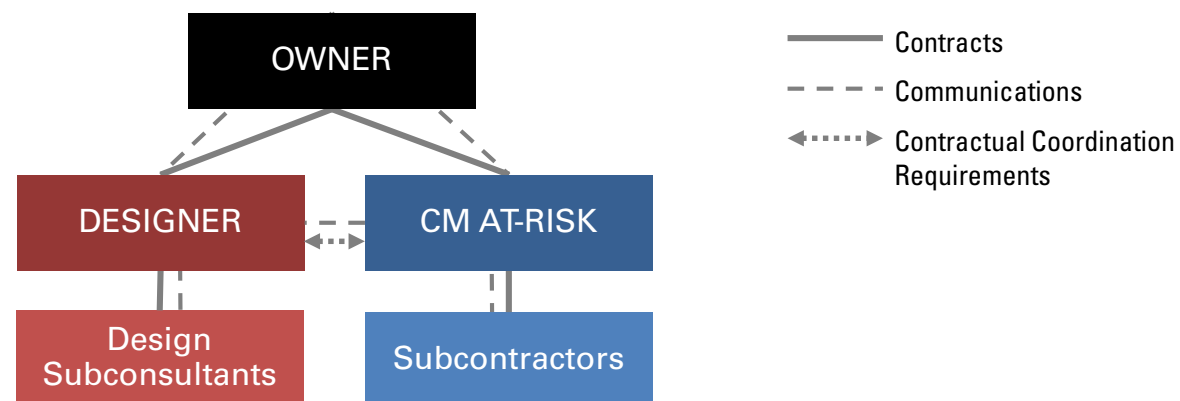
Spectrum of Delivery Models



Construction Manager At-Risk



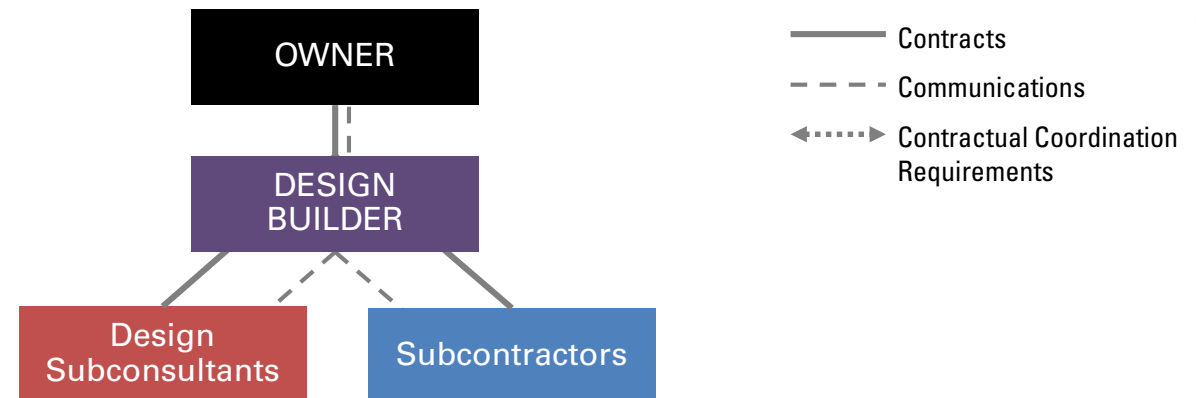
- Traditional relationship with early contractor involvement



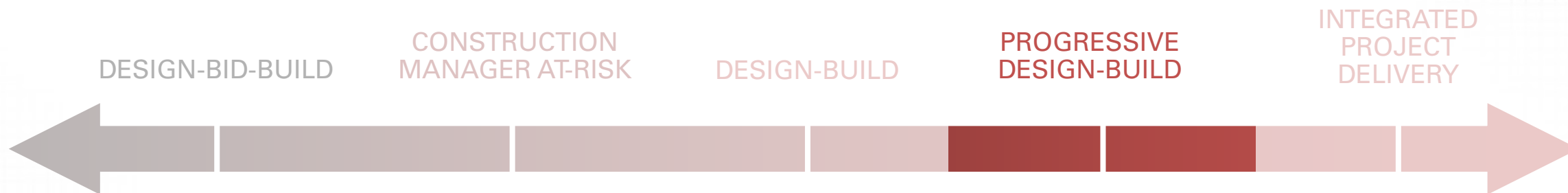
Design-Build



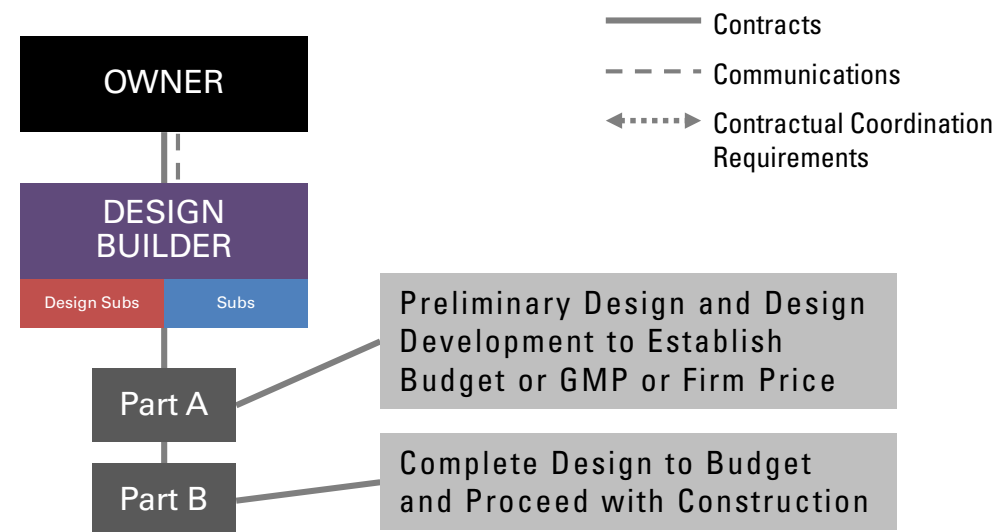
- Single point of contractual responsibility



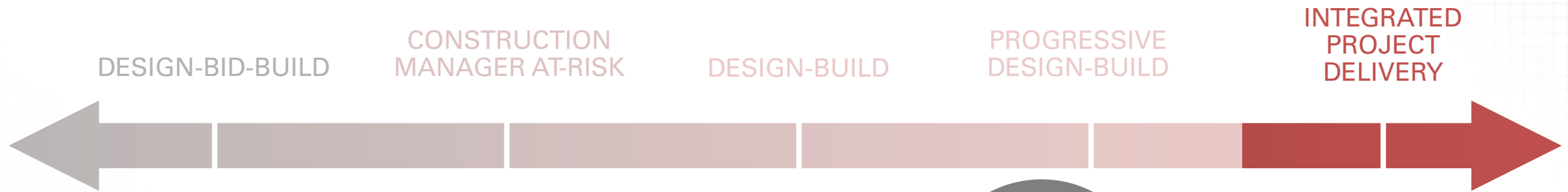
Progressive Design-Build



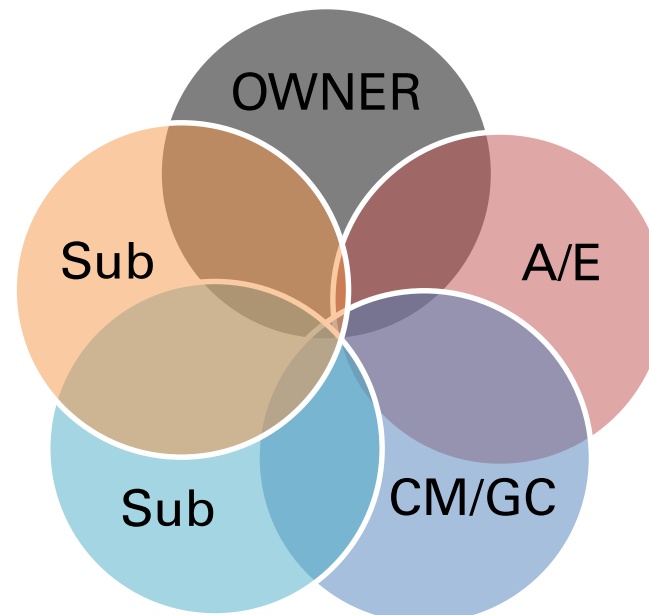
- Hybrid Version of the QBS Method
- Design-Builder Selected on Qualifications
- Design-Builder and the Client Enter into a Two-Part Contract that is Implemented in Stages



Integrated Project Delivery



- Value-based contracting approach
- Increased time commitment from Owner
- Complex legal structure





Let's Compare Two Recent Procurements...

PROJECT 1

ACUTE CARE HOSPITAL TOWER

PRIVATE CLIENT

- 325,000 SQFT
- \$450 million
- California

PROJECT 2

BEHAVIORAL HEALTH TEACHING HOSPITAL

PUBLIC CLIENT

- 210,000 SQFT
- \$175 million
- Washington State



	PROJECT 1	PROJECT 2
Stats	California, \$450M, 325,000 SF	Washington, \$150M, 210,000 SF
Delivery Method	CMAR	Progressive Design-Build
Client	Private	Public
Procurement	One-step, Qualifications-based award	Two-step, Qualifications- and fee-based award
Level of Design at Project Award	Schematic (One year of design was complete.)	Pre-program (No design or programming.)
A/E Award	Prior to General Contractor	Post to Design-Builder Award (We collaborated with UW to select the designer.)
GMP Finalization	Two years after contract award.	21 months after contract award.
Project Completion	2024	2023
Incentives	Yes - Funded from contingency based on meeting milestones.	Yes - A portion of the fee is at-risk.
Major Trade Commitments	During design. Beginning of DDs.	Beginning of SDs.
Lean Tools & Processes	Yes	Yes



Benefits

- Lower cost to pursue
- Speed to Market – overlap of design and construction
- Aligns Expectations
- Fosters an integrated, collaborative, trusted environment
- Selection of the “Right Team”



Delivery models are **changing** to address the shift in how clients see project success.

Early Involvement = Success

EARLY INVOLVEMENT LEADS TO...

- Teamwork
- Collaboration
- Enhanced Communication
- Transparency

RESULTING IN...

- Innovation
- Speed to Market

Which drive success!

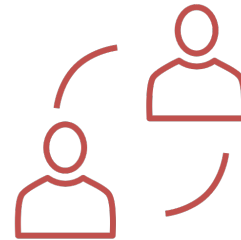
New Project Considerations



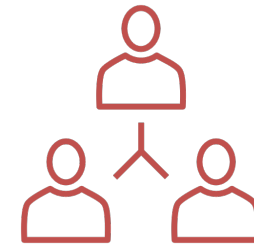
**TRUSTED
ADVISOR**



TRANSPARENCY



**MUTUAL
RESPECT**



**CULTURE OF
THE TEAM**



Part 3

BEST PRACTICES FOR CREATING A HIGH-PERFORMING TEAM

Project Culture

- One Team Approach
- Setting Expectations
- Aligning Visions and Goals
- Creating Trust and Transparency



Creating a High-Performing Team

- How early can you engage with the client and stakeholders?
- What does success look like for all parties?
- How do you respect each firms' culture while also creating a project culture?
- What does your project culture look like?
- How do you communicate?
- What is your co-location plan?
- What is the chain of command?
- How do you identify decision makers within each organization and integrate them appropriately into your project?
- Partnering? What type? Frequency?

It's About the People

- Focus on:
 - Personalities
 - Leadership skills,
 - Ability to perform in a relationship of transparency and trust
- Past collaborative experience
- Innovation, creativity
- Diversity in talent and mindset



Creating A Project Culture

How do you respect each firms' culture while also creating a project culture?

What does your project culture look like? What does success look like for all parties?

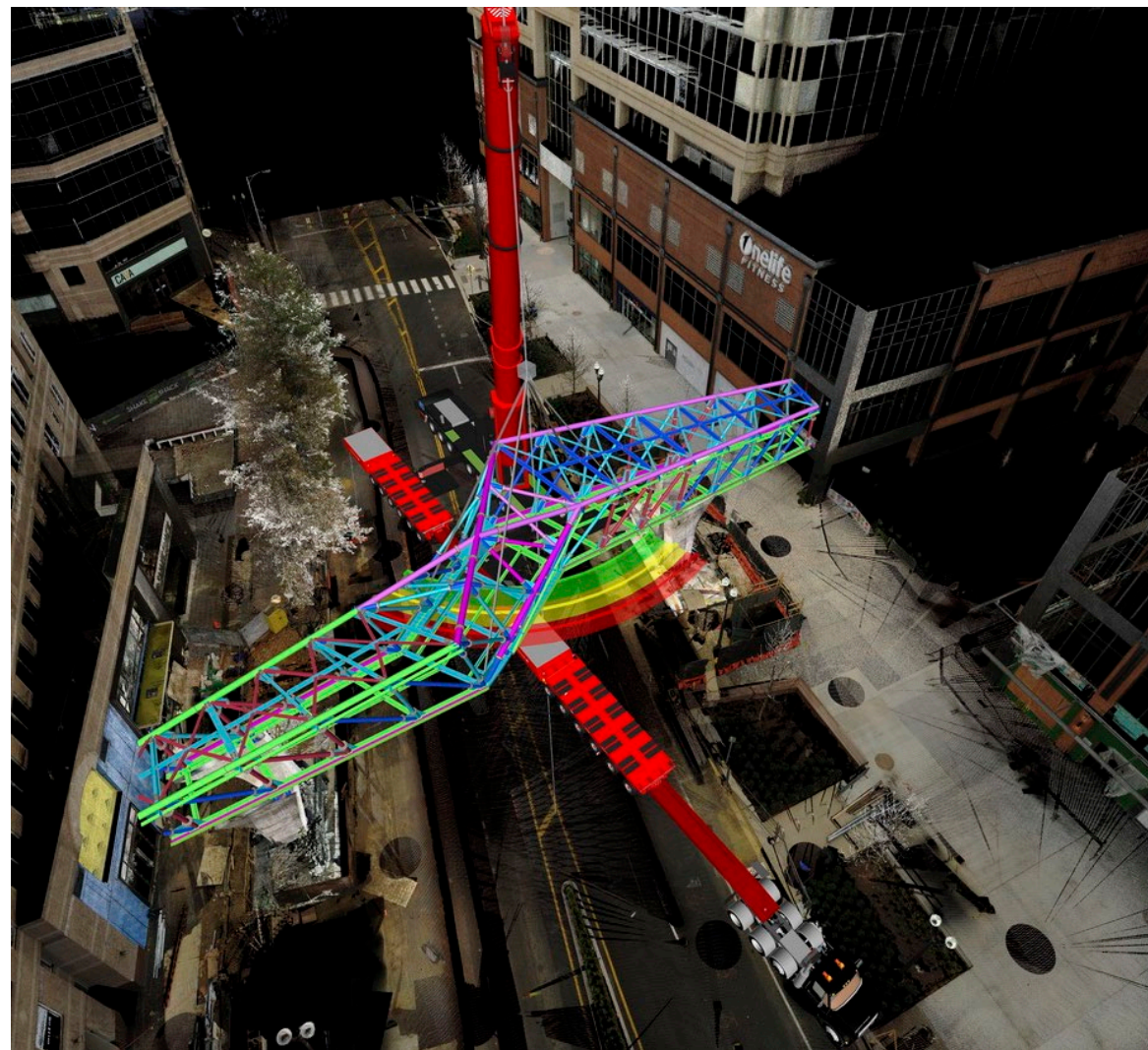
- Create a Project Charter with input from all key stakeholders
 - The Project Charter should accurately capture “what success looks like” for all key project stakeholders
- Orchestrate purposeful teambuilding, both professional and “off-the-clock” activities
 - Professional development, lunch-&-learns, etc.
 - Bowling, happy hours, escape rooms, etc.
 - Schedule in advance and at an agreed-upon frequency
- Get to know team members
 - Professional background and aspirations
 - Strengths and weaknesses
 - Hobbies

Co-location: To be, or not to be?

- The goal is to optimize productivity for all team members.
- Think through what will work best for this team. IT MAY NOT BE CO-LOCATION.
- Are virtual meetings and charettes possible?
- Does your co-location plan allow for “heads-down” productivity time of individual design members?
- Who needs to be co-located?
- Do all parties need to be co-located at the same time? What is the cadence?
 - Full-time
 - Part-time
 - Hotel space for drop-in resources

Other Tools & Techniques

- Lean Practices
 - Last Planner System
 - Choosing by Advantages
 - Root Cause Analysis
- BIM Model



Communication Matrix

Stakeholder Group	What they need to know	Lead Contact	Communication Channel and Frequency
INTERNAL			
Executives Joanne Laguna Jeff Smith, Bryan Croft	<ul style="list-style-type: none"> Demonstration that the current work is within guidelines Big Picture Expected disruptions / our mitigation measures Information that aides in presentations to community 	Zeke Triana / Alicia Wachtel	<ul style="list-style-type: none"> Overall Project Update - Bi-Weekly Internal Update - Monthly Flash Updates
Ambulance and Fire Department	Entrance / Exit Access	Andrew Ellis	<ul style="list-style-type: none"> Phasing plans showing emergency access - Prior to each phase
Physicians, staff and patients	<ul style="list-style-type: none"> Simplified work details in relevant areas Items that cause noise, vibration Parking Entrance / Exit Access How long will it last? Why it is needed Disruption mitigation measures Pedestrian wayfinding 	Katia Carter	<ul style="list-style-type: none"> Internal Updates - Monthly
EXTERNAL			
Neighboring Business- es: Toyota, McDonalds, Chevron	Lane Closures near businesses	Rudy Perez	<ul style="list-style-type: none"> Community Flyer - Monthly Flash Updates
Community Groups, Local Residents	<ul style="list-style-type: none"> Informed before work takes place How long will it last? Why it is needed Disruption mitigation measures Parking Entrance / Exit Access Pedestrian wayfinding 	Gabriela Flores	<ul style="list-style-type: none"> Community Flyer - Monthly Flash Updates HOA Meeting Presentations - Monthly PLUC Presentations

Partnering

Partnering? What type? Frequency?

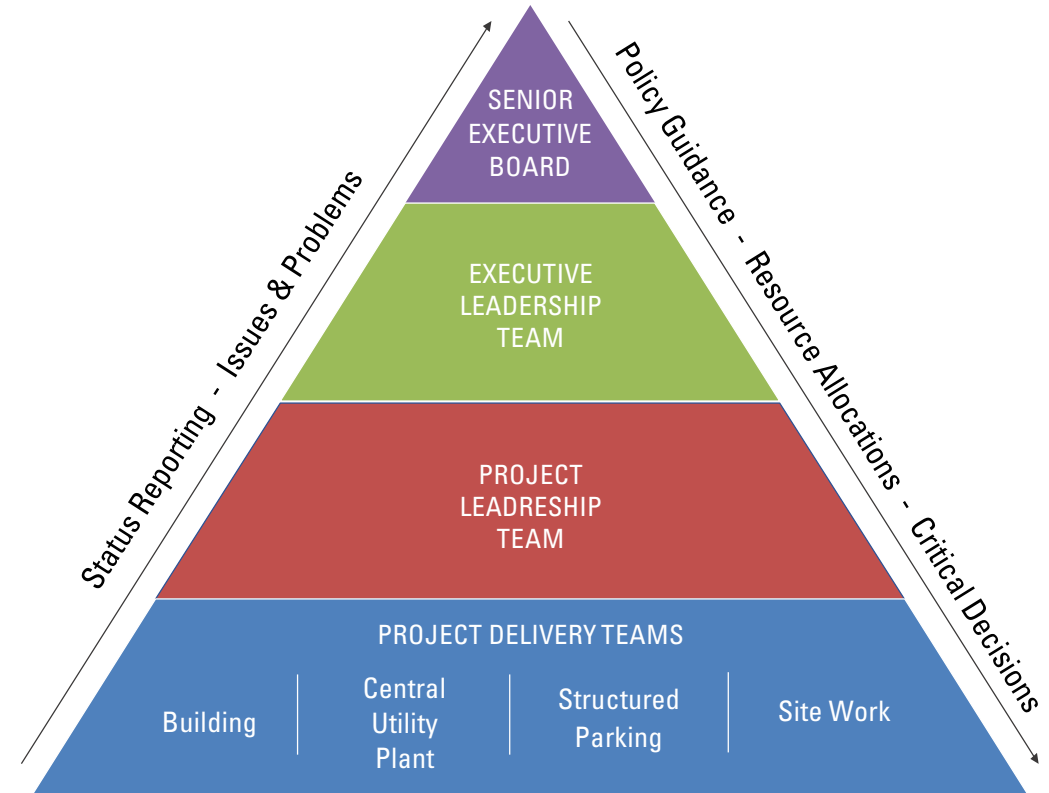
A focused, issues-based partnering program can help project teams define and achieve success. This can be done via a third-party or can be undertaken from within the project.

- Establish governance structure
- Align project goals
- Measure performance and provide feedback
- Identify issues and take action

Governance Structure, Issue Escalation & Resolution

Creating Project Delivery Teams to manage each portion of a project helps overall Project Leadership and Executive Leadership focus on the big picture and on issue resolution.

- Monthly and Quarterly Meetings





CONCLUSION

Key Take-Aways

- **Needs are changing.**
Owners strive for outstanding project results through careful selection of the team and delivery model, and using best practices.
- **Focus has shifted.**
Owners look for key personnel and their personalities, leadership skills, and ability to perform in a relationship of transparency and trust.
- **Studies support early collaboration.**
Studies show that project delivery methods that allow for team integration foster a collaborative environment and lead to better outcomes.
- **Early involvement benefits the project and the team.** Helps everyone understand the owner's values and goals.
- **Project culture is a must.**
Create a positive project culture through effective communication and decision-making processes.
- **A high-performing team...**
 - Refines the visions and goals for the project
 - Seeks innovation
 - Embraces challenges as opportunities to create solutions

Remember to Balance

When selecting – or hoping to influence the selection of – a delivery method, it's important to **balance the needs of the client with the needs of the project.**

In the long run, selecting the right (or best) delivery method for the client and the project will help all project team members achieve success.





Thank you.

QUESTIONS?