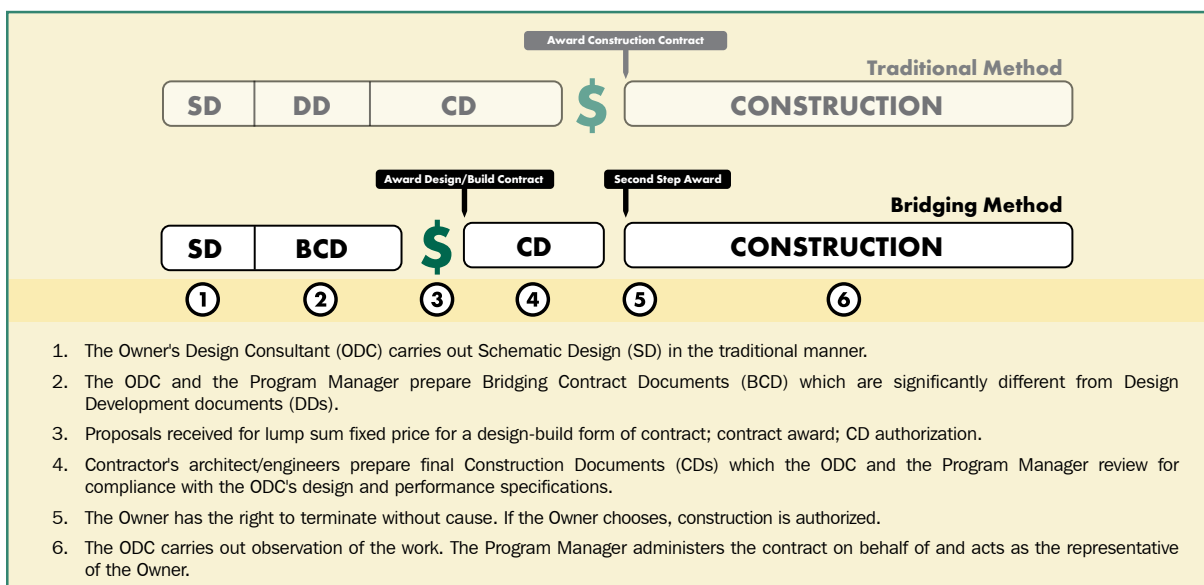


## Recommended Program Management Services

# For a **Bridging** Project

The Bridging method of construction project delivery is a hybrid of the traditional Design-Bid-Build and the Design-Build methods. It retains the better features of each of those project delivery methods and eliminates aspects of both that can sometimes cause problems for the Owner. It is particularly useful to those Owners who should not rely upon relationships or cannot make single source procurements for construction contracts. It is applicable to all types and sizes of projects. Some in the industry would suggest that it is more appropriate for simpler projects, but experience has shown that the more complex a project, the more valuable and applicable this method is.

Below is a diagram comparing the Bridging method with the traditional Design-Bid-Build method.



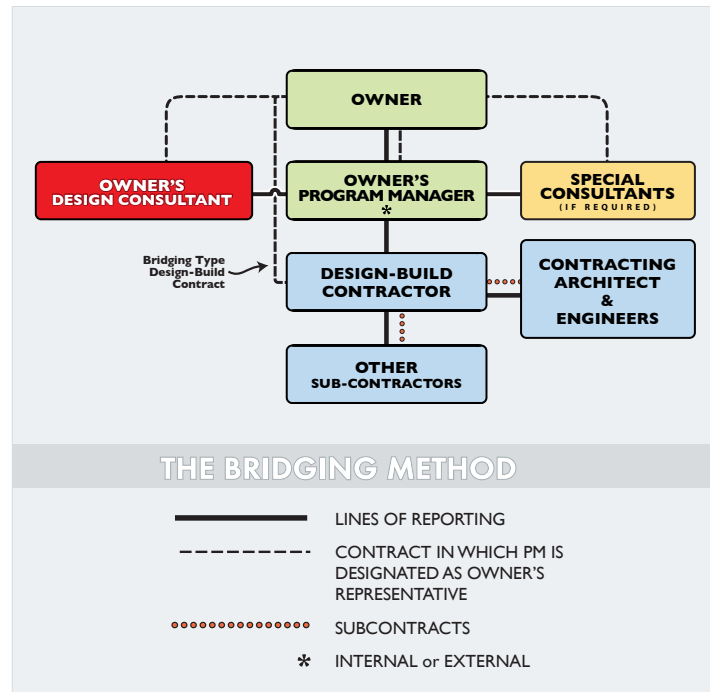
### The major benefits of Bridging to the Owner:

- Allows the Owner to obtain a highly enforceable fixed price for construction in about half the time and half the at-risk cost compared to the traditional Design-Bid-Build method. The price obtained by this method and at this earlier point, is more enforceable than a price obtained by either CM-at-Risk or Design-Build.
- Greatly reduces the Owner's exposure to construction risks including contractor initiated change orders, claims, and delays/disputes in resolving flaws in the design or construction discovered after occupancy.
- On most projects, it will shorten the construction time due to the Contractor's more intensive planning and input during the preparation of the final drawings and specifications.
- On most projects, it will reduce overall final costs for a fully equivalent end product.
- Accomplishes these benefits without any loss of opportunity for creativity, control of the design, control of design details or loss of quality of engineering or construction.

## Bridging/CM-at-Risk

Because the Owner's Design Consultant is not the Architect/Engineer of record there is no conflict of interest if the Owner's Design Consultant and an external Program Manager were the same firm. Thus, there are a number of acceptable ways the roles of Owner's Design Consultant and the Program Manager may be:

1. External Program Manager with separate Owner's Design Consultant
2. Owner's Design Consultant with the Owner's Internal Program Manager
3. External Program Manager and Owner's Design Consultant being the same firm



### Typical Program Management Services to the Owner for a Bridging Project:

(Based on External Program Manager with separate Owner's Design Consultant)

#### PRE-DESIGN PHASE

1. Assist the Owner in making final decisions about the project requirements and scope, possibly carrying out for the Owner preliminary technical investigations as to the suitability of the site, evaluating with and for the Owner potential legal and permitting constraints. As necessary, assist Owner in site acquisition.
2. Initiate and operate/deliver thereafter a dynamic database with cost-loaded scheduling and reporting. This will usually be referred to as the Program Management Information System (PMIS) and would usually include briefing reports for senior executives of the Owner's organization. These may be web-based per authorization from Owner.
3. Prepare or determine that a full Program of Facility Requirements ("Program") has been prepared and approved by all stakeholders in the Owner organization. Put into form, or determine that the Program has been put into a form that is suitable as an exhibit to the contracts with the Owner's Design Consultant.
4. Simultaneously with above during the review and approval of the Program, develop a Total Project Budget ("Budget") covering all hard and soft costs as well as non construction related procurements, such as furnishings, moveable equipment, security systems, signage, fees, taxes, financing costs, etc. along with contingency funds.

Continued on Back Page



Typical level of design and preparation of drawings and specifications that are exhibits of the RFP and the Bridging Contract Documents of the Agreement between Owner and Design-Builder. The drawings of the RFP/BCD are referred to as “Design Guide Illustrations”. Specifications are referred to as “Owner’s Minimum Requirements”.

## **Bridging/CM-at-Risk**

---

5. Simultaneously with above, develop a Master Project Schedule (“Schedule”) for all major activities of all parties from the pre-design phase through occupancy.
6. Determine that the Program, Budget and Schedule are compatible. Assist the Owner in resolving any compatibility issues.
7. Assist the Owner in identification of candidates for Owner’s Design Consultant (“ODC”) obtaining information about qualifications and/or carry out due diligence whether selections are to be comparative or single source.

### **DESIGN PHASE**

8. Assist the Owner in the award of the contract with the ODC.
9. Maintain communication between Owner and ODC, as well as with other project parties, throughout the life of the project.
10. Throughout the Schematic Design phase and preparation of the Bridging Contract Documents, carry out cost analyses and budget adherence verifications using a multi-track costing program with line item by line item reconciliations.
11. Track schedule adherence throughout the design and construction phases and advise Owner and other parties on any necessary recovery scheduling.
12. Throughout the design phases and construction coordinate the approval process with all users and stakeholders in the Owner’s organization as well as with any separate financing and/or approval agencies that are not to be processed by the Design-Build Contractor.

### **CD PREP & CONSTRUCTION PHASE**

13. Administer the Design-Build Contractor’s contract during the preparation of the Construction Documents by the Contractor and the Contractor’s AE, as well as during the construction phase; essentially the same services that the PM would administer in a traditional general construction contract, recognizing that the Contractor’s AE is one of the Contractor’s subcontractors.
14. Review and/or coordinate the ODC’s review of the Construction Documents prepared by the Contractor’s AE for compliance with the DGIs and OMR.
15. Coordinate the inspection of the work. Inspections would be carried out by the ODC and/or separately engaged inspectors. Review and approve on behalf of the Owner all progress and final payments to the Contractor as well as to the ODC along with any other vendors or providers of services.
16. Assist the Owner in closing out the various contracts and provide records for retention.