



09.14.09

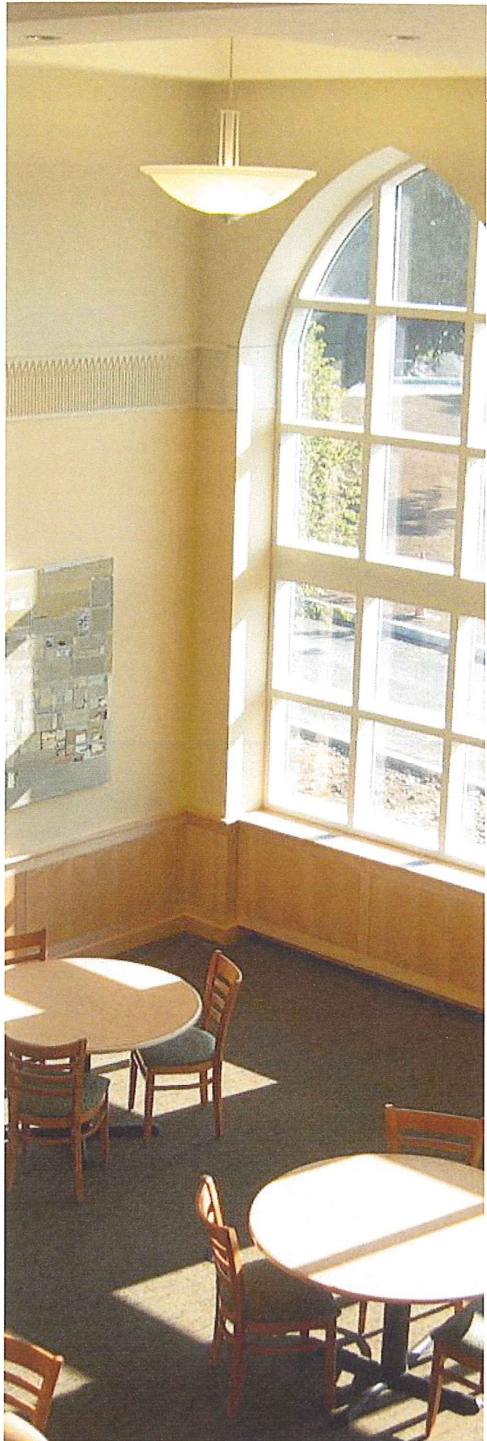
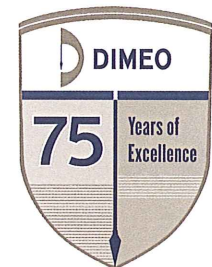


a presentation to

Massachusetts School
Building Authority
OPM Selection Committee

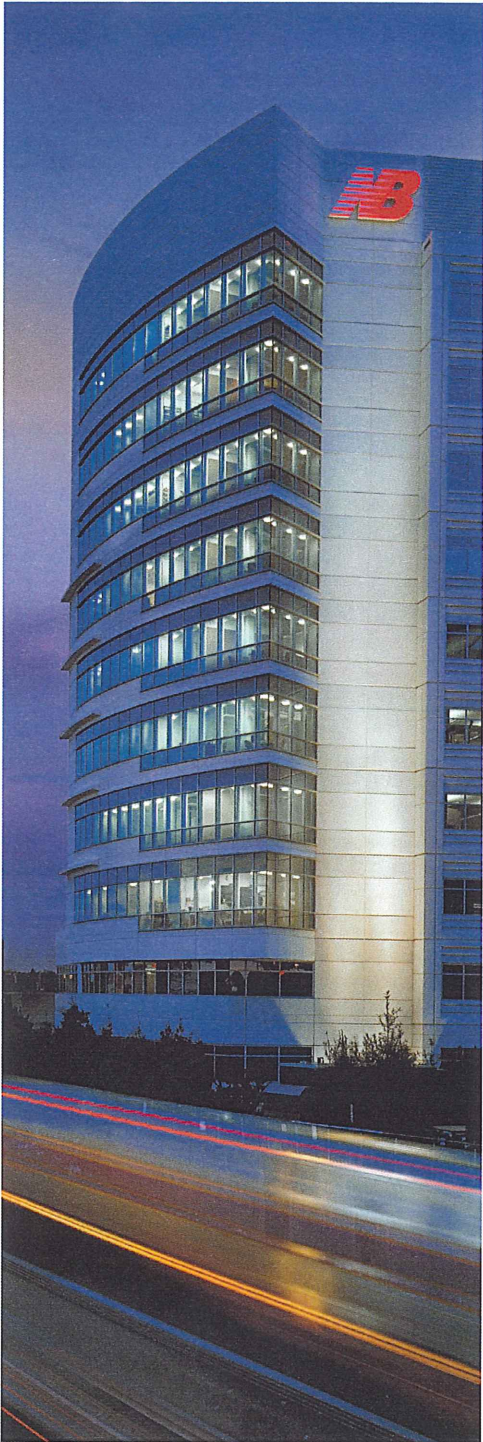
Agenda

- **Introduction**
- **Alternative Approaches to Project Delivery**
- **Commonly Asked Questions Regarding CM/At-Risk**
- **Commercial Terms & Conditions**



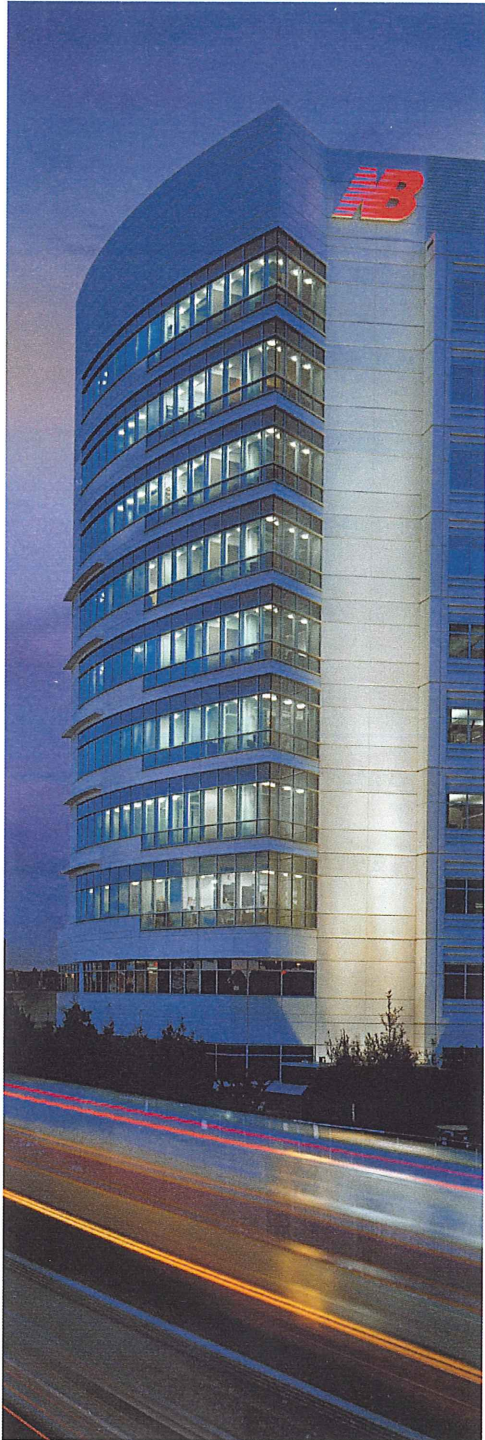
Presenters:

- **Stephen Rutledge**
Ex. Vice President, Chief Operating Officer
29 years with Dimeo
- **Frank Allard**
Project Executive
25 years with Dimeo
- **Patrick O'Brien**
Senior Business Development Manager
8 years with Dimeo



Who We Are

- **Market presence** *Company established in 1930, 60+ years working in Massachusetts.*
- **New England focus** *offices located in Boston, New Haven and Providence. ^(CANAL ST.) ^(HQ)*
- **Seasoned staff** *200 + employees, average length of employment far exceeds industry standard.*
- **Market diversification** *wide portfolio of work including; academic, corporate, healthcare, mixed use, retail and R&D.*
- **Commitment to safety** *partnering with OSHA with CHASE program.*
- **Sustainability experience** *25 LEED accredited professionals, 3 million sf of LEED certified projects put in place. (includes schools)*



Relevant Experience

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Edward W. Brooke Courthouse

Trial Court Facility

Boston, MA

Architect: Kallmann McKinnell & Wood

Procurement Method: LS Bid



Fall River Trial Courthouse

Trial Court Facility

Fall River, MA

Architect: Finegold Alexander

Procurement Method: CM @ Risk

Relevant Experience

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Salem State College

*New Residence Hall
Salem, MA*

Architect: Bergmeyer

Procurement Method: CM – Designer

Builder Partnership



University of Massachusetts

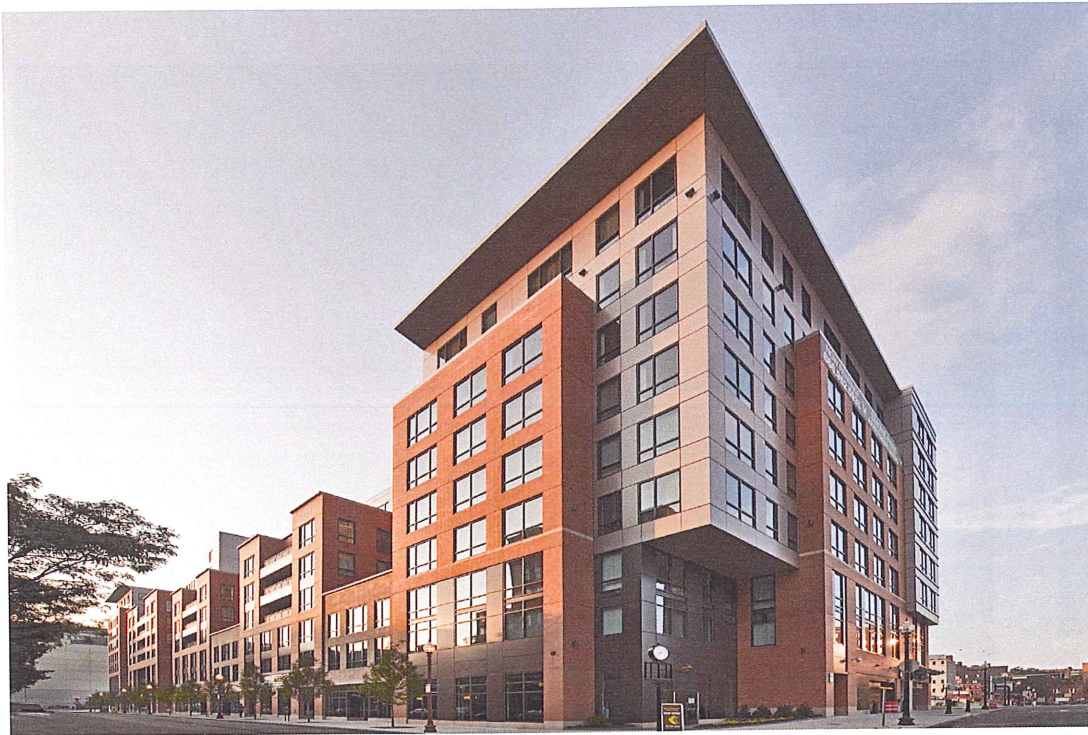
*North Residential Complex
Amherst, MA*

Architect: Architectural Resources Cambridge

Procurement Method: CM @ Risk

Relevant Experience

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Avenir

241 Unit Residential Complex & 160 Car Parking Garage

Boston, MA

Architect: ICON

Procurement Method: CM @ Risk



Northeastern University

Davenport Commons Residential Halls

Roxbury, MA

Architect: Domenech Hicks & Krockmalnic

Procurement Method: CM @ Risk

Relevant Experience

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Cumberland High School

Additions and Renovations

Cumberland, RI

Architect: Kaestle Boos

Procurement Method: CM @ Risk



Narragansett Schools

*Renovations and Additions to the Elementary,
Middle and High Schools*

Narragansett, RI

Architect: L.A. Torrado

Procurement Method: CM @ Risk

Relevant Experience

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Daniel Hand High School

New High School

Madison, CT

Architect: Jeter Cook & Jepson

Procurement Method: CM @ Risk



Tolland High School

New High School

Tolland, CT

Architect: Moser/Pilon/Nelson

Procurement Method: Construction Administrator

Relevant Experience

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Moses Brown School

Middle School Addition and Summer Project Program

Providence, RI

Architect: Rhinebeck

Procurement Method: CM @ Risk



St. George's School

Fine Arts Center Expansion

Newport, RI

Architect: Sasaki

Procurement Method: CM @ Risk

Newton North

NEW HIGH SCHOOL

SIZE: 400,000 sf

DURATION: 38 months

ARCHITECT: Dore & Whittier Architects, Inc.

*Two-story academic/
athletic building; four-story
classroom wing; theater;
indoor swimming pool;
exhibition gymnasium and
related athletic support
facilities.*

*The new school will be a
LEED certifiable facility.*



Choosing Project Delivery Approach

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Best project delivery approach aligns

Owner Influences

Internal Capabilities &
Resources
Proximity to Projects
Financing Sources
Number of Stakeholders
Private or Public Process
Past Project Experience
Occupancy/Use



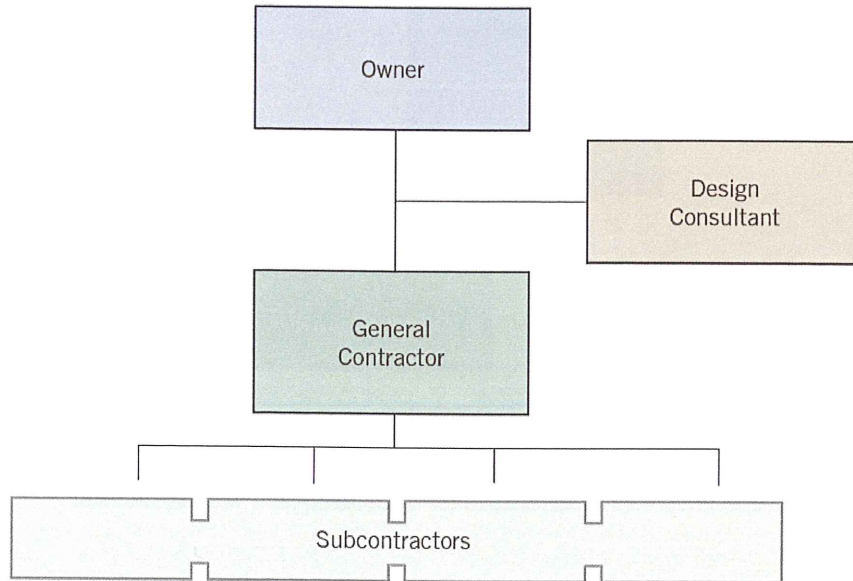
Project Influences

Size/Cost/Schedule
Market Conditions
Program Complexity
Economics/Financing
Site Conditions
Architect/Consultants
External Approvals

Design-Bid-Build

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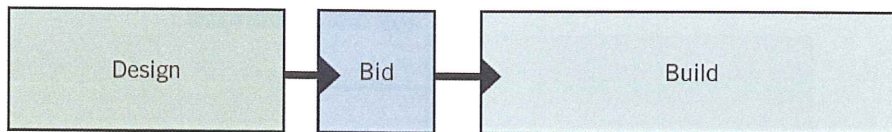
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CHARACTERISTICS OF APPROACH

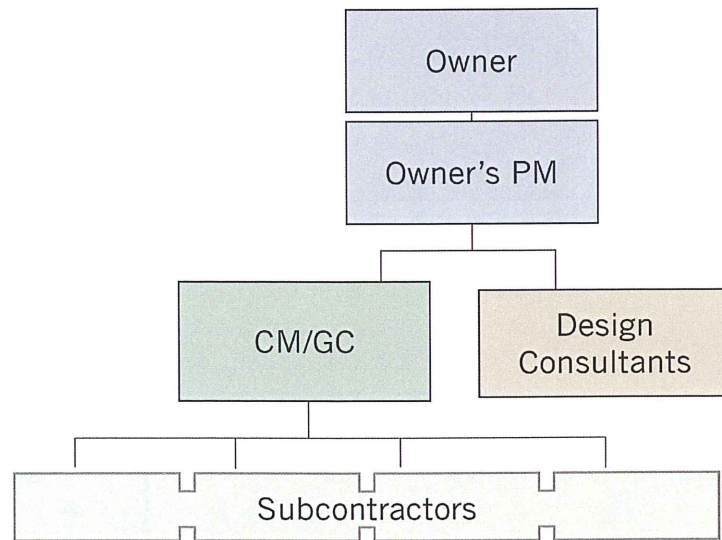
- Traditional linear approach
- Price based selection process
- Typically lacks early builder input
- Promotes a sequential schedule
- Owner not assured of lowest cost
- Bid represents owner's lowest potential cost
- Team tends towards adversarial positions
- Difficult/expensive to incorporate change
- Final project cost often difficult to identify

SCHEDULE



Construction Management Approach

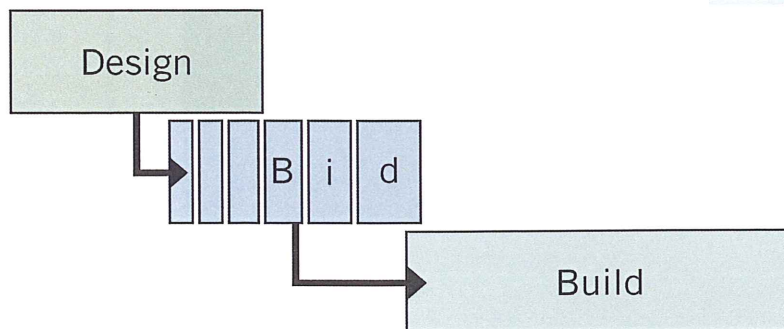
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CHARACTERISTICS OF APPROACH

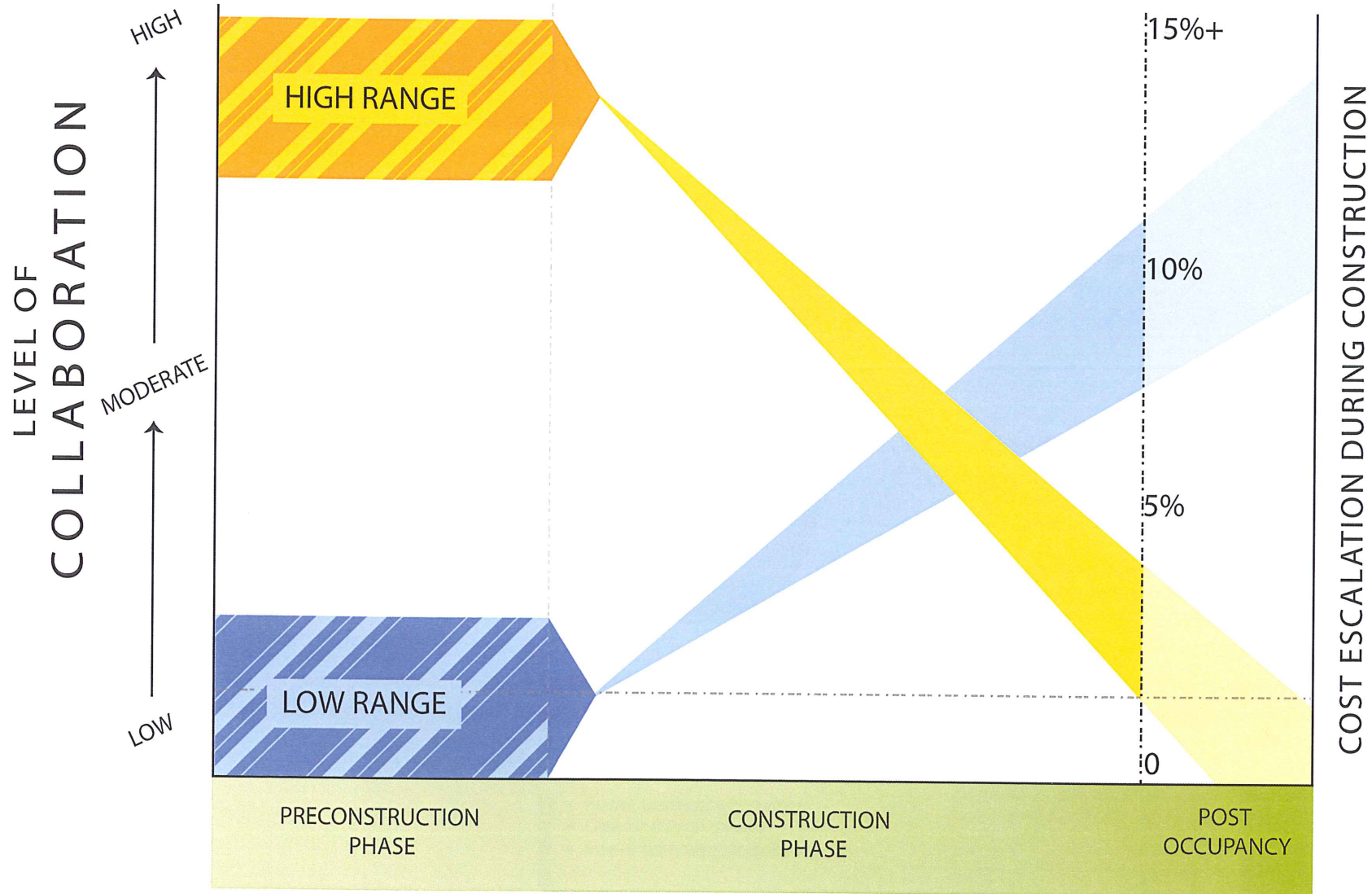
- Team based/"open book" approach
- Enables early start - fast tracking
- Team dynamic that of owner's advocate
- Promotes strong checks and balances
- CM provides early cost, schedule and constructability input
- Facilitates greater flexibility to integrate changes
- CM contracts directly with prequalified subcontractors
- CM can guarantee cost prior to construction
- Lowest possible market cost derived from competitive bidding
- Extensive Bid Package development, ensures proper scope, eliminates duality
- CM profit fixed, project savings revert to owner

Schedule



Collaborative Planning Cost Impact

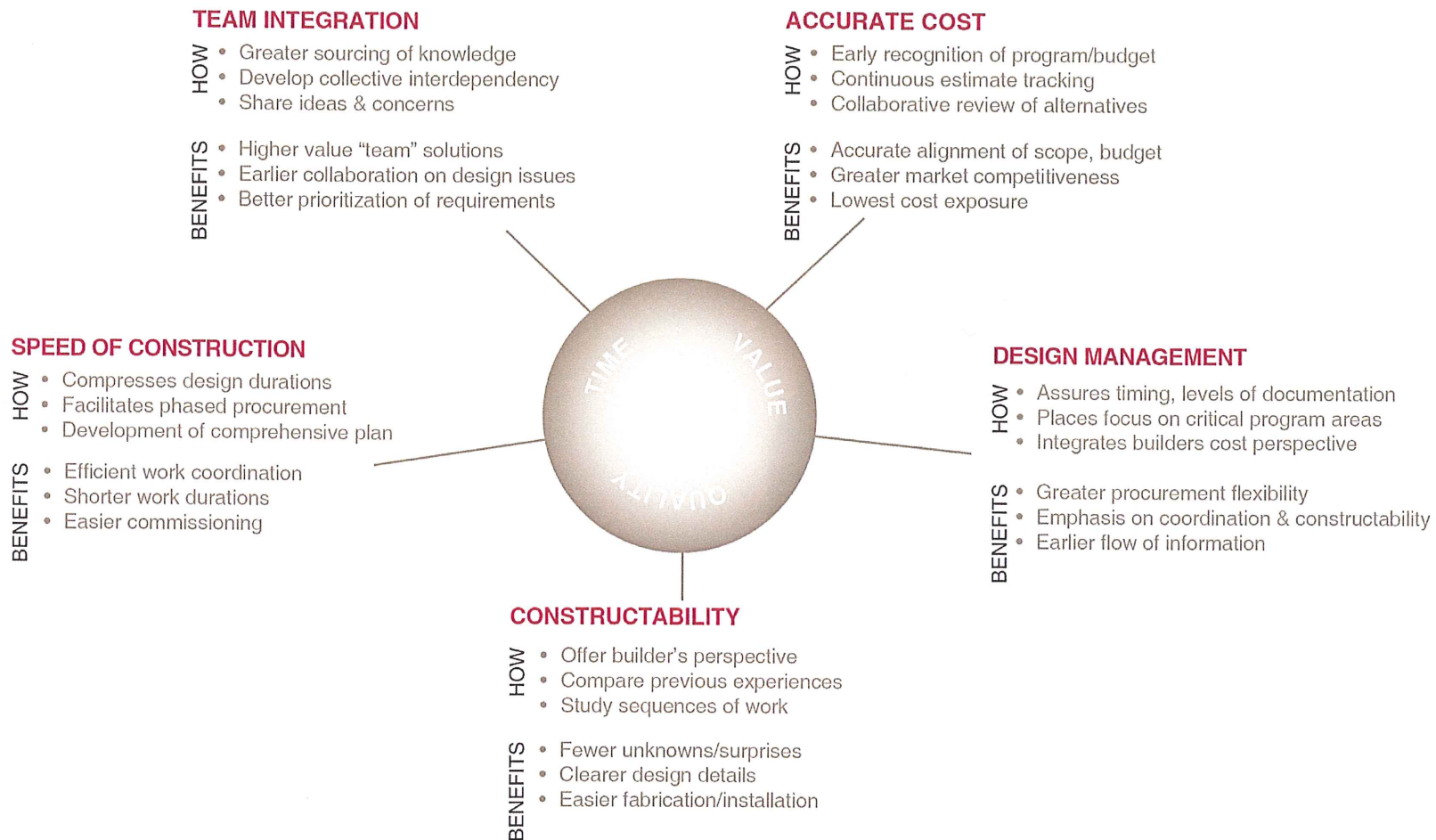
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Benefits of Preconstruction Planning

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Team opportunity to mitigate project risk



Preferred Business Model

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Building a Successful Team

PROJECT INTERESTS

LEADERSHIP & EXPERIENCE

MITIGATED RISK

COMPETITIVE COST

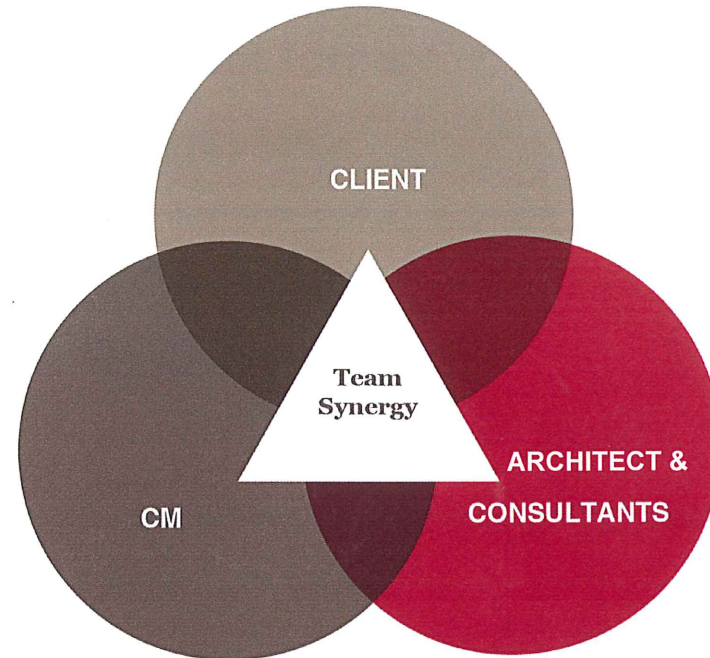
PREDICTABILITY

RESPONSIVENESS

PARTNERSHIP

SPEED & FLEXIBILITY

LONG-TERM VALUE



Team approach assures checks and balances



Commercial Terms & Conditions **Contract Formats**

Popular and widely used CM contract forms

AIA A121 CMC

Standard Form of Agreement Between the
Owner and CM

AIA A201

General Conditions to the Contract

All project expenditures under the above
contract are on an

Open Book Not-To-Exceed Basis.



Commercial Terms & Conditions

Fee

Representative of CM overhead and profit

Agreed to as a fixed percent or dollar amount
of GMP

Influenced by various factors, including:

Labor Intensity

Project Value

Schedule

Complexity of Work

Commonly Asked Questions

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1. How effective is the CM and design team in coordination of bid packages?
2. Is there often a tendency for the design team to rely on CM to flush out the design details during shop drawing process?
3. How does the CM bring real value to the pre-construction planning phase?
4. What incentive is there for the CM to avoid added cost to the owner during the construction phase?
5. How does an owner understand and manage their risk after the GMP is established?
6. What are the advantages and risks associated with a fast track approach?
7. What differentiates the role of a CM over an OPM?
8. At what stage is appropriate to bring on a CM (SD or DD)?



Thank you.



DIMEO