

Lessons Learned for CVSD GC/CM Projects

2020 Agency Recertification

What went well, and continue doing:

1. The GC/CM contribution during the design phase is invaluable. Their ability to “think outside the box” and consider different ways to accomplish things adds tremendous value to the Owner. The GC/CM would often offer helpful suggestions, and new ways of thinking that the designer and CVSD had not considered. Having their involvement adds tremendous value to the project, while adding efficiency as well.
2. On an occupied site, with phased construction, the value of GC/CM is maximized. Our GC/CM firms have done an amazing job identifying how to phase projects to keep our normal school functions running smoothly and efficiently. The plans created during the design phase would not have been successful without the involvement of our GC/CM partners.
3. Designers ended up enjoying the GC/CM process. Some designers were slightly skeptical of the GC/CM process, but ended up appreciating, and understanding the value that a good GC/CM partner can bring to the table. Our GC/CM partners would often help the designers with helpful suggestions, and ideas to help with the design, phasing, and how to keep MEP systems operational during construction.
4. Target value design helped keep the design phase within budget. By having budgets for each scope of work, it helped the team work backwards to keep the design in line with aggressive budgets. Budgets for each scope were continually adjusted as scope was further defined.
5. The cost estimating value that GC/CM partners bring is extremely important. In addition to continuous cost control throughout the design process, the GC/CM would continually provide nearly instantaneous ROM pricing on various elements of the design to aid CVSD and the Design Team to make timely decisions on different components of the project. The GC/CM relationships with their subcontractors, provided us “on-demand” pricing for all aspects of the design.
6. One of the greatest assets of the GC/CM process is the flexibility that it provides an Owner. By utilizing GC/CM it gives the Owner ability to change course and direction rather quickly, and a quality GC/CM partner can “roll with the punches,” and provide helpful insight on how to keep things moving and stay on track. In uncertain times such as today, the GC/CM process provides the Owner with the flexibility they need.

Things to continually improve on:

1. Communication amongst all team members is extremely important. There were times where the fast-pace, and flexible nature of the GC/CM process occasionally would leave certain people “out of the loop” on key decisions that had been made. It is extremely

important to be sure that decisions made during design and construction are shared amongst all team members, and stakeholders.

2. Too often, our Schematic Design estimates were over budget. We need to continue to push our GC/CM teams keep the initial design concepts in line with our scope and budget.
3. There were times when our GC/CM teams were focused on telling us “what we wanted to hear,” rather than “what we needed to hear.” When this happened, it would lead to the entire team scrambling last minute in order to keep the project on time and within budget. Everyone needs to be honest during the design and construction process so contingency plans can be made if necessary.