

"I already have Staff an Architect and a CMAA, why would I need the expertise of an Agency Construction Management Firm?"

- Is your staff familiar enough with the Building Industry to handle all of the day to day demands of a major construction project?
- Have you had problems in the past with project cost overruns, schedule delays, and claims?
- Do you rely on your Architect, to not only provide Contract Administration, but to also perform adequate Construction Management, which is not normally within their scope of services?
- Do you rely on your Construction Manager at Risk to manage your risk along with theirs?
- Do you know what Agency Construction Management is?
- Do you understand the roles of the team:



Contractors are constantly commenting on how the "DESIGN" has unreasonable components or systems which are, at times, unbuildable, and how Architects have minimal awareness of costs.



MANAGE
Risk, Time, Costs



Architects are constantly commenting on how they must write for interior installers and how contractors just "BUILD" per plan and spec without questioning results until it's too late.

On a poorly set up project, the Contractors' main focus may be on ensuring their bottom line through change orders and high overhead fees and the Architects' field personnel may be placing emphasis on the prevention of claims against their E&O insurance ahead of other construction issues.

Who is basing all of their decisions solely on your best interests?

Who is managing your Risk?

Who is looking out for YOU?

If we have raised your curiosity, the following pages compiled through 25 years of experience, research, and discussions with Owners, Developers, City Engineers, and Directors of Construction who represent the Educational, Municipal and Private Sector market, may shed some light on the various roles played by the participants on a construction project and help you discover the benefits of hiring an Agency Construction Manager on your next project.

Read the full article at www.boak.biz/benefits of Agency CM

YOU ALREADY HAVE:

ENGINEERS (PMS) IN-HOUSE THAT MANAGE PROJECTS

If your Project Managers, who are not specialists in vertical construction and only provide minimal project oversight, rely on your AE and CMAR to provide the remaining Construction Management Services, you may be cutting yourself short.

- Don't rely on the GC(CMAR) or Architect(AE) to also be unbiased Owner's representatives:
 - Architects protect their drawings
 - Contractors monitor their bottom line
- All of our Agency CM decisions are based solely on the best interest of our Clients:
- We have an Architectural background specializing in vertical projects
- We have the expertise to supplement your staff, through Assistance, Consultation and Advice
- We offer guidance to your staff with a fresh outlook and extensive outside knowledge
- We will provide timely decisions and coordinate owner's requests
- We coordinate changes desired by the client to suit their department needs
- We promote a collaborative, cooperative, facilitative, non-adversarial approach to each project
- We ensure that the Architect and the GC fulfill their contractual obligations
- We monitor day to day activities of the Contractor, keep the Owner advised of progress, and continually follow-up on critical items which may affect the construction schedule
- We chair Construction meetings and document all directions and decisions
- We are the Client (vendors) liaison
- Our ample and competent support staff will preserve your valuable time and increase your productivity by relieving you of the duties of management of the overall project construction team, and the day to day responsibility of budget, schedule, and quality oversight
- We will act as your facilitator with our knowledge in solving complex design and construction issues

If you are still unsure if Agency CM is for you

FIRST, UNDERSTAND WHAT IS:

CONTRACT ADMINISTRATION?

...Architect administered services performed during the Construction phase primarily to assist the GC in interpreting the contract documents and accurately to protect the architect from potential claims

Basic Industry CA Services Scope: (your contract may contain more detail)

- Review Shop drawings for conformance to design intent and Contract Documents
- Provide responses to RFIs through interpreting the Contract Documents
- Perform limited field observations for general conformity to Contract Documents
- Generate Field Directives to GC to supplement or change Contract Documents
- Generate Punch List
- Review Change Orders
- Certify for Applications
- Review O&M Manuals and as-builts

(The last four items are assigned when an Agency CM is utilized)

SECONDLY, UNDERSTAND WHAT IS BEING PROVIDED BY YOU :

Architect

Why retain an Agency CM if the Architect is performing CA?

- AE may base their decisions on protecting the documents to avoid E&O Claims
- We never make decisions based on protecting the drawing
- AE wants to maintain a relationship with the CMAR, AE is to enforce full meaning of specs towards same contractor that covers AE for errors
- The Agency CM will interpret the requirements of the plans and specifications without a slant toward benefiting the contractor or the Architect
- We ensure that the CMAR covers the E&Os of the AE without costs being passed onto owner
- The AE may not question their own plans once in construction
- We identify issues that the Architect unwittingly missed
- AE may be hesitant about questioning workmanship of CMAR in order to maintain their relationship and good references from CMAR for future projects at the expense of the current project and You
- We provide on-site Construction Observation expertise above the typical architect- "we know our way around the job site"
- We take over where the Architect leaves off- (See Agency CM services below)

THIRDLY, UNDERSTAND WHAT IS:

AGENCY CONSTRUCTION MANAGEMENT?

Agency Construction Management is *Owner Representation* administered by an independent firm not affiliated with either the Architect or the General Contractor (CMAR) for the sole purpose of protecting the owner's interests.

Construction Management CM is a professional service that applies effective management techniques to the planning, design, and construction of a project from inception to completion for the purpose of controlling time, cost, and quality. The term "construction management" specifically refers to "Agency CM," which is a fee-based professional service in which the construction manager is responsible exclusively to the owner and acts in the owner's interest at all times. Although not a new profession, the practice of construction management has existed formally for only about 30 years.

This discipline and management system has been developed expressly to promote the successful execution of capital construction projects and programs, which can be highly complex. Few owners have the resources necessary to pay close, continuous attention to all of the details that can make or break a project. Construction managers strive to give owners better control of complex processes, delivering high quality finished projects. Professional construction management has repeatedly demonstrated its ability to bring even the most daunting projects to completion on time, within budget, and with a minimum amount of claims, disputes, and other difficulties.

Construction management is often associated with a project delivery method called "At-Risk" CM, where the construction manager is a general contractor who commits to a guaranteed maximum price for the project or program, "acting" as a consultant to the owner in development and design phases and then transitions back to the general contractor during construction. This At-Risk CM approach is still commonly supplemented with Agency construction management, who provides the necessary checks and balances in the same way it has been effective when utilized with the traditional design-bid-build delivery approach.

Basic Agency CM Scope Includes the following:

Preconstruction Services

- Assist in organizing owner's needs in order to establish conceptual design criteria, consistent with owner's budget.
- Assist in solicitations and selection of architect
- Analyze project for proper Delivery Method for most favorable results to maximize efficiency in project delivery and minimize Client's risk.
- Assist in interviewing process to select list CMAR or develop pre-selected bidders list
- Review contracts, qualifications and allowance items to help manage your risk
- Review MEP systems, finish materials, and perform AE constructability reviews
- Validate CMAR cost model, staff assignments, and GMP, provide independent cost estimates
- Synthesize owner's activities with CMAR in a master schedule, develop master budget
- Review CMAR's schedule of values used for payment requests to prevent excessive "Front Loading" or over payment.

Construction Services

- Promote team collaboration, spirit of partnering, and the timely flow of information
- Provide the instant interface between architect, owner, and contractor necessary to keep the project running smoothly and economically for all parties concerned.
- Promote team accountability so you do not hear: "that is how it was designed" or "it wasn't built correctly"
- Facilitate clear and consistent communication among all parties, thus, greatly reducing misunderstandings
- Provide accountability of funding
- Minimize change order through full or part-time field presence
- Review change orders for scope, labor and material cost, and explore alternatives
- Help to minimize the unforeseen conditions that impact budgets and schedules
- Review RFI's for Cost and Schedule impacts and explore options
- Coordinate utilities, infrastructure, and regulatory agencies for timely completion to avoid schedule delays
- Monitor schedule and protect owner against unwarranted delays that affect the critical path
- Implement quality control procedures to monitor material and workmanship
- Focus on the long term effects of project decisions involving maintenance and longevity of the building
- Provide a quick response to field problems and questions in order to reduce project costs and schedule delays.

Post Construction Services

- Assist with owner move-in, start up, independent commissioning, close-out documents, and warranties
- Assist with audit of CMAR's actual costs, if a GMP type of contract has been used

Agency Construction Management services are tailored to the individual project and delivery approach being utilized. A Design-Bid-Build project may require more involvement in contract set up, quality control and change order analysis, while a Construction Management at Risk project may require a analysis of GMP, bid qualifications and ensuring adherence to contractual obligations during construction. Regardless of the delivery method, the Agency CM supplements the Project and brings a strong knowledge base to the Client.

YOU ALREADY HAVE AN:

ARCHITECT AND/OR CONSTRUCTION MANAGER AT RISK

Why would we need an Agency CM, is that not just an added cost to the project?

- Because spending money wisely in up front costs will significantly reduce project costs in the long run
- Because 50% of the mistakes create 90% of the problems. The CMAR may not pick the set up because they are just building per plans and specs, trying to reduce their costs and maximize their profit
- We provide constructability reviews of the construction drawings and specs resulting in cost savings
- Our services ensure a tight CMAR contingency, as well as prequalified sub procedures
- We provide value engineering based on years of expertise creating cost efficient buildings
- The CMAR turns into GC after Precon, Change Order, and Delay claims often follow
- We have the ability to foresee potential problems that the CMAR unintentionally misses
- The CMAR is hesitant about questioning design too much in order to maintain their relationship and good references from AE for future projects at expense of current project and You
- The CMAR is often inexperienced with questioning design or they do not wish to assume that level of responsibility
- We will question the Architects' design, materials, and systems
- We monitor quality so it is not sacrificed at the expense of cost and schedule
- We will provide the oversight to assure that the lowest qualified sub bidder, as opposed to the sub that the CMAR may have a close personal relationship with, is utilized on the project
- We will provide counsel to the Owner about the non-acceptance of exorbitant General Condition and Fee proposals from prospective CMAR's

WHY UTILIZE AGENCY CONSTRUCTION MANAGEMENT ON YOUR NEXT PROJECT:

What are the Client/Project benefits?

- Unlike the AE that has construction documents to protect and the CMAR that manages their exposure to risk through Change Orders, an Agency CM's main interest is You and bases all of their decisions on the best interest of the Client.
- We become the AE/CMAR facilitator, an unbiased 3rd party representative, and impartial problem solver
- We bring a sense of fair play to projects
- We are detail oriented; for example, all RFIs will be reviewed keeping in mind cost and schedule impacts which might affect the owner, and not with a bias towards benefiting the Architect or CMAR
- We are knowledgeable of code requirements related to design and able to make changes to the design during construction that benefit the Owner that the AE may be hesitant to revisit
- We will provide rational analysis and accurate information on cost, payback, and constructability of features being considered for the project. We are skilled at effectively handling all the "give and take" regarding specific design features necessary to accomplish a cost-effective project.
- We manage the process instead of administering it
- We act in a time sensitive manner
- Agency CM is about performing a Risk Management service for the Owner.

AGENCY CONSTRUCTION MANAGER

Manage the Owners Risk?

- Through mitigation of potential claims resulting from poorly written contracts, poorly prepared drawings, poor quality workmanship, change orders, delays, unforeseen conditions, and lack of communication
- By involving team members and stakeholders in the outcome, by promoting a "Spirit of Partnering", and by clarifying responsibilities and areas of authority, we are able to avoid adversarial relationships and project claims.
- We define Client expectations and criteria for project success
- We review delivery method, contracts, and CMAR Qualifications
- We know how to resolve issues early before they escalate to a point they impact schedule or costs
- By facilitating communications so that all team members are aware of project changes
- We promote dispute resolution and claims avoidance through addressing problems rather than just documenting them
- Help manage the following potentially costly items not covered by the CMAR GMP:
 - Design errors
 - Code discrepancies
 - Unforeseen conditions
 - Items qualified in GMP
 - Utility and infrastructure work performed by others
 - Programming items
 - Owner/ Vendor coordination items
 - Regulatory Agencies
- The key to the success of a proposed project is to contract the services of the Agency CM early, during the pre-design stage, in order to receive Professional guidance in project analysis, proper identification of the Owner's risks and goals, and determination of the most beneficial project approach.

Bring Value to the Project?

- Provide assurance that the project is done right - through promoting cost conscientious designs, quality craftsmanship, functionality, and the accountability of team members
- We help secure timely owner decisions which keep the design process running smoothly
- We bring expertise during the design phase and increased oversight during the construction phase to reduce the amount of miscommunication and errors on the project
- Our extensive knowledge of the construction industry allows us the ability to anticipate problems prior to occurrence. Our proactive, not reactive, approach allows us to stay ahead of the project, thus, minimizing costs
- Our Architectural background allows for third party constructability reviews and quality assurance checks
- Our programmatic approach helps mitigate last minute costly design changes. Involvement of our Client's staff throughout the process helps to promote buy-in for better integration of necessary changes
- We promote quality through a accountability of the Project Team



The successful performance of these tasks by an Agency CM will help assure that the decision to accept the CMAtB delivery method as an alternative to the design-bid-build delivery process will yield the desired results.

Who is watching out for You?

Bosak Architectural Companies LLC (boArch) was founded in 2006 on the managing partners 18 years of experience designing and managing large scale projects throughout the State of Arizona totaling more than \$600 million for a variety of land use clients. Our firm has since been involved in municipal and private sector projects totaling \$270 million. boArch is a local, full-service, multi-disciplined, professional services firm, offering Architecture, Program/Construction Management, Cost Estimating, Claims Analysis, and Interior Design Services to municipal, educational and private sector clients across the State. Our President/Principal Architect is a LEED Accredited Professional with 25 years of experience. Our Chief Estimator has 50 years of experience.

CONSTRUCTION MANAGEMENT DIVISION

boManagement has a proven record of accomplishment in providing complete, comprehensive, Agency Program/Construction Management Services on large scale, multi-million dollar, private sector and municipal capital improvement projects. Our services include cost management, scheduling, and dispute resolution and a willingness to achieve a claims-free project. Our success lies in our expertise in managing a variety of integrated project delivery methods, managing owner's risk by providing oversight of the contractor and architect, and providing cost efficient solutions to problems in order to achieve the best overall value for YOU.



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