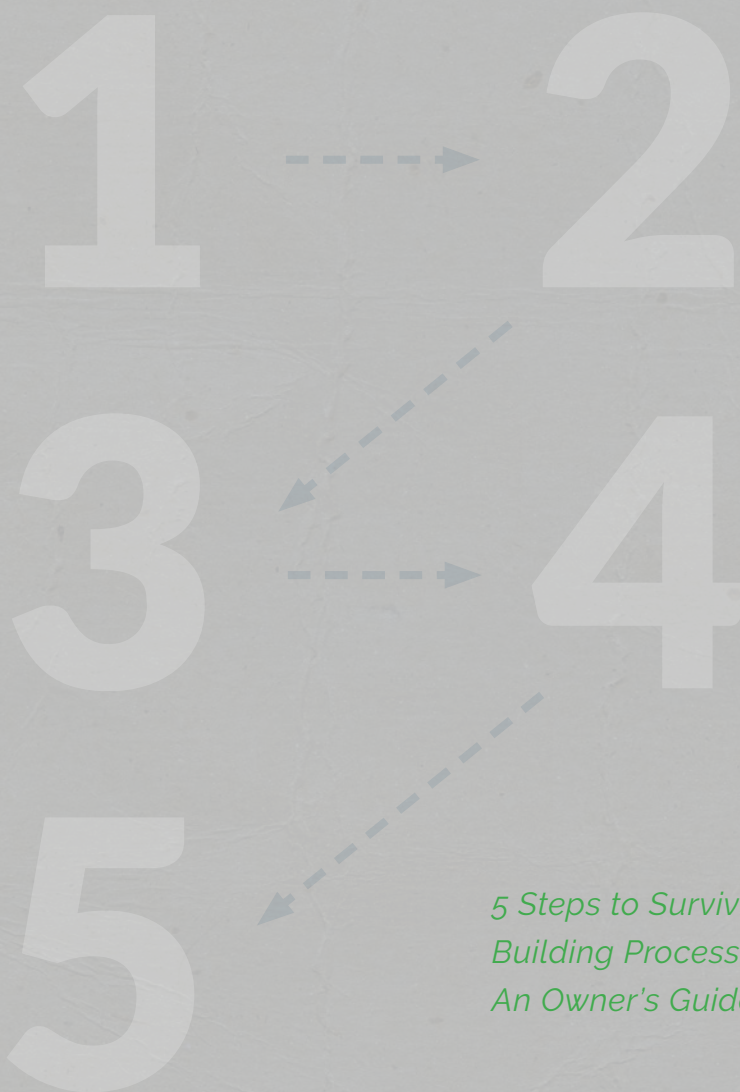




Survival Guide

AN OWNER'S GUIDE TO CONSTRUCTION PROGRAM MANAGEMENT



*5 Steps to Surviving the
Building Process —
An Owner's Guide*

Don't Get Lost in the Wilderness

When embarking on a wild adventure in a remote landscape, it's wise to have a well-laid plan, good maps and tools, adequate supplies, and an expert guide to steer you clear of unseen dangers. Insufficient preparation can result in getting lost, injured, cut off from communication, and in desperate need of rescue. The world of construction isn't fraught with wild animals and dangerous terrain, but it is a place of great uncertainty, potential hazards, and sometimes devastating costs to the Owner. This survival guide will highlight some of the challenges, and put you on the path to a successful construction program.

DID YOU KNOW?

Avoid Golden and Rusty Nails

With any construction program, shortcuts, omissions, or unnecessary add-ons can lead to inferior quality, cost overruns, and other problems. "Golden Nails" are scenarios where specifications call for high-priced materials that provide minimal or no added benefit. Conversely, "Rusty Nails" are situations where the use of improper or inadequate materials can lead to problems down the road. Both can substantially impact the cost of a project, so it is important to thoroughly review all specifications to ensure best results.

A Sherpa Shows the Way

Even the most accomplished mountain climbers employ Sherpas to guide them through the extreme conditions of a Himalayan summit. Whether you're embarking on your first building project or you've been down that path before, a Construction Program Management (CPM) firm will provide invaluable insights, and offer exclusive representation for contractual processes and management of relationships with the project team throughout the course of the program.

Typically, a building program is broken down into five major phases. Each offers unique challenges, so it is imperative to have "project protocols" in place to ensure even the smallest of details are covered. Understanding and navigating the micro and macro level nuances of a program requires expertise, clear communication, and careful attention to detail. Let your Sherpa be your guide!

1
Due Diligence /
Pre-Design

2
Program Design/
Optimization

3
Pre-Construction/
Procurement

4
Construction

5
Post-
Construction



DID YOU KNOW?

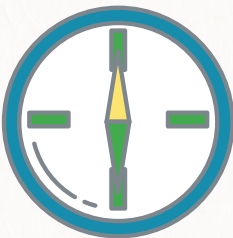
The initial cost of a building is only 11 or 12 percent of the total cost over its lifetime.

Long-term costs include maintenance, operations, personnel, and other factors. It is important to properly assess costs at the start of a project to determine if there is value in spending more initially. An additional 1 percent expenditure at the beginning could result in better efficiency, leading to big savings in the long-term.

Keep the Arrow Pointing North

A compass is one of the most important tools in wilderness survival because it keeps you oriented, and ensures you are headed in the right direction. Similarly, a solid foundation at the outset of a building project will keep you on course. Success depends on clearly established expectations, objectives, resources, and responsibilities.

- Develop a management plan to achieve project goals and objectives
- Understand the Owner's requirements and build a project team
- Confirm funding and ensure proper zoning, permitting, surveys, and environmental feasibility studies
- Establish an initial project budget and schedule
- Engage with community and neighborhood groups



Map Out Your Route in Advance

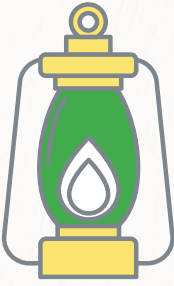
Even if the arrow points north, you want to be sure you're taking the best route to reach your destination. A winding path across rugged terrain may get you there, but a quality map could reveal a safer, quicker route.



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In a building program, formal cost monitoring is the next step, and it provides a comprehensive map for the project. This involves a thorough review and critical decisions that impact the overall project cost and scope. Value analysis provides tools for the Owner to make informed choices, and strike a balance between cost and other needs-based factors.

- Optimize budget & cost
- Determine project delivery approach (Design/Bid/Build, Construction Manager at Risk, Design/Build)
- Schedule design reviews and approvals (Schematic design, Building systems specifications, Construction documents, and Permit review)
- Coordinate furniture, fixtures & equipment (FF&E) and occupancy procedures
- Perform risk diagnostics



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Don't Go Off On Your Own

One of the first rules of wilderness survival is to always stay together. If you surround yourself with a knowledgeable and experienced team, your expedition will be a success.

On a building project, it is imperative that contractors perform their services in collaboration with other team members, while also fulfilling the obligations of the project in a cost-effective manner. Experienced Program Managers will assist the Owner in developing the necessary strategies and requirements to select the appropriate project team.

- Manage requests for proposals, coordinate bid & selection process.
- Collaborate with the Owner's legal counsel to negotiate contracts for the General Contractor and other consultants
- Work with the contractor or consultant to obtain preliminary pricing
- Conduct design meetings and pre-construction conference
- Issue notice to proceed

Be Alert, Improvise, and Stay On Course

DID YOU KNOW?

Even with the best tools and preparation, a wilderness adventure can still be fraught with hazards and challenges. It is possible to get delayed and sidetracked, leaving you exposed to unexpected dangers. By knowing what lies ahead and avoiding pitfalls, you can use all your skills and resources to your advantage.

Once a project is underway, it is critical that all contractors follow standards established in the pre-construction phase. If Program Managers properly administer time, cost, and quality protocols, they can anticipate the unexpected, and deliver end results that fulfill Owner expectations.

- Monitor project and construction schedule via regular owner/architect/contractor (OAC) meetings
- Conduct analysis for cost, time, and quality management
- Ensure proper risk mitigation
- Complete construction quality assurance & control
- Obtain certificate of occupancy

It is imperative to determine where heavy fixtures (sinks, hand rails, TV monitors, etc.) will be mounted to walls and to include support blocking inside the walls early in the project. This ensures reinforcements are properly fabricated, and prevents surprises after drywall is installed and painting is finished. Including these details in pre-construction documents helps prevent cost overruns and delays.



DID YOU KNOW?

There are five levels of gypsum board finishing, each more expensive than the next. The highest level (5) includes three coats of joint compound, creates a smoother surface, and is best for certain situations, such as the use of certain types of paint or in areas with critical lighting. However, lower levels may be adequate in many instances. Properly identifying the various finish requirements in a project will ensure best results and help minimize costs.



Assess Your Experience, Store Your Gear – and Check for Ticks!

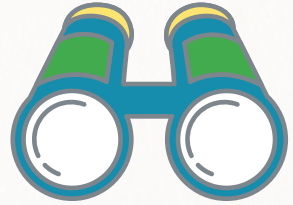
Even after the last campfire, there are steps you should take to complete the adventure. Take inventory of your experience and note what you might do differently next time, be sure all your tools are still in good working order, and be sure there are no critters tagging along for the journey home!

Attention to every detail is important even when the construction work is finished. A thorough review process avoids loose ends or surprises down the road. Due diligence in these final steps provides safeguards and offers assurances for the Owner as they open the doors for the first time.

- Obtain project close-out documents
- Collect required spare parts and warranties
- Complete punch list and corrections
- Hold a lessons-learned session
- Perform a 10-month warranty review

Did you know?

Light fixtures in commercial buildings are usually 277-volt rather than 120-volt, which is standard in residential structures. Though the fixtures themselves are often a little more expensive, they are more energy efficient and provide the same amount of light with less current, making them less expensive to operate in the long term. In addition, most commercial buildings are powered with 480/277-volt systems to provide the necessary voltage for larger industrial equipment such as elevators, chillers, and electric boilers. If the building were equipped with 120-volt light fixtures, additional transformers would be required, and the resulting conversion would result in a net energy loss, costing the Owner money over the long-term.



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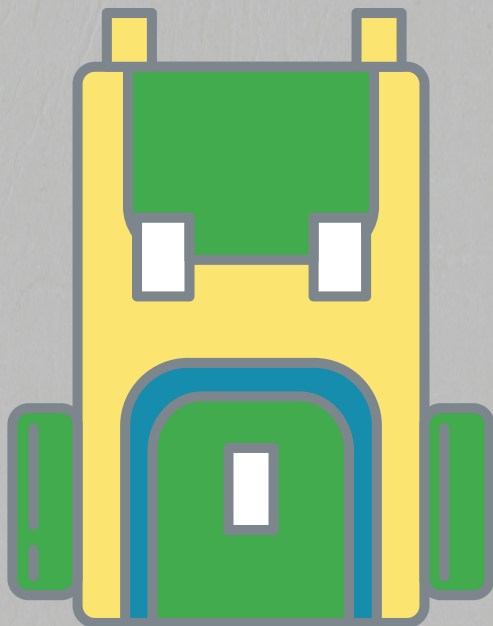


Established in 1995, Silverman Construction Program Management, Inc. ("Silverman CPM") began as a one-person shop, focused primarily on assisting non-profit and community organizations navigate the complexities of their construction programs. Today, Silverman CPM serves a diverse blend of non-profit, community-focused and institutional clients, plus private sector organizations and corporations.

In every project, Silverman CPM provides exclusive representation to the Owner in their contractual and management relationships with the project team. While the company's first responsibility is to act as the Owner's advocate through the construction program, Silverman CPM is proud of its reputation for maintaining fair and professional relationships with each team member, including architects, designers, and all contractors. Learn more at silvermancpm.com.

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**20 Years of Caring, Contributing,
and Constructing**