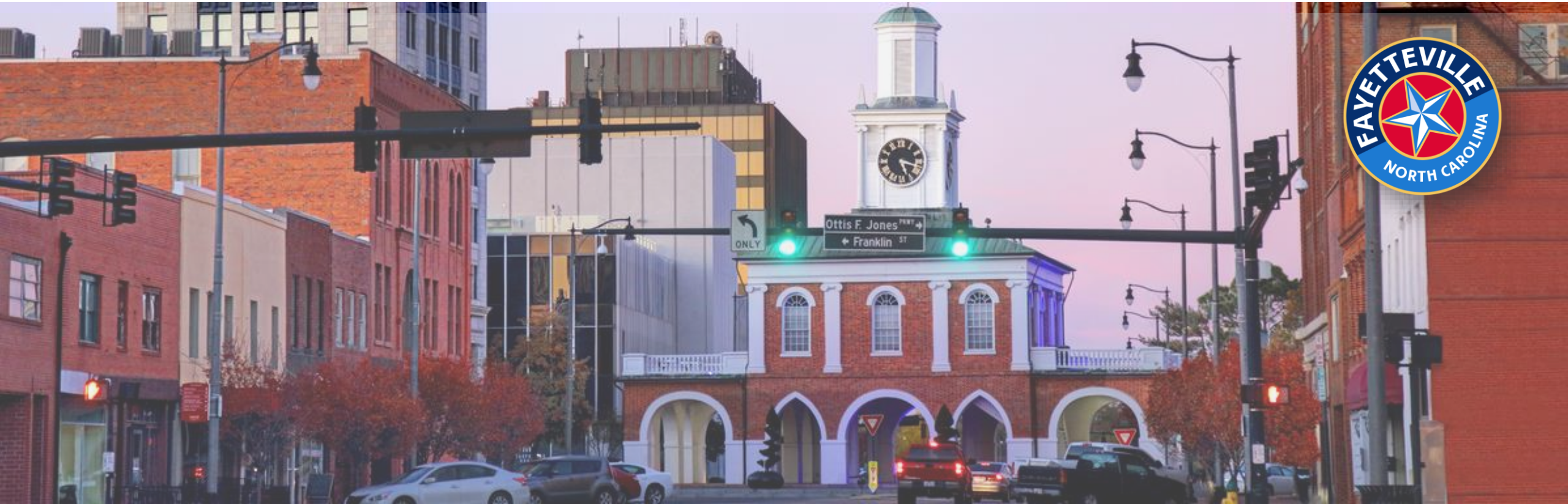
Project Delivery Methods

Fire Station 16

June 2, 2025

CUMMING GROUP

BUILDING VALUE THROUGH EXPERTISE



Introductions

With you today

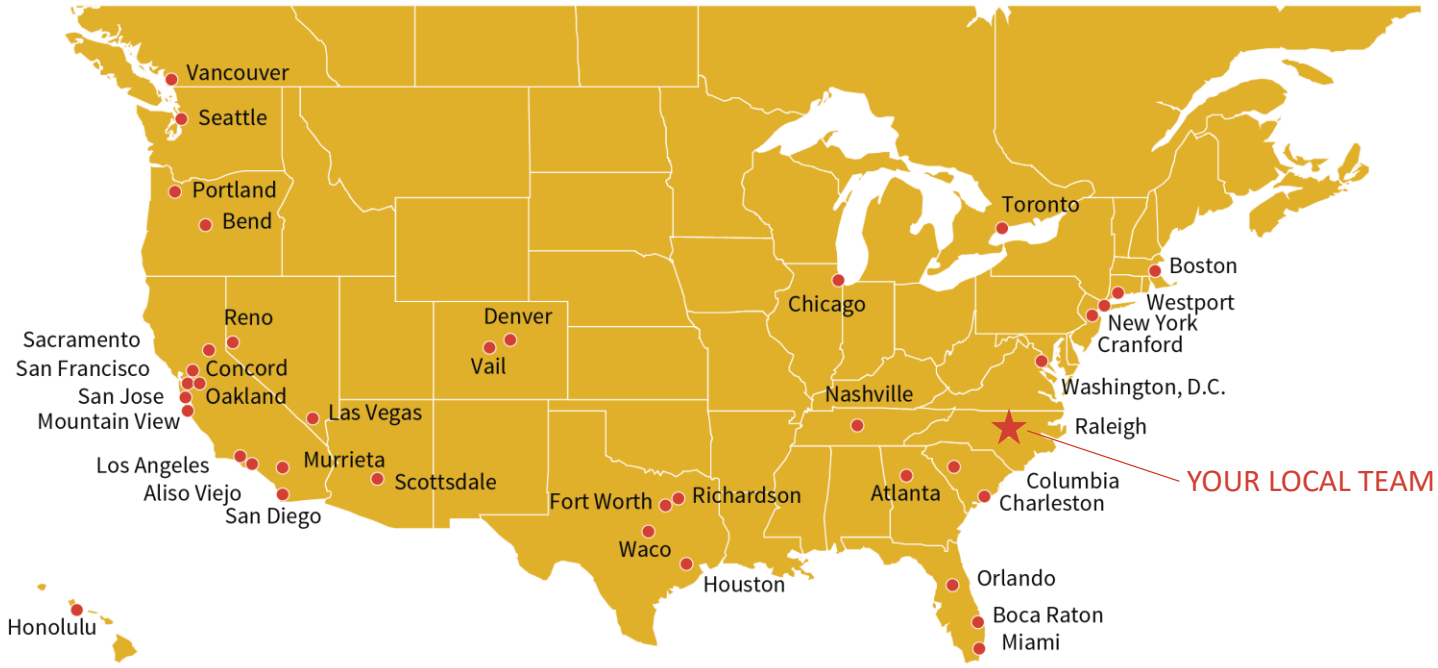
Bryan Roof
Project Executive /
Vice President

Agenda

1 *Introduction*
2 *Project Delivery Methods: CM at Risk & Lump Sum Single Prime*
3 *Fire Station 16 Recommendation*
4 *Q&A*

About Us

Cumming Group is an international **project management and cost consultancy** with deep deep expertise in the communities and diverse sectors we serve. We were **established in 1996** with a team that includes more than **2,500 members and 60+ offices globally**.



By the Numbers

29
YEARS IN BUSINESS

2,500
TEAM MEMBERS GLOBALLY

$300+
BILLION IN COMPLETED PROJECTS

63
LOCAL TEAM MEMBERS

20+
MUNICIPAL PROJECTS COMPLETED LOCALLY

Owner Advisory Services

Brief Summary

Owner Advisor

- **Function:** Provides strategic guidance and high-level oversight
  - **Role:** Act as consultant to Owner's Team
  - **Scope:** Support planning, procurement, and project delivery
  - **Decision Authority**: Advisory only
  - **Typical Tasks**:
    - Advise on project delivery methods
    - Evaluate proposals & qualifications
    - Provide process & structure
    - Advise throughout design & construction.

VS.

Owner's PM Representative

- **Function:** Directly Manage the project on Owner's behalf
  - **Role**: Act as a member of the Owner's team
  - **Scope**: Handles day-to-day project management responsibilities
  - **Decision Authority**: Empowered to make decisions
  - **Typical Tasks**:
    - Manage and monitor progress
    - Issues project reports
    - Coordinates stakeholders
    - Oversees consultants and contractors
    - Ensures compliance

Source: Procore.com + Project Manager.com

Project Delivery Methods

Key Drivers

What Criteria is Driving Delivery Method Selection?

DESIGN CONTROL

- Programmatic Success
- Architectural Quality & Value
- Complexity & Innovation (as defined by Columbia)

COST

- Cost certainty
- Transparency
- Funding availability (timing)

SCHEDULE

- Required completion date
- Fastest completion date
- Project phasing (multi-phased)

PROJECT TEAM

- Capabilities of internal team
- Availability of qualified partners
- Phase at which participant expertise is required
- Team's comfort level with Delivery Method

RISK

- Known risks
- Perceived risks
- Potential for changes during construction
- Willingness of potential partners to take on risks

OTHER KEY DRIVERS

- Culture
- Sustainability goals
- Internal governance
- Trustee governance
- Regulatory requirements

Contracting Models

	Benefits	Risks
Lump Sum • Also called fixed price. The GC bids complete drawings and specifications. GC assumes the risk/reward for completing the project as designed. Award is often made to the contractor with the lowest total cost, which includes all general conditions, general requirements, and subcontractor/vendor bids. • Typically used on uncomplicated projects, where risk to budget, quality, and delivery are low.	• Places full deliverable responsibility on the contractor based on clear plans and specifications. • Utilized when assuming limited number of changes from the Owner. • Contract is more straightforward to develop. • Focuses the competitive landscape on lowest cost.	• Does not focus on best qualified GC & Subs. Risk to quality standards as the lowest price becomes the driver. • Offers little flexibility to cover unanticipated costs or delays. • Lack of clarity can cause disputes on what is included or excluded from the project. • No involvement from GC during the design & preconstruction phase.
Guaranteed Maximum Price • A GMP limit is set for the completed project. The cost includes any scope that could be reasonable inferred from the plans and specifications. • Typically used on complex projects, when GC engagement is valuable during design phase, or where transparency and risk mitigation is a focus.	• Early engagement with the contractor, participates and provide guidance on design and constructability reviews, budgetary pricing, and timeline projections • Cost certainty and cost transparency with the development of a guaranteed maximum price	• Negotiating the contract can take longer and have added complications • Contractor may exercise the use of allowance in lieu of appropriately planning and coordinating work • Added administrative oversight

Project Delivery Methods (rating vary based on contract type)

	Traditional Delivery Methods		Alternative Delivery Methods		
	Design-Bid-Build (LS)	**CM at Risk** (CMAR)	**Design Build** (DB)	**Strategic Partnerships**	**Integrated Project Delivery** (IPD)
Structure	Owner hires architect and GC separately, also known as the Traditional method.	Owner hires architect and CM separately; CM onboarded during pre-con.	Owner hires single entity for design and construction.	Partnership between owner & developer or other funder, includes a development and operating agreement.	Key project parties are brought together early.
Approach	Design team prepares construction documents for bidding.	Early engagement of CM, participates in design reviews, budgetary pricing, and timeline.	Owner provides bridging documents or performance criteria.	Development partner provides an investment and manages process.	Collaborative team includes owner, designer and builder.
Execution	Sequenced construction delivery, starting with team selection, development of drawings, bidding, and construction.	CM accepts the risk of meeting the project timeline and pricing, barring any owner changes.	Single entity completes design and construction, taking on additional risk.	Owner retains ownership or some agreement for use; partner manages operations & maintains.	Shared risk-reward structure under a single agreement.
Initial Cost (lowest – highest)	$$	$$$	$$$	$$$	$$$$
Budget Control (least – most)	●●○○○	●●●●○	●●○○○	●●○○○	●●○○○
Speed to Delivery (longest – shortest)	●○○○○	●●○○○	●●●●○	●●○○○	●●○○○
Transparency (least – most)	●●○○○	●●●○○	●○○○○	●●○○○	●●●○○
Design Flexibility (least – most)	●●○○○	●●●○○	●●○○○	●●○○○	●●●○○

Recommendation

Options

1. Authorize staff to use CMAR in the delivery of the Fire Station 16 project and to proceed with procurement of a CMAR for the project.

2. Do not authorize staff to use CMAR for Fire Station 16 and provide further guidance.

Recommended Action

Use CMAR in the delivery of the Fire Station 16 project and proceed with procurement of a CMAR for the project.

Q + A