ASC Region 6 & 7 Competition 2018

# Integrated Project Problem

## Clark Construction Group

2/08/18

**MEMO TO STUDENTS**

For the 2018 ASC Regions 6 & 7 Integrated Project competition, you are taking the role of an Integrated Project team engaged in the construction of an iconic and monumental private development project, the Salesforce Tower in San Francisco, California. This is slated to be the tallest building west of the Mississippi River. Clark is acting as the Owner’s Representative. The project has been under construction by your team for six months and have committed to a Target Cost. As well, not all is going well on the project. You have a number of major open items on the Issues Resolution Log, and certain project metrics are falling short of expectations. On behalf of the Owner, Clark has just sent you an email recapping the concerns and requesting a detailed action plan to get back on track. Your task in this competition is to figure out where you are, where you need to be, and how to get there.

Your role is that of an Integrated Construction Team operating under an Integrated Form Of Agreement (IFOA) contract. Your team consists of three general contractor personnel: a project manager, a estimator, and a superintendent; a representative of the design team (architect); and two leaders of key subcontract trades, the combined MEP subcontractor and the drywaller.

As you respond to each of the issues, be sure you coordinate all aspects of your response together.

There are also a few absolute Owner requirements to keep an eye on, so read the documents carefully.

Initially you should get familiar with the project, determine what deliverables must be in your Written Report, and organize your team to accomplish that. At 7:45 AM today in this meeting room (Central Pacific A/B/C) we will meet to conduct a question and answer session regarding the Problem Statement. All teams must send one or more representatives to this mandatory session.

Clark will be circulating around your working rooms today to check progress and to conduct confidential discussions regarding any creative solutions you may be considering. The purpose of these sessions is not to pre-judge your work, but rather to ensure you are moving productively forward.

Because this is a student competition, yet we are using an actual project as the basis, there will be aspects of the Problem Statement documents that are too complex and not feasible to address today. If you have any questions about this, please ask us immediately and we will clarify the important components of your Written Report.

**PROBLEM STATEMENT**

The Problem Statement contains all the documents you will need to solve this problem. The flash drive you have been given contains:

* Drawings
* Specifications
* The most current cost estimate from your team
* The email sent by Clark this morning
* The Owner-Defined Statement of Value that helps guide Team decisions
* The Issue Resolution Log that documents and tracks action items for the Team
* A sample form of IFOA contractual agreement

**YOUR CHALLENGE**

Your challenge in this competition is to understand the original Owner requirements, understand where the current progress is failing to meet them, develop a plan to get back in compliance with the Owner requirements, and communicate that effectively to the Clark judges in written format (tonight) and orally (tomorrow).

**COMPETITION SCHEDULE**

**Thursday 2/8/18**

6:15 AM Problem Statement distributed by Clark in **Central Pacific A/B/C** Room

7:45 AM All teams meet in **Central Pacific A/B/C** Room for group Q&A

10:00 AM Clark begins focused meetings in each team's work room.

11:45 PM All teams hand-in Written Reports in **Central Pacific A/B/C** Room

**Friday 2/9/18**

7:45 AM Oral Interview materials (if any) due in **Central Pacific A/B/C** Room

7:50 AM Judges announce time slots for Oral Interviews

8:15 AM First Oral Interview begins in **Central Pacific A/B/C** Room

6:00 PM Clark’s problem solution presented in **Central Pacific A/B/C** room

**Saturday 2/10/18**

8:00 AM Job fair begins

12:15 PM Awards Ceremony in **Ponderosa Room**

**THE INTEGRATED FORM OF AGREEMENT (IFOA)**

This project is operating under an Integrated Form Of Agreement (IFOA). This is a tri-party agreement between the Owner, Architect and General Contractor that also pulls in the designer's major consultants and the GC's major subcontractors. The concept is that all parties are to have their actual out-of-pocket costs covered individually by contract payments, but their profit must come from a pro-rata share of a group pool, the amount of which is dependent on how efficiently the project has been run.

Within the Problem Statement flash drive, you will find a template form of IFOA for your reference and use.

**THE WRITTEN REPORT**

You represent a Integrated Project Delivery construction team working on a project negotiated with your client on an open-book basis, and governed by an IOFA contract. Your written response due to Clark at 11:45 PM tonight is your specific resolutions for each open issue.

The content of your Written Report must be internally coordinated so that all parts support each other. For example, your budget must support the statements you make regarding staffing, design, schedule, and sustainability. You can expect the judges to question this area closely. Look for inconsistencies across and between all sections and resolve them prior to submission.

Focus your Written Report on a simple yet professional appearance, in terms of neat work, proper grammar and spelling, logical organization and consistent appearance of aspects such as font. Make it easy for the judges to find what they are looking for in your proposal. The content must be clearly and concisely communicative of your ideas and intent. Don’t make it hard for the judges to figure out what you are saying. Don’t leave the judges guessing as to your plans, or worse, leave the impression that you have no plan to address some particular important point mentioned in the Problem Statement.

Please organize your Written Report as follows:

* Cover sheet - ensure your school name is on it somewhere
* Cover letter - concise, and never more than one page
* Table of contents
* IR Log solutions

These sections may be in some cases concise and brief, but some may be fairly complex and sub-divided as necessary for clarity.

Please provide one hard copy of your Written Report in 8-1/2 x 11 format (or folded to that) with a binder clip or similar. No actual binders please. Please also provide one copy electronically, either on a flash drive. Please organize the electronic file in a single PDF if possible unless a different file format is necessary. 11:45 PM tonight is the deadline for submission, in Clark's competition meeting room (Central Pacific A/B/C).

Remember, your Written Report is a formal submission to Clark acting as the Owner’s Representative, showing how you will resolve the remaining open problems as represented in the IRL. Please do not add superfluous materials that do not directly support the key elements of response. Please do not include any “boilerplate” materials pre-prepared by your team back at school, such as safety plans or QC programs. All materials in your Written Report should be original content developed at this competition in response to the Problem Statement. Trust me, we can tell.

The Written Reports will be scored by Clark judges in advance of the Oral Interviews on Friday, and must stand alone as a complete written solution to the competition problem. This is a Construction Management competition. You will be judged on your decisions of how to approach the project problems and project management aspects of the project, and we will be looking to see if all aspects of your Written Report are coordinated together and with the Problem Statement requirements.

**THE ORAL INTERVIEW**

In the Oral Interview portion of the competition on Friday, your team will continue in your role as an Integrated Project Delivery team, attending a meeting with Clark as the Owner’s Representative, for the purpose of reviewing and clarifying your responses. The focus will be on communication and your ability to convince the Judges that your team understood the needs and desires of the Owner as expressed in the IRL, as well as the constraints and opportunities present, and that you have a solution to competently deal with them. In particular, you should expect pointed questioning relative to your proposed solutions.

We will all meet Friday morning in this room (Central Pacific A/B/C) at 7:45 AM. At this meeting Clark will announce the time slots for the Oral Interviews. The first time slot will begin at 8:15 AM. That means the team that is chosen as first-up will have only a few minutes before they must present at 8:15 AM. Teams will not know the order of interviews before that meeting, so all teams should come to this meeting prepared to present first.

As with the Written Report, the focus of the Oral Interview should be on content not form, but your team members should maintain a professional demeanor. The judges will expect to see substantial participation by all team members. Supporting materials such as PowerPoint or charts are not required during your Oral Interview and could even be distracting, but may be employed at your discretion if you feel such materials will help you achieve your goals. Clark will make a digital projector available for your use if desired. As for content however, Written Reports must stand on their own, as delivered to the judges the night before. For this reason, no supplemental or revised Report sections will be accepted by the judges on Friday. Any supporting materials your team intends to use during your Oral Interview, including your own copies of your Written Report and any electronic files such as Power Point must be turned-in and held in escrow by the judges at the start of the 7:45 AM meeting. Your materials will then be given to you when your team arrives for its scheduled Oral Interview. No other materials will be allowed to be employed in your interview other than those escrowed materials. The judges will have their copies of your Written Report with them for reference.

Your Oral Interview will last a total of 25 minutes, and we expect the format to be approximately as follows:

* Setup and Introductions: 3 minutes
* Presentation, Question & Answer: 20 minutes (approximately)
* Tear down: 2 minutes

As your Oral Interview time begins, do not attempt to explain your entire Written Report – there is not enough time nor the need to do that. Rather, use your brief time to draw the judges to the most important points of your Written Report, and how it works to respond optimally to the requirements and desires of the Problem Statement. The oral interview will be primarily a question and answer session.

In the Oral Interview you will be scored on your timeliness, preparation, organization, professionalism, participation of team members, knowledge of the material, consistency of message, and communication effectiveness. Your Written Report will have already been scored for content.

Clark wishes good luck to all of our teams!