

BRAD HARDIN  
DAVE MCCOOL

# **BIM AND Construction Management**

PROVEN TOOLS,  
METHODS,  
AND WORKFLOWS

SECOND EDITION

WILEY

# **BIM and Construction Management**

**Proven Tools, Methods, and  
Workflows**

**Second Edition**

**Brad Hardin**

**Dave McCool**



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Project Coordinator, Cover: NICK WEHRKAMP

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Cover Image: © PAOLO GAETANO ROCCO / ISTOCKPHOTO

Copyright © 2015 by John Wiley & Sons, Inc., Indianapolis, Indiana

Published simultaneously in Canada

ISBN: 978-1-118-94276-5

ISBN: 978-1-118-94278-9 (ebk.)

ISBN: 978-1-118-94277-2 (ebk.)

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10 9 8 7 6 5 4 3 2 1

*For my parents, who let me draw on the walls. For my great kids who are loved by their geek dad and for my beautiful wife who is beyond supportive.*

- B.H.

*For Paul Vance, my high school technical drawing teacher at Vestavia Hills, who found and fostered a passion that has shaped my career.*

- D.M.

# Acknowledgments

I would like to thank my wife, Iris; daughter, Lucia; and son, Wesley for supporting the late nights and shared time of weekends with this project. I couldn't have done it without your support. I'm blessed to have family, Jen, Dave, Mom, and Dad and friends, Joe Moerke, Eric Glatzl, and DJ who helped as much as they have. Lulu, I have no more pages left in my “chapter book” to do...

I would also like to thank my co-author, Dave McCool, who agreed to partner up and take this book project head on. Dave contributed great insights and valuable content and supported many good discussions on what BIM “really is” and how best to tell that story. It has been a pleasure working with such an industry leader.

I'm thankful to the firms, colleagues, industry organizations, and academics who let us use their work, insights, and images for case studies. Thanks to Black & Veatch for allowing me the time to see this work completed. I'm hopeful the design and construction industry takes this content and uses it to accelerate positive change in this industry I am so passionate about.

- Brad Hardin

First off, I want to thank Brad Hardin for this amazing opportunity. He's been a great friend and mentor throughout this journey, and I'm excited about our next adventure. I also want to thank my dad (Jim McCool, PE, CEM, CxA, LEED AP), who has been a role model father and mentor. Dad, you're not allowed to get any more acronyms. It won't fit on our business cards! My whole family has been incredibly supportive and encouraging throughout this whole process. Meg, thank you for the edits and brainstorming sessions. Mom, thank you for the counseling. Emily, thank you for waiting till I was done.

I would also like to thank the many others who have mentored and supported me over the years. This book wouldn't have happened without you: Tommy Duncan, Morgan Duncan, Bill Hitchcock, Dianne Gilmer, Trey Clegg, Mike Dunn, Mike Mitchell, Jason Lee, Sam Hardie, Sarah Carr, Derek Glanvill, Randy Highland, Chad Dorgan, Jim Mynott, Simon Peters, Shannon Lightfoot, Enrique Sarmiento, Connor Christian, John Grady, Brasfield & Gorrie, and the entire family at McCarthy Building Companies. To Dr. H and Dianne, thank you for taking a chance with a psychology major. I will forever be indebted to you and the Construction Engineering Management master's program you created at the University of Alabama at Birmingham (UAB).

From both of us, a very big thank you to the Wiley team: Pete Gaughan, who saw value in this project; Mariann Barsolo, for the patience and prodding in getting this done; Thomas Cirtin, Becca Anderson, Liz Welch, and Nancy Carrasco for helping us say what we meant to and making us sound smarter than we are; and Jana Conover, for taking on a new challenge and checking the technical components and tutorials.

- Dave McCool

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# Introduction

*This book shares a rounded perspective of how BIM and enabling technologies are changing the way we collaborate and distribute information. As an industry, we are constantly facing new challenges in the field of construction. This book will show how many of these challenges are being addressed with cutting-edge tools, leveraged with experience, and a practical application of the “right tools for the right job.” There is a shift happening in the construction management market in the context of technology, and this book serves as a catalyst for more fundamental changes that create positive outcomes.*

The first version of *BIM and Construction Management: Proven Tools, Methods, and Workflows* (Sybex, 2009) by Brad Hardin was written just as the construction industry had largely begun to pay attention to this exciting new tool and process: building information modeling. Since then, the pace and transformational changes that have cascaded through the industry have been remarkable. Now clash detection, 4D sequencing, model estimates, and walk-throughs have become table stakes. Customers are now asking about Big Data, model to prefabrication, life-cycle energy modeling, project partnering approaches, and how BIM can mitigate other risk factors during construction. And still the pace of technology continues to move at an incredible rate.

The focus has now broadened from beyond BIM and the question is being asked, “If BIM can change the construction management business so significantly, what else can BIM do and what possibilities do other technologies hold?”

This broader questioning of the tools, teamed with economic challenges, has given rise to a technological renaissance in the construction community. Because of the recession, many firms were forced to refocus and question the best way to deliver construction product to customers under new margin and overhead constraints. The early successes of BIM gave many organizations a starting point to focus on. Some firms didn't stop at BIM and began taking a deeper look at not only the technology, but the underlying processes that were built around these tools. In this broader examination, there has been a significant push for innovation in construction technology and processes as well as enabling behaviors.

## **So What's Changed?**

To begin, innovations in technology such as wearable tech, cloud-based collaboration, and the continued removal of hardware constraints have opened many doors for continued impact. Additionally, process innovations such as lean planning and an overall challenging of many of the traditional constructs of the construction industry, such as CPM scheduling, documentation strategies, contract arrangements, and the roles of design and construction teams at large have brought about a refreshing analytical perspective to the way we deliver work. The result has been an exciting view “into the looking glass” of what the future of our industry holds. We may very well be at the point of another paradigm shift in which the analysis of industry norms combined with more informed construction consumers could bring about the next revolution in the construction industry. These consumers continue to be less willing to pay for our inefficiencies as an industry. Because of these factors, this movement will focus on *results-based deliverables*, with technology acting as a baseline

expectation instead of an innovation to deliver on the “best value” promise.

Arguably, all industries are becoming increasingly reliant on technology to uncover previously unexplored value potential. The construction industry is no different. Almost daily, it seems that companies and individuals are coming up with an array of potential opportunities for improvement that will surely shape the way we do work for years to come. On average, there are 20,000 applications a month being uploaded to Apple's iOS store. Technologies like Google Glass, tablets, photogrammetry, mobile applications and a host of other potential hardware and software improvements are beginning to migrate into the way we do business; see the article at <http://readwrite.com/2013/01/07apple-app-store-growing-by#awesm=~oDoS5C7qwveOnJ>. What impact will these tools have? How much safer will they make our jobsites? How do we quickly analyze the value of these tools at a pace that keeps up with the market? Questions like these led us to believe that the construction industry needed a more rounded take on not just BIM and how it relates to construction management, but an overall perspective of what these tools are and the enabling ecosystem that shows a more holistic approach to the way we can improve the design and construction industry.

*You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future....*

- Steve Jobs

Because of this broadened focus, this new edition will look at the results desired and show the process of selecting tools to get there. This book will also look at some of the cutting-edge applications that either work in tandem with BIM or operate outside of it, and provide significant value

to users during the construction process. Some of these tools may relate to each other, whereas some may not. However, it is important to highlight where information links to other tools and where the gaps are because they show the opportunities for improvement within our workflows as an industry.

An additional benefit of broadening the scope and context of this work is to better understand best practices on how construction management companies quickly analyze tools as they become available and how to implement the tools that create significant value and identify disruptive ones.

Trust is everything. And this book delves deeper into the enabling behaviors and mind-sets that make the use of BIM and technology successful. Significant research has been done on this topic and the better outcomes as a result of teams having the right behaviors as well as better understanding people's personalities and working dynamics. According to *Profitable Partnering for Lean Construction* (Wiley-Blackwell, 2004) by Clive Thomas Cain, "Strategic partnering can deliver significant savings, of up to 30% in the cost of construction." One of the major benefits in BIM is the unlocked potential that comes from having trusted information available early that make for better informed decisions. Similarly, understanding your project partner's abilities and the ways they work can make for a more meaningful dialogue and ultimately better workflows.

Lastly, this book will introduce the concept of information flow in construction management. While relatively new to the construction management space, flow is something that is critical in the performance of construction projects. If you have a project with good flow, teams distribute and receive information on time, in the desired format, and with clear expectations of the desired outcomes. Without good

flow, projects jerk and start like a car without a consistent fuel supply, constantly grabbing at the next bit of information that will allow them to proceed with their tasks, all at the expense of the overall project as someone is consistently waiting on someone else. The goal of the Japanese term *Genjitsu* is the passing of reliable and accurate data to your fellow team members. The goal of BIM is to ultimately drive waste from the way we deliver construction projects to construction consumers. This book will show the value in information flow planning and how it is accomplished by focusing on passing the right information to project stakeholders rather than volumes of disconnected data.

## **Who Should Read This Book?**

This book was written for those who wish to learn more about better ways to holistically leverage BIM and technology in the construction process. Those who will find this book useful may be:

- Designers wanting to better understand construction managers' tools and processes
- Construction managers looking to better understand the ways BIM and technology can be used to create better outcomes
- Subcontractors and project stakeholders looking to find ways to become a more valued player
- Owners and construction consumers who want to be more informed and who wish to create a more successful project and project team
- Students who want to grow their knowledge of BIM and technology in construction and learn how they should

challenge the constructs of the industry where there are better ways of working

In particular, this book is for those who are interested in creating a better paradigm of delivering the built environment. It is not intended to be the sole definition of how to use BIM on a construction project, nor is it intended to be the definitive “how-to” guide. Rather this book is meant to delineate a way of looking for and delivering value in using BIM and technology. Readers will be shown how to challenge traditional deliverables and thinking, and how best to combine available project information and technology and pull these toward a desired end state.

## **How to Use This Book**

This book is structured, in a linear fashion, similar to how a construction project would progress throughout the various stages until completion. The contents will walk users through tools that may be applied at various points along a project timeline and what the anticipated outcomes and results should be. The tools and processes highlighted are meant to be contextual and the concepts shown are for reference. To be sure, just as this book is printed, new tools are being introduced into the market that may very well improve on some of those mentioned. By reading the chapters in sequence, you should gain an understanding of how the tools can work through a construction project, what information is required, what the outputs are, and where that information may or may not connect to other systems.

This book will show how to establish agreed-upon metrics in the beginning of a project to gauge project success from which the team as a whole will be measured. We will show screenshots of various workflows and how some processes

work to illustrate interfaces, information required, and level of effort. Lastly, case studies will be used on relevant topics to show real-world examples of the tools and processes in action to further explore the use case and context of the topics within the book.

The chapters in this book are as follows:

**Chapter 1: Why Is Technology So Important to Construction Management** Chapter 1 has two purposes; the first is to act as a preview of the more detailed contents within the later chapters, as well as exploring where BIM and technology is being applied in construction management. This chapter will show ways BIM is used in construction as we collaborate together to virtually build structures and what impacts the various tools have in the BIM process. This chapter will cover at a high level the places where BIM and technology can provide additional value. These areas of focus include a linear approach to the project cycle. We will walk through topics such as team engagement, pursuit and marketing, preconstruction, construction, and closeout with many other detailed subpoints such as contracts, scheduling, logistics, and estimating to give further perspective.

Finally, this chapter will discuss industry trends relating to where technology and BIM is headed and show you how to get ahead of the technology curve. The chapter concludes with how to achieve leadership buy-in, strategies to attract and engage the right talent to drive the use of the tools, and the results the industry has seen.

**Chapter 2: Project Planning** Chapter 2 includes a detailed overview and results-driven approach to how to set up your project to succeed. As it relates to BIM and technology, project planning is of critical importance to a construction project and is often a driver for a successful project. This chapter will walk you through standard

contract delivery vehicles and the pros and cons of using technology in each. This chapter will also focus on defining the various uses of BIM and the resources required to execute them successfully. Lastly, it will focus on information flow, where project participants have a clear understanding of their role and responsibility in a project and aligned expectations throughout the entire project team. The chapter will identify current BIM contract language from industry organizations and explain how to create meaningful language derived from the BIM execution plans and checklists available in the market.

### **Chapter 3: How to Market BIM and Win the Project**

How do you market your BIM and technology capabilities to customers and the industry? This chapter will walk readers through the process of how to show your capabilities, share results, and deliver focused solutions that are customized for each customer without having to constantly invest in new tools and technology. This chapter will explore with readers the dangers in overpromising on new technologies that haven't been proven and what impacts that can have downstream. Most important, it shows how to establish a trust-based technology delivery platform that will not only satisfy customers' needs but also drive future business opportunities as a mutual partnership.

**Chapter 4: BIM and Preconstruction** Since the introduction of BIM into the construction management marketplace, preconstruction has been a key focus area for the use of the tools. Partly due to the nature of BIM and the ability to create and use information early as well as a means for better collaboration and exchange between project teams, BIM has grown in use and possibilities in the area of preconstruction. Chapter 4 explores how BIM and technology is being integrated throughout preconstruction activities such as scheduling, logistics, estimating,