



**Ford Hazelip**

Director Of Preconstruction  
**Hoar Construction**

## Mini-Interview, Hoar Construction

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**Q) Your presentation is due to focus on improving processes to ensure LOD specs work for target value design, enabling estimation to occur while design continues. What was the largest change to your original process that needed to be made? Why was this change critical?**

The largest change was actually having a process. This came about as modeling was becoming more widespread. We recognized that BIM was going to be a crucial component of our process and this grew out of our need to get some sort of control.

The process of modeling is so different from developing 2D plans that we knew we needed a new method of sequencing the work. If our design partners modeled the same way they drew 2D we would never know when we could count on the model data and they would never know what we were doing with it. This isn't because we don't trust designers, but because modeling to drawings is different from modeling to information sharing. This process enabled us to effectively explain what information we really needed from our design partners, and when.

**Q) Communication between design and preconstruction is key to any estimation process. What has Hoar done to improve communication between departments?**

Just telling a designer what you are going to use model data for at a particular point has made a big difference. Plus, showing how we are accountable to provide information back to the design team makes the process a more equitable exchange. We also tell designers how we are going to keep up with changes so they can feel comfortable that the design process can continue. As far as interdepartmental communication goes, we have stopped thinking of our preconstruction staff as "handing off" projects, and begun understanding how their role continues to guide information exchange through the life of the project. It's less about preconstruction and more about making sure that cost information is clearly communicated continuously and clearly.

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**Q) To what extent does Hoar rely on models for extracting quantities versus more traditional estimation methods?**

We use as much model data as we can. Sometimes we use model quantities as a check for traditional 2D but usually once we establish quality control we really go for it. We have found that around 60% of our necessary quantities can be drawn out of our design partners' models, once we have explained how we go about the model takeoff process.

**Q) Looking at your current process, what is the weakest link you would like to work on next? How do you think your processes will improve further in the next few years?**

Speed. It still takes a little while to get through our workflow to be able to report to the project team. We have to be faster with giving actionable feedback for how design decisions are impacting a project. The delay of that first data return has been an obstacle, because it causes doubters to emerge. But, results from completed projects have helped us quell those doubts while we seek to address that current weakness.

**Q) Changes in workflows and improvements in efficiency have been spearheaded by technology such as BIM and take-off software. Looking ahead, what technologies do you think will most impact your company in the next 5 years?**

Combining takeoff and production tracking, and moving these tools to the web for easy access from any device, anywhere.

**Q) What are you hoping to achieve from attending Estimation Technology For Construction 2016? What lessons or insights are you hoping to take away from other contractors or attendees?**

I think it will be exciting to see how people are handling the volumes of data we are receiving. Sorting through the various models in various stages and picking out the useful parts from what may need to take a little longer is a challenge. We know other people have addressed our current weaknesses, just as we have likely addressed some of theirs. One of our core values is improving the industry as a whole, and we see exchanges like this as an opportunity to live that out.

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