

Why do they keep asking me questions?

Role of the Owner During Design & Construction

ANN DRUMMIE & JOE WINTERS

NOVEMBER 13, 2014

4:30 PM – 6:00 PM



BRAILSFORD & DUNLAVEY

INSPIRE. EMPOWER. ADVANCE.



This seminar was created for the live learning environment of the Athletic Business Conference & Expo. Brailsford & Dunlavy has no financial interest/arrangement that would be considered a conflict of interest.

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Learning Objectives

UPON COMPLETION OF THIS SEMINAR, YOU'LL BE ABLE TO:

- ◆ List a few key responsibilities held by the Owner in a facility project.
- ◆ Explain why they are held by the Owner and not the Architect or the Builder.
- ◆ Share ideas on how to be prepared to meet those responsibilities especially without past experience or training.
- ◆ Identify tools to assist with strengthening and tracking these responsibilities.

Outline

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Introductions
- ◆ Sample Questions to an Owner
- ◆ Risks of a Weak Owner
- ◆ Ways to Prepare and Manage
- ◆ Variations
- ◆ Scenarios / Evaluation questions
- ◆ Q&A

Brailsford & Dunlavey



Planning, programming, and implementing “quality of life” facilities

Washington, DC | Atlanta | Charlotte | New York | Boston
Detroit | Columbus | Chicago | Irvine

Ann Drummie

REGIONAL VICE PRESIDENT

- ◆ Architecture and engineering background
- ◆ 13 ½ years with B&D
- ◆ Worked with more than 100 clients guiding 30+ from feasibility through to opening



Joe Winters

PROJECT MANAGER

- ◆ Background in architecture, real estate, business, and urban planning
- ◆ 5 years with B&D
- ◆ Nearly 50 projects varying from planning through implementation



Participants

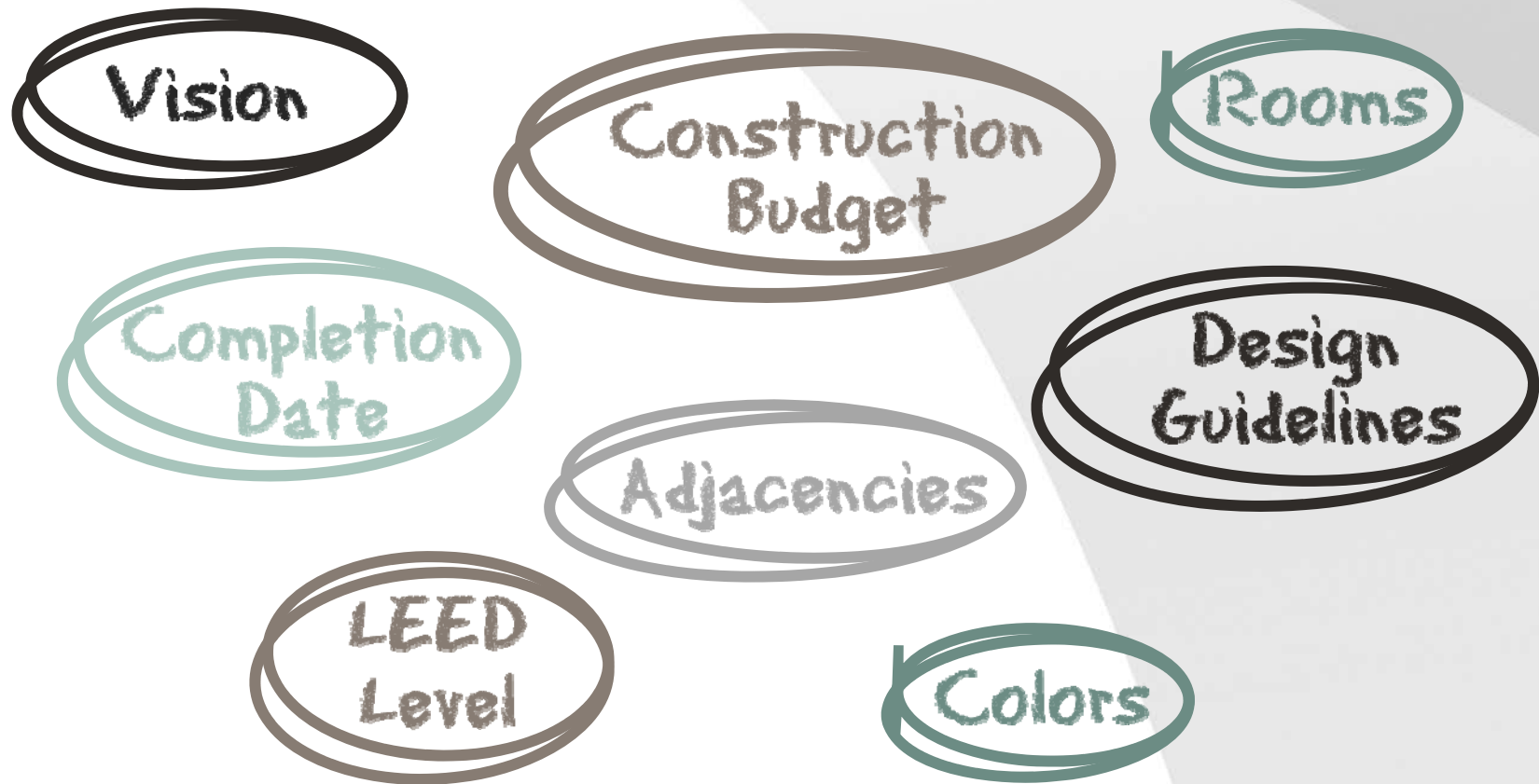
AUDIENCE

- ◆ Colleges – Communities – Military?
- ◆ Operators – Architects?
- ◆ Access to Facilities Departments?
- ◆ Construction Project Experience?
- ◆ Construction Contract Experience?
- ◆ Awareness of “Master Builder”?

Besides the Basics

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Everyone wants to know what you need:



Sample Questions to an Owner

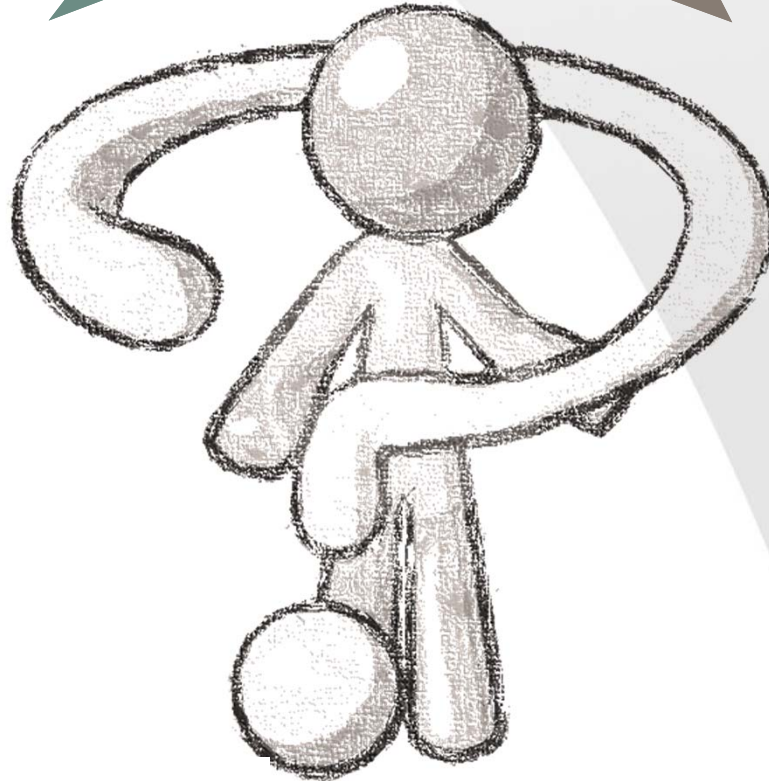
WHY DO THEY KEEP ASKING ME QUESTIONS?

Stewardship

Vendors

Business
Conditions

Quality and
Schedule



Sample Questions to an Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Stewardship

Vendors

Business
Conditions

Quality and
Schedule

When will I get paid?

Are you on budget?

When will you open?

What is the MWBE participation on the project, so far?

Sample Questions to an Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Stewardship

Vendors

Business
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Quality and
Schedule

Where is the geotech report?

When will the site have permanent power?

What number will the security alarm call?

When will the commissioning agent visit the site?

When are the movers scheduled to deliver and install your furniture?

Sample Questions to an Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Stewardship

Vendors

Business
Conditions

Quality and
Schedule

Can we mobilize on the site now?

**Can we rip out some walls to see what's
behind them?**

**Can we proceed with this floor plan layout, even
though the cost estimate is higher than the budget?**

Who is buying the Builder's Risk insurance?

Sample Questions to an Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Stewardship

Vendors

Business
Conditions

Quality and
Schedule

Do you like this other light fixture?

What do you expect to move in the elevator?

The ceramic tile supplier is offering bulk pricing, do you want to use it in more of the building?

Can we place the order for the windows now, before we finalize the total price of the job?

We found an old foundation wall, do you want us to remove it the fast & loud way, or the slow & quiet way?

Who is Asking?

WHY DO THEY KEEP ASKING ME QUESTIONS?

Designer, Builder,
Suppliers, Vendors

Users

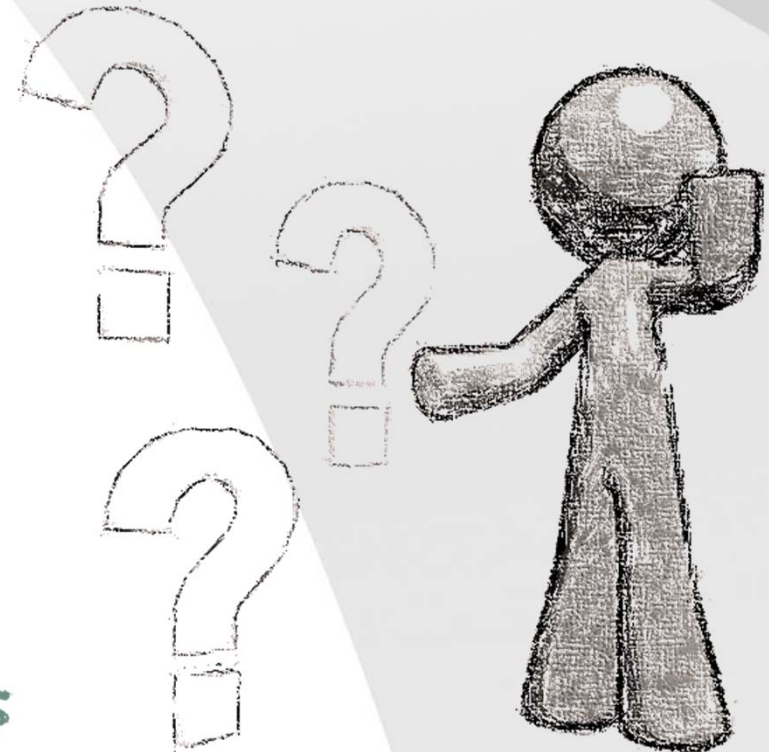
Politicians

Neighbors

Administrators
and Trustees

Funders and Donors

Peers



Unforeseen Conditions

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Airborne asbestos
- ◆ Years of guano in the attic
- ◆ Underground abandoned foundations
- ◆ Underground shale
- ◆ Underground stream
- ◆ Unstable neighboring wall
- ◆ Unstable chimney
- ◆ Existing building not being plumb where connecting to addition
- ◆ Bad and no subfloors under old carpet and tile
- ◆ Flood in a carpeted area
- ◆ Flood in a gym wood floor area
- ◆ Verizon cable not being where shown on the Verizon drawing
- ◆ No high pressure gas serving a downtown site
- ◆ Buried dog bones
- ◆ Flow test of the wrong hydrant
- ◆ Contradictory documents of easement location
- ◆ DDOT reinterpretation of a traffic control plan
- ◆ Elevator inspector interpretation of requirements for occupancy
- ◆ Fire marshal interpretation of foot candles on egress path
- ◆ Plumbing inspector interpretation of extent of backflow prevention
- ◆ Illegal and slow to move-out tenants

Risks of a Weak Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Value Risks

Budget
Risks

Schedule
Risks

Business
Risks



Risks of a Weak Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Value Risks

Budget
Risks

Schedule
Risks

Business
Risks

Poor quality

Not achieve required LEED certification level

Lack of negotiating leverage

Lack of motivation for creative solutions

Missed opportunities

Risks of a Weak Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Value Risks

Budget
Risks

Schedule
Risks

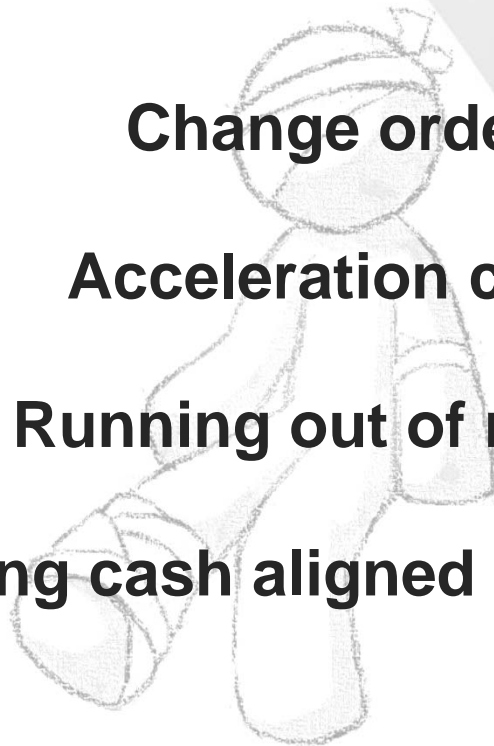
Business
Risks

Change orders

Acceleration costs

Running out of money

Not having cash aligned with spend rate



Risks of a Weak Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Value Risks

Budget
Risks

Schedule
Risks

Business
Risks

Delay claims

Stop work orders

Interference

Too few champions on deck

**Lender withholding approval to spend
contingency on wishlist items**

Extended punchlist period

Risks of a Weak Owner

WHY DO THEY KEEP ASKING ME QUESTIONS?

Value Risks

Budget
Risks

Schedule
Risks

Business
Risks

Angry neighbors

Bad press

Donor skepticism



Ways to Prepare

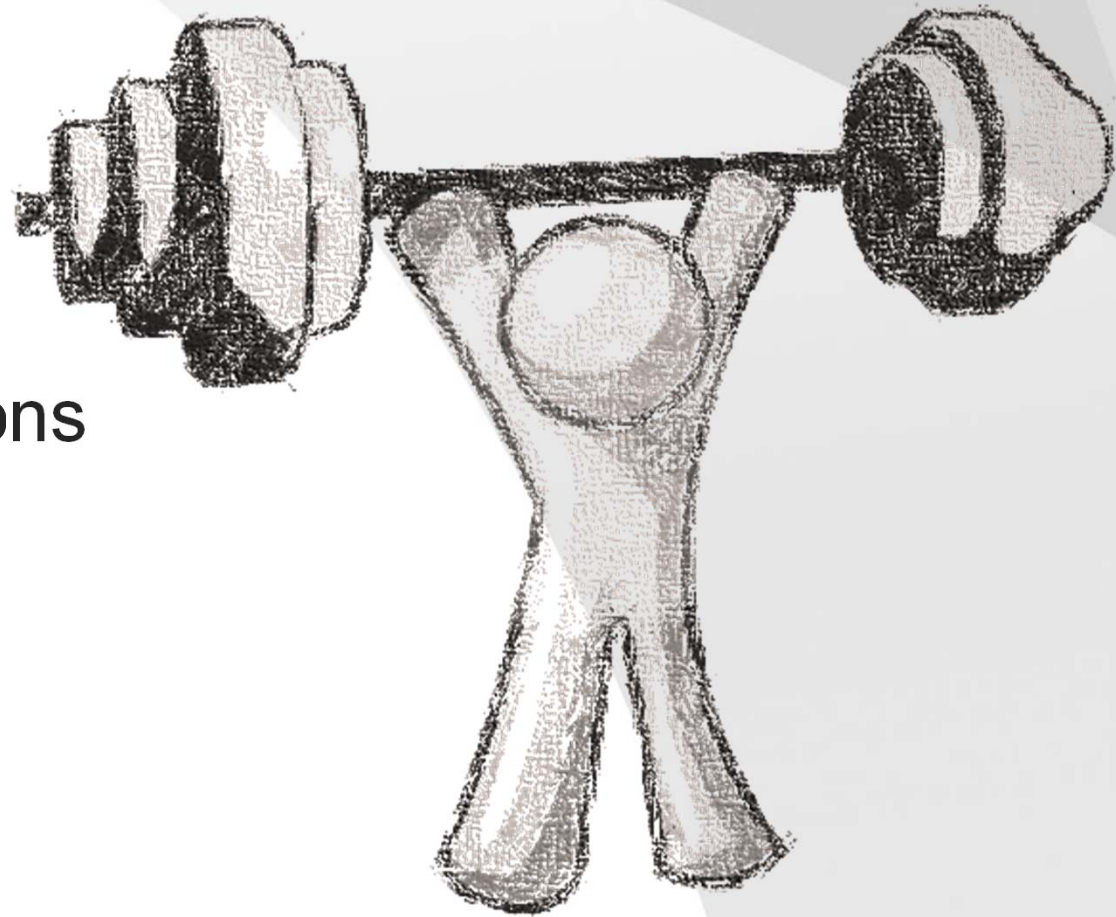
WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Ask questions
- ◆ Debrief on last project
- ◆ Build a comprehensive committee
- ◆ Take a course
- ◆ Identify available resources (controller, physical plant, community relations)
- ◆ Hire help (aka PM or Owner's Rep)

Ways to Manage

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Budget
- ◆ Schedule
- ◆ Program
- ◆ Communications



Budget Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS

- ◆ Funds paid per month
- ◆ Expected commitments and related status of contingency
- ◆ Look ahead report of commitments and payments in months ahead
- ◆ Change orders approved and under review
- ◆ Invoices and % complete per contract
- ◆ Budget, commitments, expenditures

						12-Jul	15-Aug	19-Sep	12-Oct
Budget	Commitment	Service	Invoices to Date	Remaining to Bill	Remaining Uncommitted	1	2	3	4
Abatement	\$275,000	\$0.00	\$0.00	\$0.00	\$275,000.00 100%				
Construction	\$18,500,000	\$0.00	\$0.00	\$0.00	\$18,500,000.00 100%				
Architecture & Engineering	\$925,000	\$61,700.00 Civil Engineering	\$0.00	\$61,700.00	\$196,350.00 21%	\$0.00	\$0.00	\$0.00	\$0.00
		\$666,950.00 A&E Services	\$437,670.44	\$229,279.56		\$0.00	\$114,189.39	\$64,887.89	\$258,593.16
		\$728,650.00	\$437,670.44	\$290,979.56					
Direct Project Costs	\$20,000	\$0.00	\$0.00	\$0.00	\$20,000.00 100%				
Studies, Surveys, Tests etc.	\$80,000	\$10,192.00 Feb 2011 studies	\$10,192.00	\$0.00	\$14,239.25 18%	\$0.00	\$0.00	\$10,192.00	\$0.00
		\$20,000.00 Precon	\$7,000.00	\$13,000.00		\$0.00	\$7,000.00	\$0.00	\$0.00
		\$6,668.75 UST soil test	\$1,500.00	\$5,168.75		\$0.00	\$0.00	\$0.00	\$1,500.00
		\$17,600.00 Topo and ALTA	\$17,600.00	\$0.00		\$17,327.83	\$0.00	\$272.17	\$0.00
		\$11,300.00 Haz Mat Assessment/P	\$11,300.00	\$0.00		\$0.00	\$0.00	\$11,300.00	\$0.00
		\$65,760.75	\$47,592.00	\$18,168.75					
Utilities	\$30,000	\$23,425.00 Coordination with Pepco	\$0.00	\$23,425.00	\$4,625.00 15%				\$0.00
		\$1,950.00 Pipe video for DC Water	\$0.00	\$1,950.00				\$0.00	\$0.00
		\$25,375.00	\$0.00	\$25,375.00					
Local Fees and Permits	\$385,000	\$9,456.29 Various approvals fees	\$9,456.29	\$0.00	\$356,221.71 93%	\$0.00	\$0.00	\$9,456.29	\$0.00
		\$3,850.00 Permit Expediting	\$0.00	\$3,850.00		\$0.00	\$0.00	\$0.00	\$0.00
		\$15,472.00 Third Party Review	\$1,418.04	\$14,053.96		\$0.00	\$1,167.54	\$0.00	\$250.50
		\$28,778.29	\$10,874.33	\$17,903.96					
FF&E	\$850,000	\$0.00	\$0.00	\$0.00	\$850,000.00 100%				
Contingency	\$1,580,000	\$0.00	\$0.00	\$0.00	\$1,580,000.00 100%				
Program Management	\$458,000	\$458,000.00	\$105,417.84	\$352,582.16	\$0.00 0%	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
Building Project	\$23,103,000	\$1,306,564.04	\$601,554.61	\$705,009.43	\$21,796,435.96	\$17,327.83	\$189,441.43	\$115,275.02	\$279,510.33
		6%		46%	94%				
Financing	\$1,140,000	\$63,545.20 Legal, appraisals, etc.	\$53,967.70	\$9,577.50	\$1,076,454.80 94%	\$0.00	\$0.00	\$43,074.54	\$10,893.16
		\$63,545.20	\$53,967.70	\$9,577.50					
Total	\$24,243,000	\$1,370,109	\$655,522.31		\$22,872,890.76	\$17,327.83	\$189,441.43	\$158,349.56	\$290,403.49
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INVOICED
TO DATE

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		\$11,300.00 Haz Mat Assessment/P	\$11,300.00	\$0.00		\$0.00	\$0.00	\$11,300.00	\$0.00
		\$65,760.75	\$47,592.00	\$18,168.75					
Utilities	\$30,000	\$23,425.00 Coordination with Pepco	\$0.00	\$23,425.00	\$4,625.00 15%				\$0.00
		\$1,950.00 Pipe video for DC Water	\$0.00	\$1,950.00				\$0.00	\$0.00
		\$25,375.00	\$0.00	\$25,375.00					
Local Fees and Permits	\$385,000	\$9,456.29 Various approvals fees	\$9,456.29	\$0.00	\$356,221.71 93%	\$0.00	\$0.00	\$9,456.29	\$0.00
		\$3,850.00 Permit Expediting	\$0.00	\$3,850.00		\$0.00	\$0.00	\$0.00	\$0.00
		\$15,472.00 Third Party Review	\$1,418.04	\$14,053.96		\$0.00	\$1,167.54	\$0.00	\$250.50
		\$28,778.29	\$10,874.33	\$17,903.96					
FF&E	\$850,000		\$0.00	\$0.00	\$850,000.00 100%				
Contingency	\$1,580,000		\$0.00	\$0.00	\$1,580,000.00 100%				
Program Management			7.84	\$352,582.16	\$0.00 0%	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
Building Project			\$601,54.61	\$705,009.4	\$21,796,435.96 94%	\$17,327.83	\$189,441.43	\$115,275.02	\$279,510.33
Financing			\$67.70	\$9,577.50		\$0.00	\$0.00	\$43,074.54	\$10,893.16
			\$67.70	\$9,577.50	\$1,076,454.80 94%				
Total	\$24,243,000	\$1,370,109	\$655,522.31		\$22,872,890.76	\$17,327.83	\$189,441.43	\$158,349.56	\$290,403.49
						\$17,327.83	\$206,769.26	\$365,118.82	\$655,522.31

REMAINING
UNCOMMITTED

BUDGET

COMMITMENTS

INVOICED TO DATE

REMAINING UNCOMMITTED

	Budget	Commitment	Service	Invoices to Date	Remain to Bill	Remaining Uncommitted	12-Jul	15-Aug	19-Sep	12-Oct
							1	2	3	4
abatement	\$275,000	\$0.00		\$0.00	\$0.00	\$275,000.00 100%				
Construction	\$18,500,000	\$0.00		\$0.00	\$0.00	\$18,500,000.00 100%				
		\$61,700.00 Civil Engineering		\$0.00	\$61,700.00		\$0.00	\$0.00	\$0.00	\$0.00
		\$666,950.00 A&E Services		\$437,670.00	\$229,279.50		\$0.00	\$114,189.39	\$64,887.89	\$258,593.16
Architecture & Engineering	\$925,000	\$728,650.00		\$437,670.00	\$90,979.50	\$199,350.00 21%				
Direct Project Costs	\$20,000	\$0.00		\$0.00	\$0.00	\$20,000.00 100%				
		\$10,192.00 Feasibility studies		\$10,192.00	\$0.00		\$0.00	\$0.00	\$10,192.00	\$0.00
		\$20,000.00 Pre-con		\$7,000.00	\$13,000.00		\$0.00	\$7,000.00	\$0.00	\$0.00
		\$6,668.75 UST Soil test		\$1,500.00	\$5,168.75		\$0.00	\$0.00	\$0.00	\$1,500.00
		\$17,600.00 Tono and ALTA		\$17,600.00	\$0.00		\$17,327.83	\$0.00	\$272.17	\$0.00
		\$11,300.00 Hazardous Assessment/		\$11,300.00	\$0.00		\$0.00	\$0.00	\$11,300.00	\$0.00
Studies, Surveys, etc.	\$80,000	\$65,760.75		\$47,592.00	\$18,168.75	\$14,339.25 18%				
		\$23,425.00 Coordination with Pepp		\$0.00	\$23,425.00					\$0.00
		\$1,950.00 Pipe video for DC Water		\$0.00	\$1,950.00				\$0.00	\$0.00
Utilities	\$30,000	\$25,375.00		\$0.00	\$25,375.00	\$2,625.00 15%				
		\$9,456.29 Various approvals fees		\$9,456.29	\$0.00		\$0.00	\$0.00	\$9,456.29	\$0.00
		\$3,850.00 Permit Expediting		\$0.00	\$3,850.00		\$0.00	\$0.00	\$0.00	\$0.00
		\$15,472.00 Third Party Review		\$1,415.74	\$14,056.26		\$0.00	\$1,167.54	\$0.00	\$250.50
Local Fees and Permit	\$385,000	\$28,778.29		\$10,874.03	\$17,903.96	\$358,221.01 93%				
F&E	\$850,000	\$0.00		\$0.00	\$0.00	\$850,000.00 100%				
Contingency	\$1,580,000	\$0.00		\$0.00	\$0.00	\$1,580,000.00 100%				
Program Management	\$458,000	\$458,000.00		\$105,417.00	\$352,582.70	\$0.00 0%	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
Building Project	\$23,103,000	\$1,306,564.04		\$601,554.61	\$705,009.43	\$21,796,435.96 94%	\$17,327.83	\$189,441.43	\$115,275.02	\$279,510.33
		6%		46%						
		\$63,545.20 Legal, appraisals, etc.		\$53,967.70	\$9,577.50		\$0.00	\$0.00	\$43,074.54	\$10,893.16
Financing	\$1,140,000	\$63,545.20		\$53,967.70	\$9,577.50	\$1,076,032.30 94%				
Total	\$24,243,000	\$1,370,109		\$655,522.31	\$22,877,476.66		\$17,327.83	\$189,441.43	\$158,349.56	\$290,403.49
							\$17,327.83	\$206,769.26	\$365,118.82	\$655,522.31

Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS

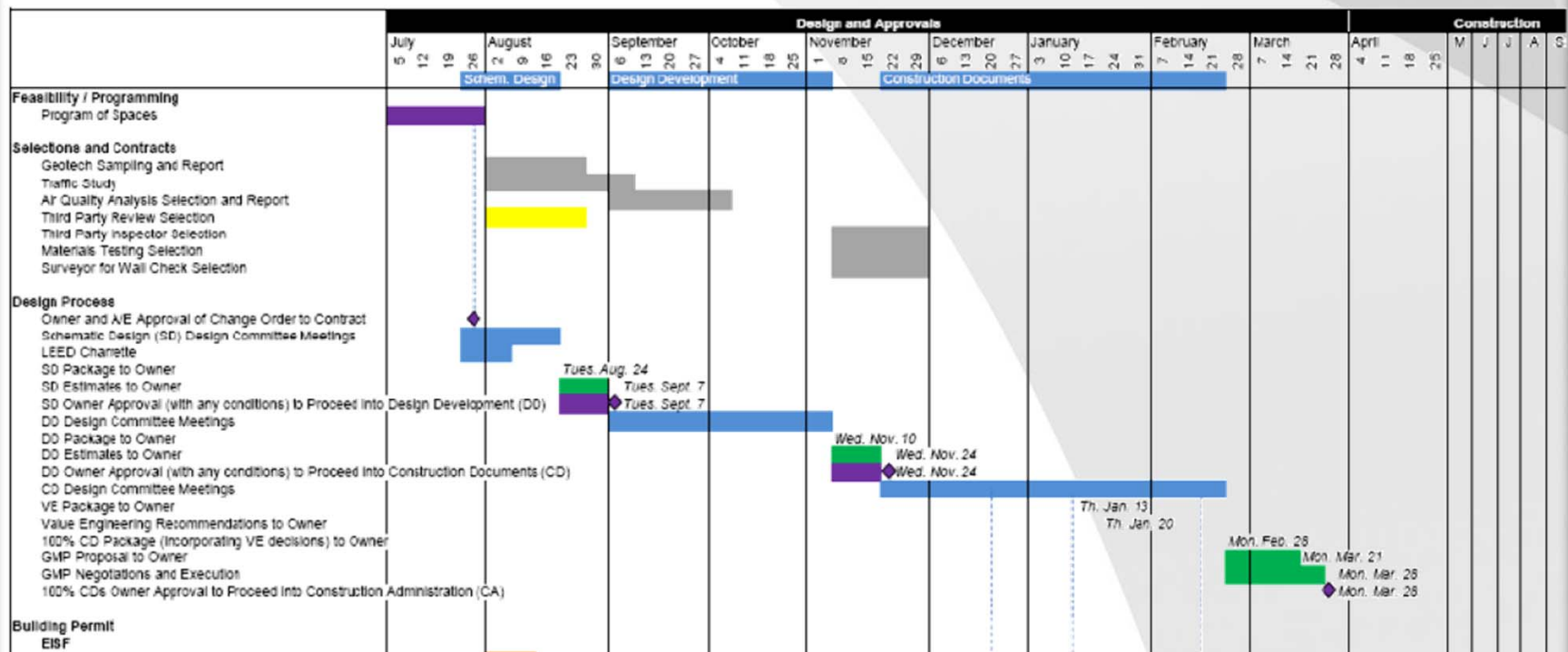
- ◆ Milestones for financing
- ◆ Alignment of efforts in design, financing, approvals, hiring, training
- ◆ Anticipated cashflow and commitment demands
- ◆ Progress against critical path and toward completion date



Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS

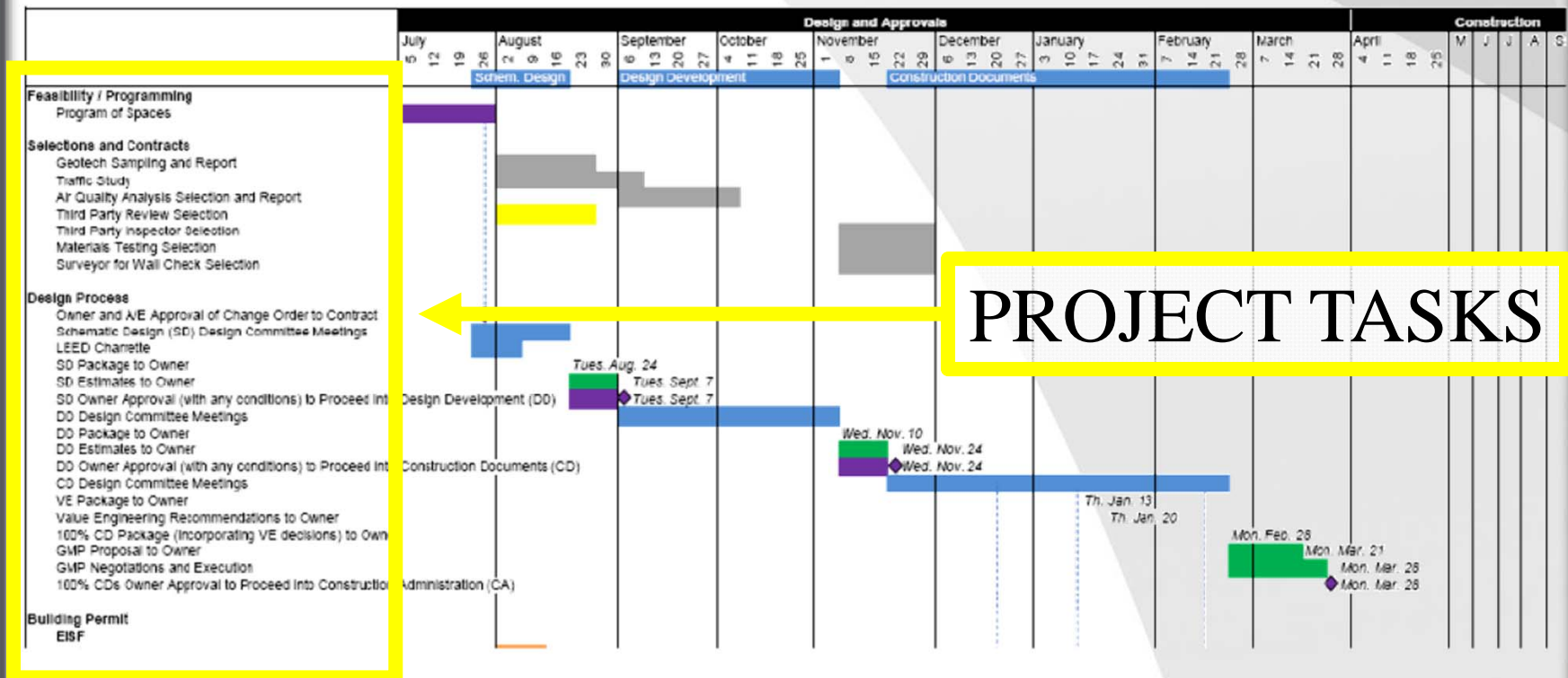
■ Owner
 ■ A/E
 ■ Civil
 ■ Builder
 ■ 3rd Party Reviewer
 ■ DC
 ■ Other



Schedule Tracking

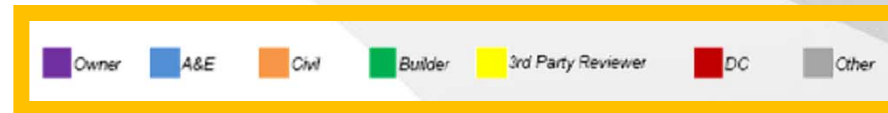
WAYS TO MANAGE THE IMPLEMENTATION PROCESS

■ Owner
 ■ A/E
 ■ Civil
 ■ Builder
 ■ 3rd Party Reviewer
 ■ DC
 ■ Other



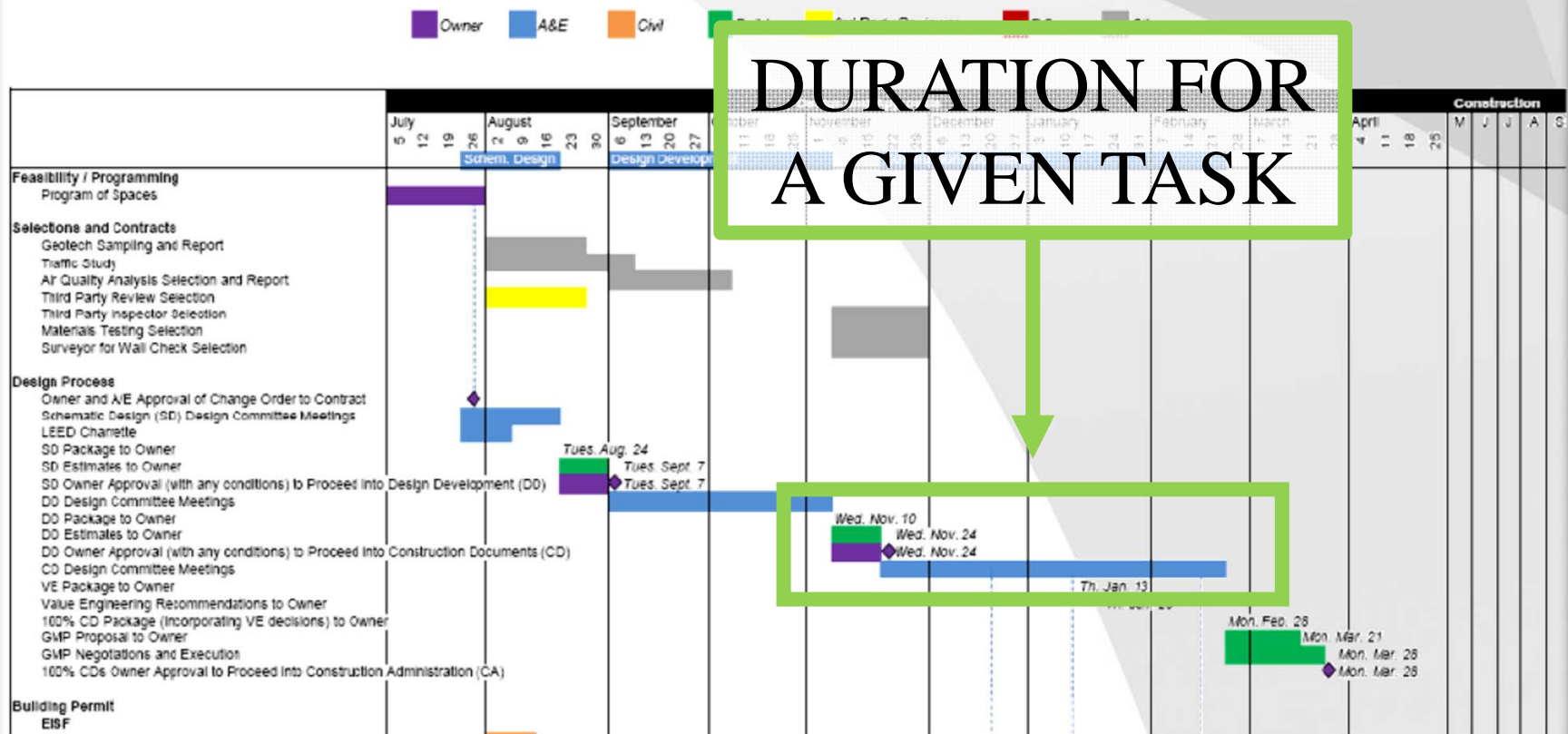
Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



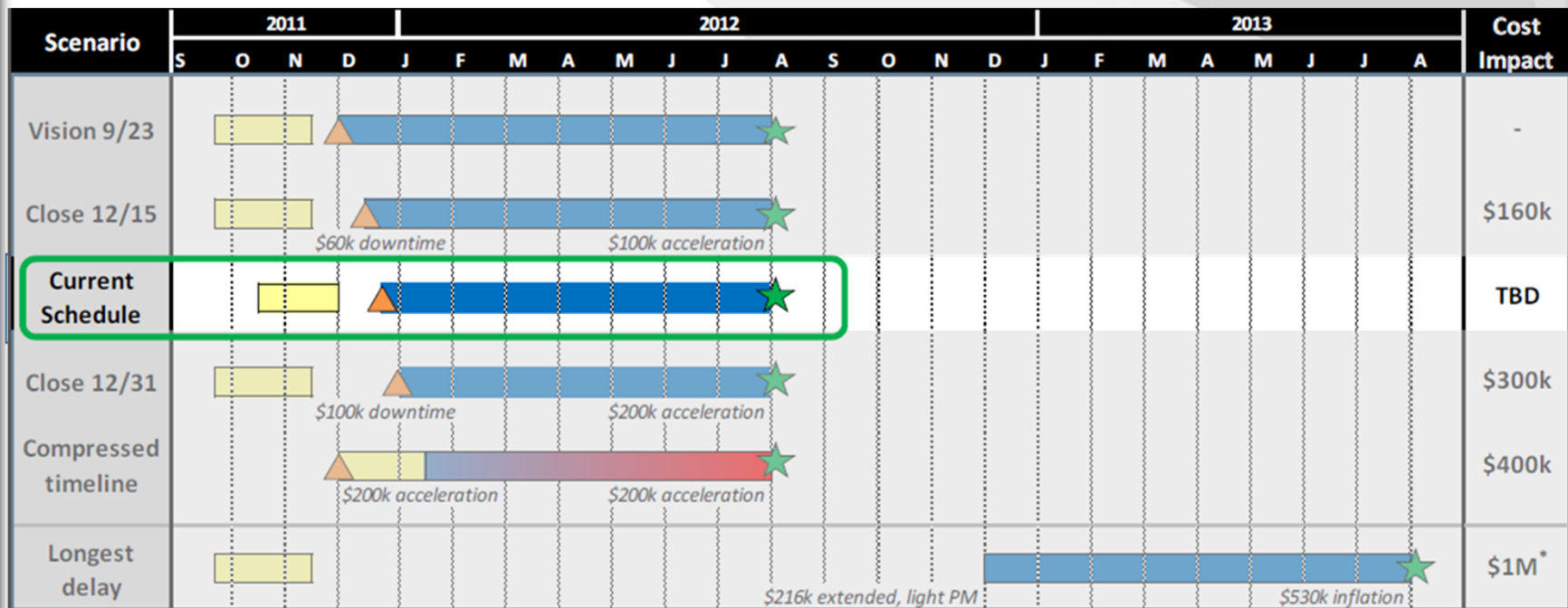
Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



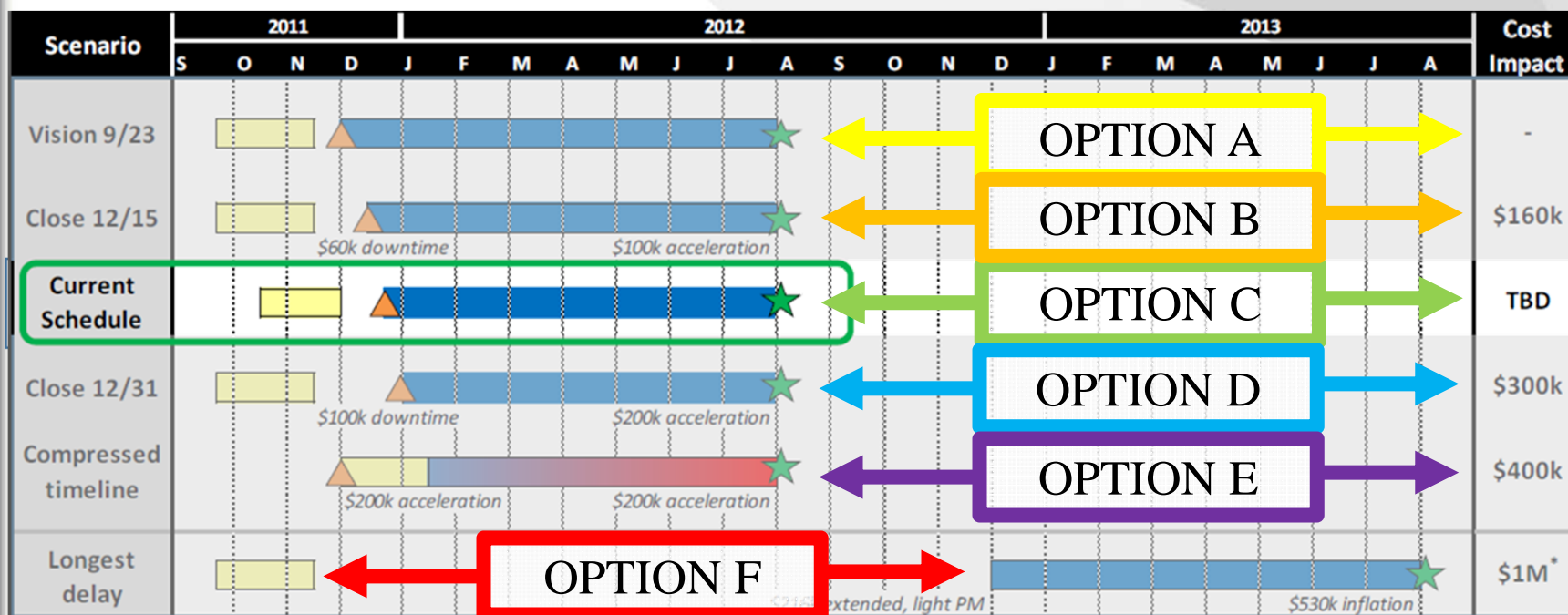
Schedule Scenarios

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



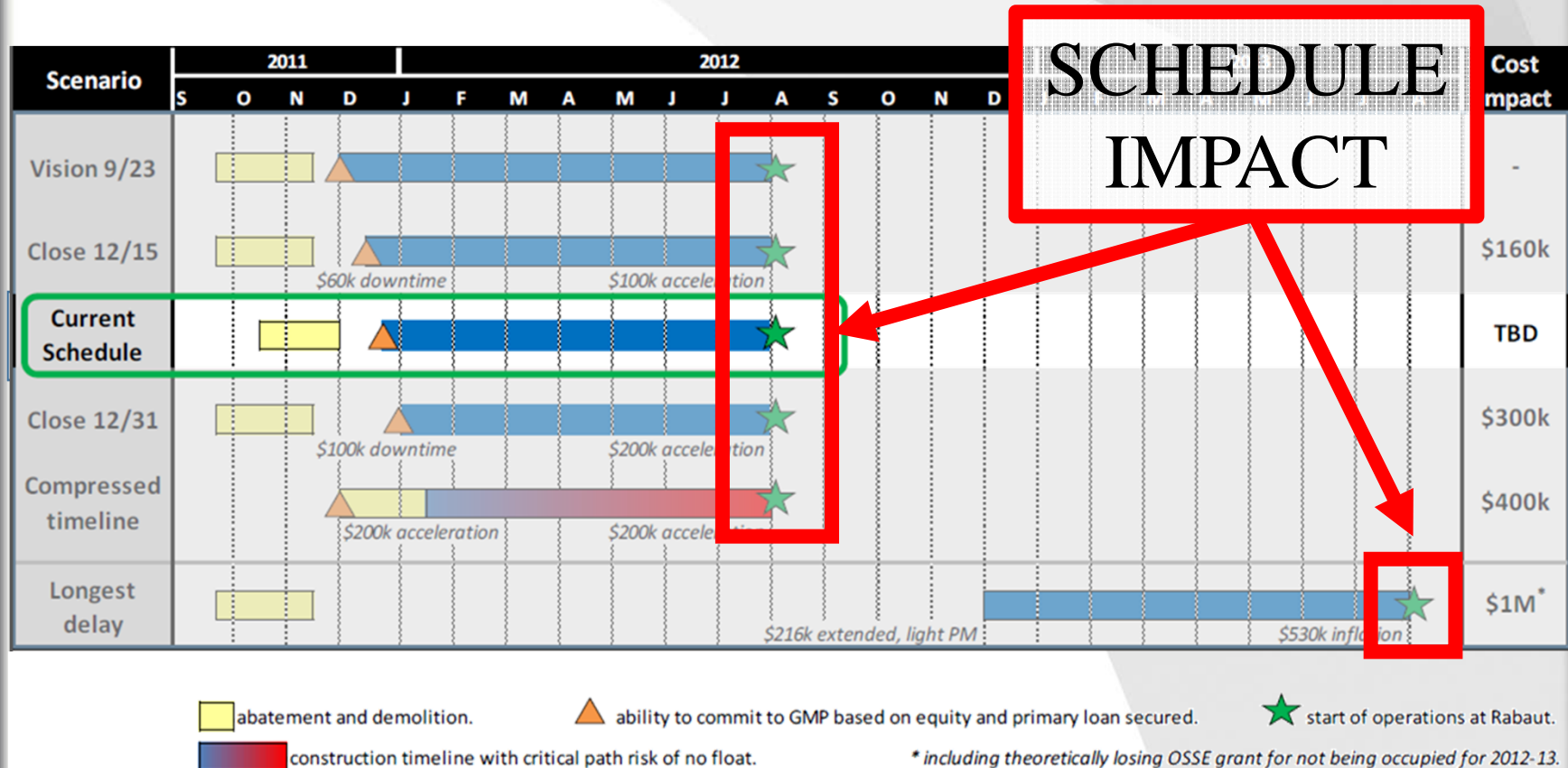
Schedule Scenarios

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



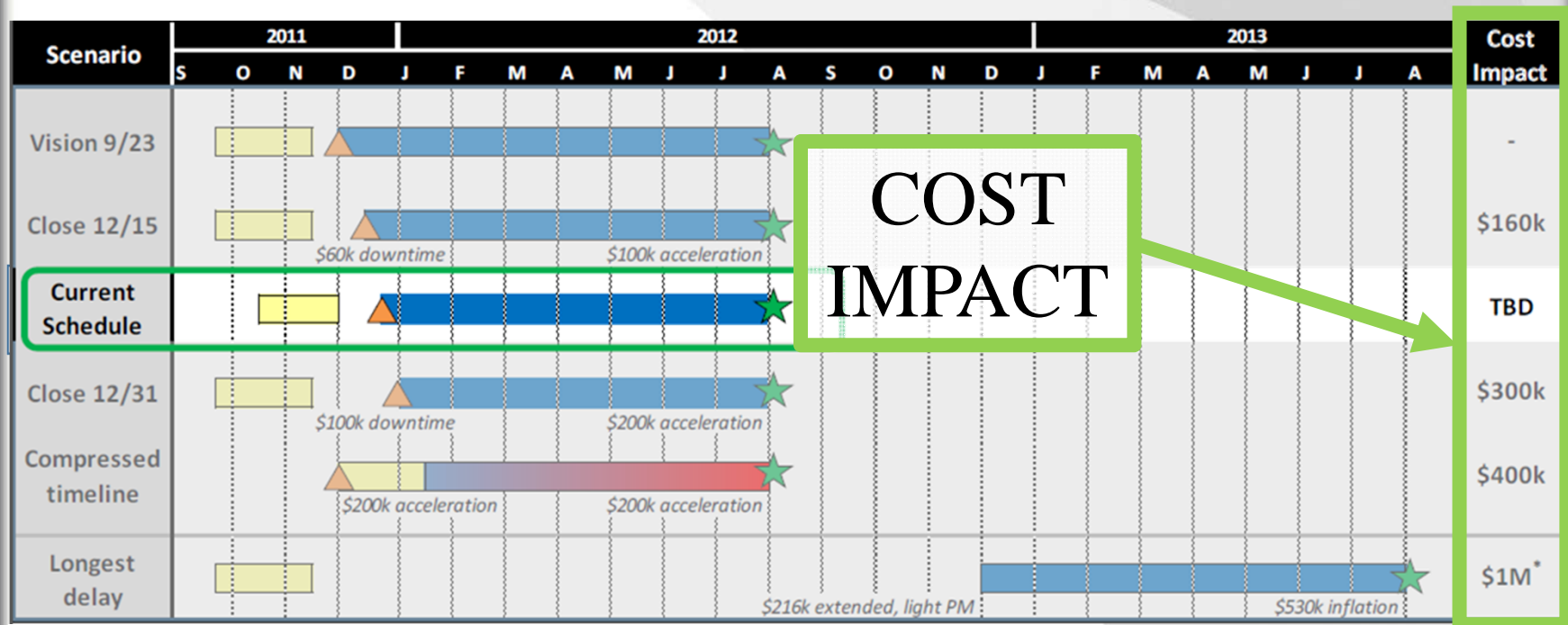
Schedule Scenarios

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



Schedule Scenarios

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



**COST
IMPACT**

abatement and demolition.

ability to commit to GMP based on equity and primary loan secured.

start of operations at Rabaut.

construction timeline with critical path risk of no float.

* including theoretically losing OSSE grant for not being occupied for 2012-13.

Program Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS

- ◆ Outline program comparison
- ◆ Data sheets
- ◆ Design guidelines
- ◆ Product inventory



Program Elements	Original Program				SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF					
Gymnasiums								
Three Court Gymnasium - 84 ft courts	1	18,000	18,000		19,493	20,132	20,131	2,131
Three Court Gymnasium Storage	1	250	250		250	351	224	(26)
One Court MAC - 50x84 ft court	1	6,000	6,000		6,945	6,347	6,348	348
One Court MAC Storage	1	250	250		236	352	240	(10)
Elevated Jogging Track	1	5,200	5,200		5,835	5,271	5,270	70
Subtotal - Gymnasiums			29,700		32,759	32,453	32,213	2,513
Specialized Activity Spaces								
Weight/Fitness Room	1	12,250	12,250		12,064	12,112	11,265	(985)
Weight/Fitness Room Storage	1	200	200		105	264	0	(200)
Low Ceiling Multipurpose Type - 3	1	800	800		774	786	820	20
Low Ceiling Multipurpose Type - 3 Storage	1	100	100		116	99	91	(9)
Low Ceiling Multipurpose Type - 4	2	1,200	2,400		2,318	2,544	2,500	100
Low Ceiling Multipurpose Type - 4 Storage	2	125	250		200	411	373	123
Racquetball Courts	2	800	1,600		1,680	1,680	1,680	80
Subtotal - Specialized Activity Spaces			17,600		17,257	17,896	16,729	(871)
Natatorium								
Small Leisure/Lap Pool/Whirlpool	1	7,400	7,400		7,328	7,440	7,387	(13)
Aquatic Director's Office	1	100	100		115	110	100	0
Natatorium Storage	1	300	300		361	303	311	11
Sauna	1	150	150		148	95	95	(55)
Subtotal - Natatorium			7,950		7,952	7,948	7,893	(57)
Subtotal - Activity Zone			55,250		57,968	58,297	56,835	1,585
Total NASF			62,839		65,102	65,943	64,931	1,892
Building Core & Circulation With Building Efficiency @	73.1%		23,124		20,787	24,307	22,787	(337)
Total Building Envelope			85,963		85,889	90,250	87,718	1,755

Program Elements	Original Program			SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF				
Gymnasiums							
Three Court Gymnasium - 84 ft courts	1	18,000	18,000	19,493	20,132	20,131	2,131
Three Court Gymnasium Storage	1	250	250	250	351	224	(26)
One Court MAC - 50x84 ft court	1	6,000	6,000	6,945	6,347	6,348	348
One Court MAC Storage	1	250	250	236	352	240	(10)
Elevated Jogging Track	1	5,200	5,200	5,835	5,271	5,270	70
Subtotal - Gymnasiums			29,700	32,759	32,453	32,213	2,513
Specialized Activity Spaces							
Weight/Fitness Room	1	12,250	12,250	12,064	12,112	11,265	(988)
Weight/Fitness Room Storage	1	200	200	10	264	20	(20)
Low Ceiling Multipurpose Type - 3	1	800	800	77	796	727	(20)
Low Ceiling Multipurpose Type - 3 Storage					99	91	(9)
Low Ceiling Multipurpose Type - 4	2	1,200	2,400	2,338	2,599	2,398	(100)
Low Ceiling Multipurpose Type - 4 Storage	2	125	250	20	411	373	123
Racquetball Courts	2	800	1,600	1,600	1,630	1,630	30
Subtotal - Specialized Activity Spaces			17,600	17,257	17,896	16,729	(871)
Natatorium							
Small Leisure/Lap Pool/Whirlpool	1	7,400	7,400	7,328	7,440	7,387	(13)
Aquatic Director's Office	1	100	100	115	110	100	0
Natatorium Storage	1	300	300	361	303	311	11
Sauna	1	150	150	148	95	95	(55)
Subtotal - Natatorium			7,950	7,952	7,948	7,893	(57)
Subtotal - Activity Zone			55,250	57,968	58,297	56,835	1,585
Total NASF			62,839	65,102	65,943	64,931	1,892
Building Core & Circulation With Building Efficiency @		73.1%	23,124	20,787	24,307	22,787	(337)
Total Building Envelope			85,963	85,889	90,250	87,718	1,755

PROGRAM
ELEMENT
S

Program Elements	Original Program			SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF				
Gymnasiums							
Three Court Gymnasium - 84 ft courts	1	18,000	18,000	19,493	20,132	20,131	2,131
Three Court Gymnasium Storage	1	250	250	250	351	224	(26)
One Court MAC - 50x84 ft court	1	6,000	6,000	6,945	6,347	6,348	348
One Court MAC Storage	1	250	250	236	352	240	(10)
Elevated Jogging Track	1	5,200	5,200	5,835	5,271	5,270	70
Subtotal - Gymnasiums			29,700	32,759	32,453	32,213	2,513
Specialized Activity Spaces							
Weight/Fitness Room	1	12,250	12,250	12,064	12,112	11,265	(985)
Weight/Fitness Room Storage	1	200	200	116	99	91	(9)
Low Ceiling Multipurpose Type - 3	1	800	800	777	858	870	20
Low Ceiling Multipurpose Type - 3 Storage	1	100	100	116	99	91	(9)
Low Ceiling Multipurpose Type - 4	2	1,200	2,400	2,318	2,355	2,510	100
Low Ceiling Multipurpose Type - 4 Storage	2	125	250	200	411	348	123
Racquetball Courts	2	800	1,600	1,680	1,680	1,680	80
Subtotal - Specialized Activity Spaces			17,600	17,255	17,855	17,225	(871)
Natatorium							
Small Leisure/Lap Pool/Whirlpool	1	7,400	7,400	7,328	7,440	7,387	(13)
Aquatic Director's Office	1	100	100	115	110	100	0
Natatorium Storage	1	300	300	361	303	311	11
Sauna	1	150	150	148	95	95	(55)
Subtotal - Natatorium			7,950	7,952	7,948	7,893	(57)
Subtotal - Activity Zone			55,250	57,968	58,297	56,835	1,585
Total NASF			62,839	65,102	65,943	64,931	1,892
Building Core & Circulation With Building Efficiency @		73.1%	23,124	20,787	24,307	22,787	(337)
Total Building Envelope			85,963	85,889	90,250	87,718	1,755

**PRESCRIBED
SIZE AND
QUANTITY**

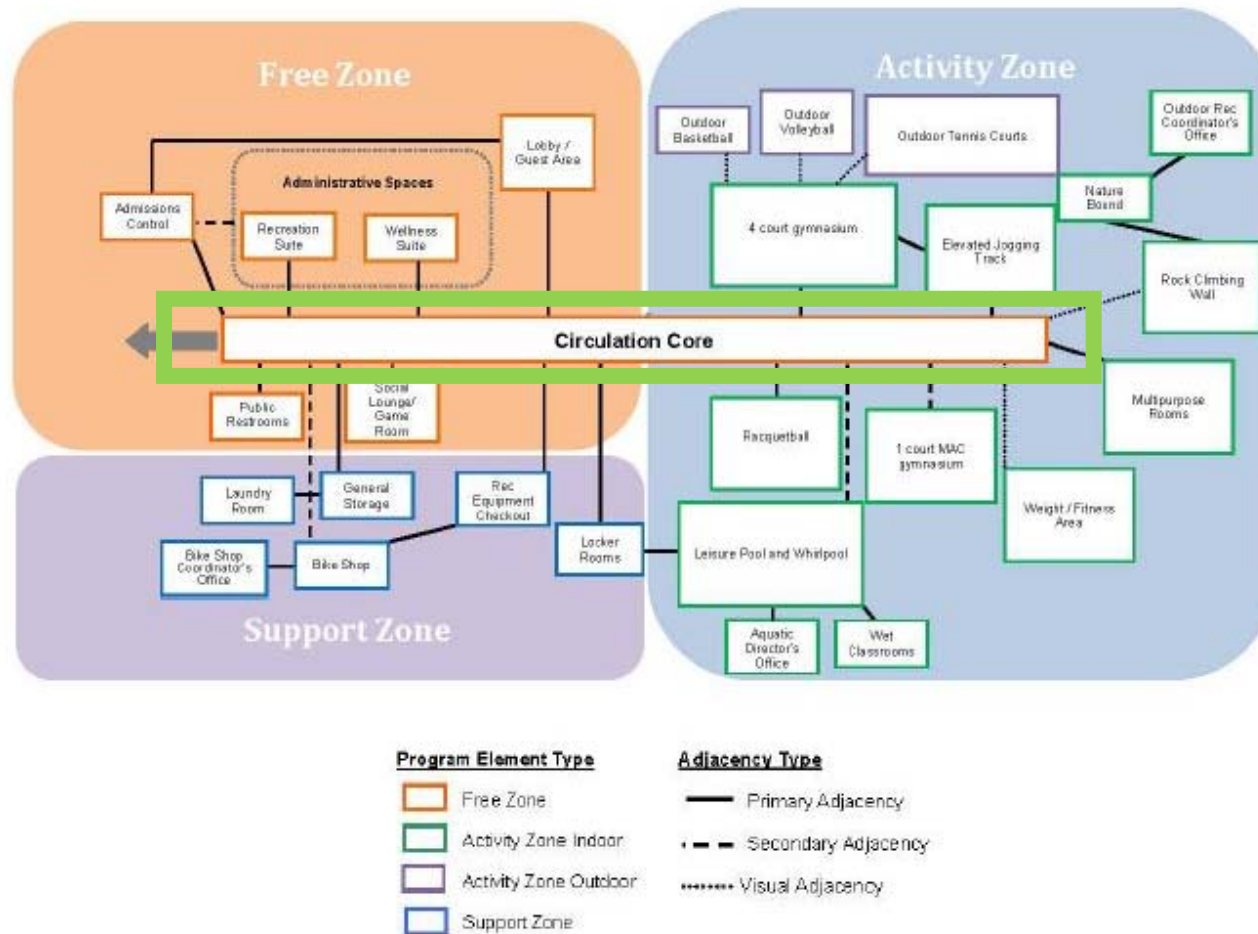
Program Elements	Original Program			SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF				
Gymnasiums							
Three Court Gymnasium - 84 ft courts	1	18,000	18,000	19,493	20,132	20,131	2,131
Three Court Gymnasium Storage	1	250	250	250	351	224	(26)
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Elevated Jogging Track	1	5,200	5,200	5,835	5,271	5,270	70
Subtotal - Gymnasiums			29,700	32,759	32,453	32,213	2,513
Specialized Activity Spaces							
Weight/Fitness Room	1	12,250	12,250	12,064	12,112	11,265	(985)
Weight/Fitness Room Storage	1	200	200	105	264	0	(200)
Low Ceiling Multipurpose Type - 3	1	800	800	774	786	820	20
Low Ceiling Multipurpose Type - 3 Storage	1	100	100	116	99	91	(9)
Low Ceiling Multipurpose Type - 4	2	1,200	2,400	2,318	2,544	2,500	100
Low Ceiling Multipurpose Type - 4 Storage	2	125	250	200	411	373	123
Racquetball Courts	2	800	1,600	1,680	1,680	1,680	80
Subtotal - Specialized Activity Spaces			17,600	17,257	17,896	16,729	(871)
Natatorium							
Small Leisure Pool/Waterpool	1	7,400	7,400	7,328	7,440	7,387	(13)
Aquatic Director's Office	1	100	100	115	110	100	0
Natatorium Storage	1	300	300	361	303	311	11
Sauna	1	150	150	148	95	95	(55)
Subtotal - Natatorium			7,950	7,952	7,948	7,893	(57)
			55,250	57,968	58,297	56,835	1,585
Total NASF			62,839	65,102	65,943	64,931	1,892
Building Core & Circulation With Building Efficiency @	73.1%		23,124	20,787	24,307	22,787	(337)
Total Building Envelope			85,963	85,889	90,250	87,718	1,755

PROGRAM
VERIFICATION
AT DIFFERENT
STAGES OF
DESIGN



FUNCTIONAL RELATIONSHIPS

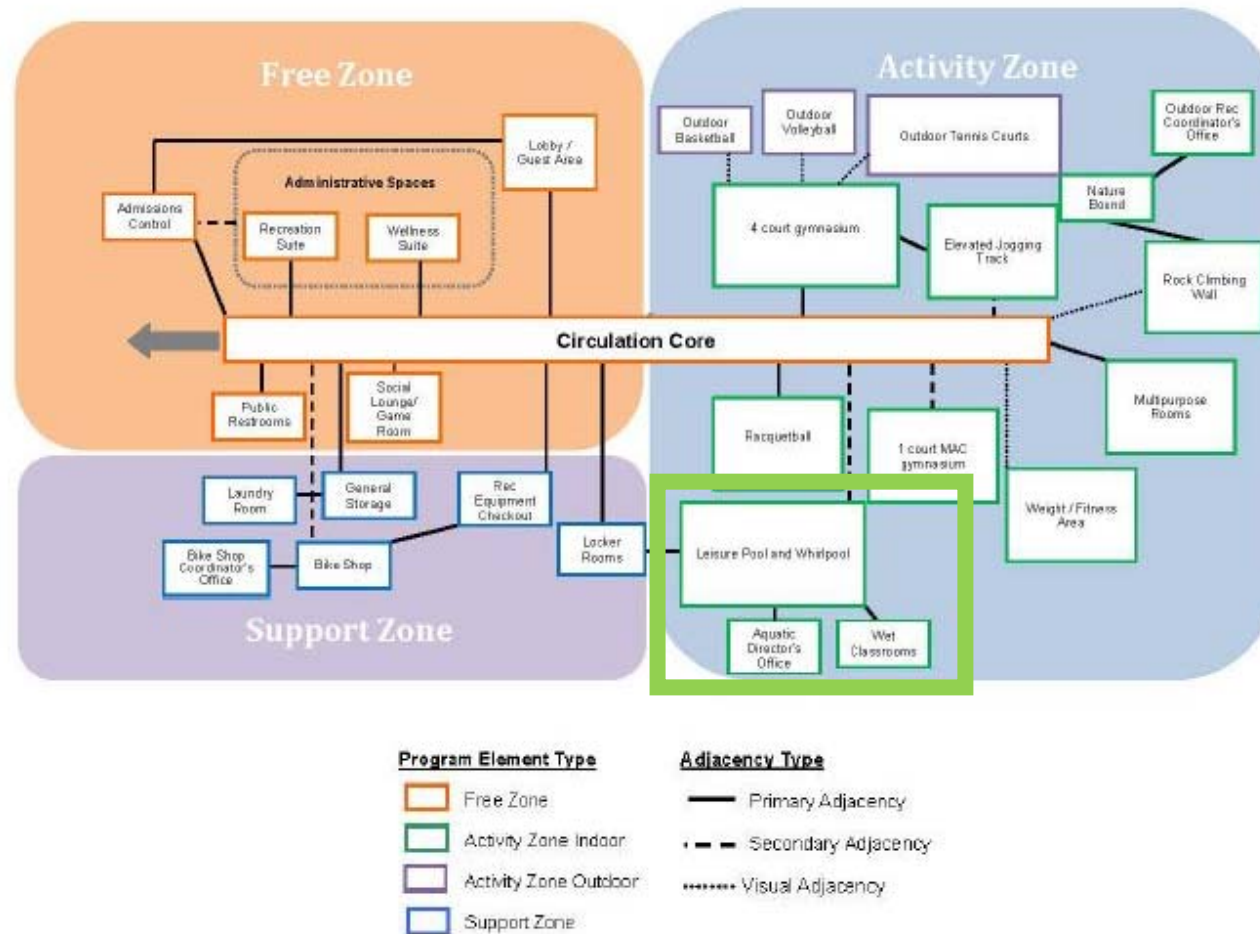
Figure 3.1: Adjacency Diagram





FUNCTIONAL RELATIONSHIPS

Figure 3.1: Adjacency Diagram





PROGRAM ELEMENT DATA SHEETS

ZONE:	Activity Zone
AREA:	Gymnasium
ELEMENT:	One-Court MAC Gymnasium

DESCRIPTION	One 84' x 50' multi-activity court	
PURPOSE/USE	Multiple activity use by different recreational sports including roller hockey, indoor soccer, recreational basketball, large event gathering space, etc.	
SIZE/LOCATION	<i>Net Programmed Area</i>	12,443 sq. ft. (721 roll-out seats)
	<i>Minimum Dimensions</i>	One 84'x 50' court with 8' minimum from the side walls, and 10' minimum between the end of the courts and the wall
	<i>Minimum Height</i>	30' as measured from floor to bottom of lowest ceiling attachment over the court
	<i>Location/Relationship</i>	Adjacent to the Primary Circulation Core; near Locker Rooms and Rec Equipment Checkout
FEATURES	<i>Access</i>	From Primary Circulation Core
	<i>Occupancy Hours</i>	Building operating hours
	<i>Occupancy Numbers</i>	Varies by usage
	<i>Occupancy Allocations</i>	As many as 35 per court during instructional hours
ARCHITECTURAL	<i>Ceiling</i>	Exposed
	<i>Walls</i>	Painted, with rounded corners
	<i>Floor</i>	Synthetic Sport Surface
	<i>Doors</i>	Hollow metal, sufficient for egress
	<i>Windows</i>	Interior windows should be designed to allow viewing from the circulation spine and other adjacent spaces. Safety glass should be used as required by code, and for protection against window breakage.
EQUIPMENT	<i>Fixed</i>	One ceiling mounted, retractable basketball backboard and goal at each end of the court, provide adjustable height backboards, an electronic scoreboard, benches for spectator seating, cubbies, dasher boards, floor sleeves for volleyball, badminton, and tennis



PROGRAM ELEMENT DATA SHEETS

ZONE: Activity Zone
AREA: Gymnasium
ELEMENT: One-Court MAC Gymnasium

DESCRIPTION One 84' x 50' multi-activity court

PURPOSE/USE Multiple activity use by different recreational sports including roller hockey, indoor soccer, recreational basketball, large event gathering space, etc.

SIZE/LOCATION
Net Programmed Area 12,443 sq. ft. (721 roll-out seats)
Minimum Dimensions One 84'x 50' court with 8' minimum from the side walls, and 10' minimum between the end of the courts and the wall
Minimum Height 30' as measured from floor to bottom of lowest ceiling attachment over the court
Location/Relationship Adjacent to the Primary Circulation Core; near Locker Rooms and Rec Equipment Checkout

FEATURES
Access From Primary Circulation Core
Occupancy Hours Building operating hours
Occupancy Numbers Varies by usage
Occupancy Allocations As many as 35 per court during instructional hours

ARCHITECTURAL
Ceiling Exposed
Walls Painted, with rounded corners
Floor Synthetic Sport Surface
Doors Hollow metal, sufficient for egress
Windows Interior windows should be designed to allow viewing from the circulation spine and other adjacent spaces. Safety glass should be used as required by code, and for protection against window breakage.

EQUIPMENT
Fixed One ceiling mounted, retractable basketball backboard and goal at each end of the court, provide adjustable height backboards, an electronic scoreboard, benches for spectator seating, cubbies, dasher boards, floor sleeves for volleyball, badminton, and tennis



PROGRAM ELEMENT DATA SHEETS

ZONE: Activity Zone
AREA: Gymnasium
ELEMENT: One-Court MAC Gymnasium

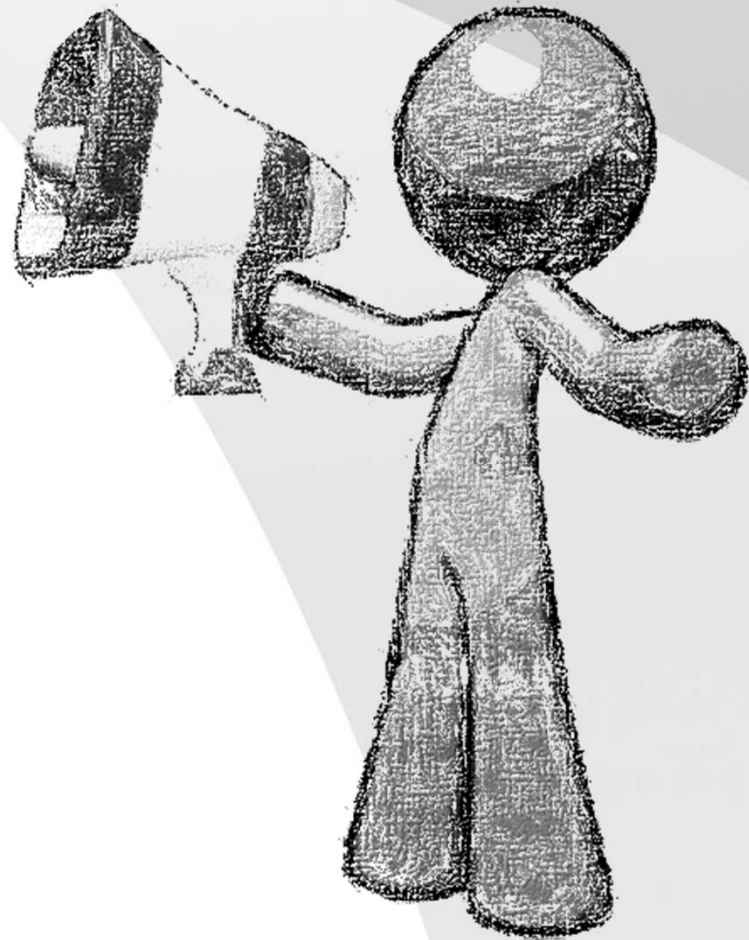
DESCRIPTION One 84' x 50' multi-activity court

PURPOSE/USE Multiple activity use by different recreational sports including roller hockey, indoor soccer, recreational basketball, large event gathering space, etc.

SIZE/LOCATION	<i>Net Programmed Area</i>	12,443 sq. ft. (721 roll-out seats)
	<i>Minimum Dimensions</i>	One 84'x 50' court with 8' minimum from the side walls, and 10' minimum between the end of the courts and the wall
	<i>Minimum Height</i>	30' as measured from floor to bottom of lowest ceiling attachment over the court
	<i>Location/Relationship</i>	Adjacent to the Primary Circulation Core; near Locker Rooms and Rec Equipment Checkout
FEATURES	<i>Access</i>	From Primary Circulation Core
	<i>Occupancy Hours</i>	Building operating hours
	<i>Occupancy Numbers</i>	Varies by usage
	<i>Occupancy Allocations</i>	As many as 35 per court during instructional hours
ARCHITECTURAL	<i>Ceiling</i>	Exposed
	<i>Walls</i>	Painted, with rounded corners
	<i>Floor</i>	Synthetic Sport Surface
	<i>Doors</i>	Hollow metal, sufficient for egress
	<i>Windows</i>	Interior windows should be designed to allow viewing from the circulation spine and other adjacent spaces. Safety glass should be used as required by code, and for protection against window breakage.
EQUIPMENT	<i>Fixed</i>	One ceiling mounted, retractable basketball backboard and goal at each end of the court, provide adjustable height backboards, an electronic scoreboard, benches for spectator seating, cubbies, dasher boards, floor sleeves for volleyball, badminton, and tennis

Communications

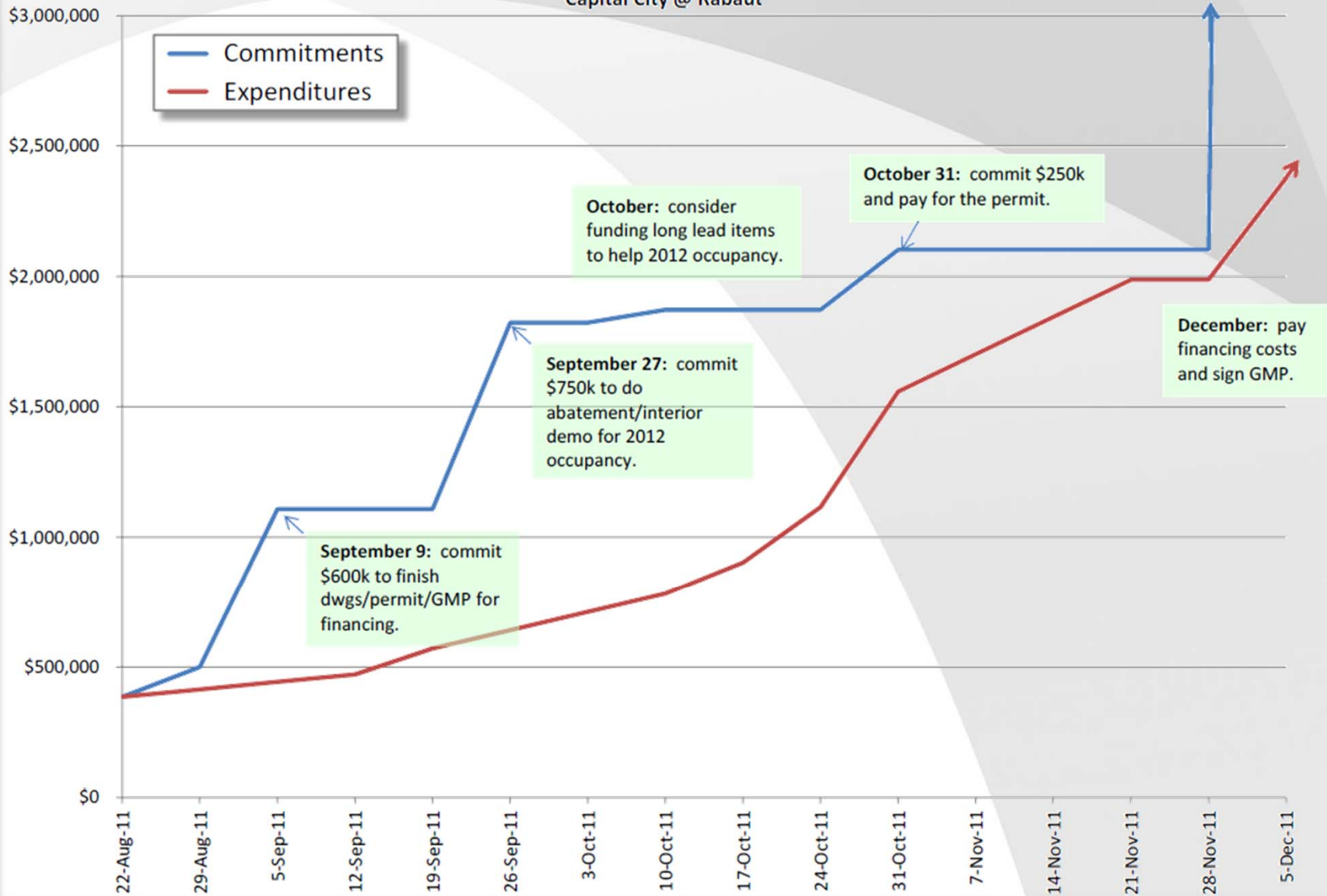
- ◆ Project websites
- ◆ Webcams
- ◆ Board reports
- ◆ Neighbor newsletters



September 23, 2011

Release Points for Advanced Funds

Capital City @ Rabaut



ACTIVITIES YOU MAY NOTICE

Week of Dec. 9 – 14, 2013:

- Street connection and patching
Street parking on east side of Holbrook from #1729-1745 will be affected. With current weather forecast, estimated completion is Dec. 12
- Trucks removing old materials (Dec. 9-12)
- Trucks delivering concrete (Dec. 13)
- Laying pipe in the ground
- Digging with large machinery next to existing building

Week of Dec. 16 – 21, 2013:

- Trucks delivering gravel (approx. 25, Dec. 16-19)
- Trucks delivering concrete (Dec. 18)
- Digging with large machinery next to existing building

Week of Dec. 23 – 28, 2013:

- Trucks delivering concrete (Dec. 26)

Note that steel delivery and erection should start in January.

BEST PRACTICES

- Materials are being stockpiled on-site to consolidate deliveries.
- Tire washing and other sediment control measures are in place.
- Trucks will not idle beyond a three minute threshold.
- Noise levels will be monitored.
- Every good weather day will be maximized to get through the exterior earthwork as soon as possible.

BASIC SCHEDULE

Work Hours: 7 A.M. to 7 P.M. Mondays through Saturdays
Holbrook West Side: to be open for parking when the area is safe and not needed for construction
Target Date for Completion: July 11, 2014 (addition) June 26, 2014 (renovation)

POINTS OF CONTACT

IMAGES



EMPLOYMENT

Millennium Construction has added two local employees to their concrete crew in the past week.
R&R Mechanical may still have an opening for mechanical/plumbing work.

Variations

WHY DO THEY KEEP ASKING ME QUESTIONS?

Extent responsibilities change if

- ◆ Design-Build delivery method?
- ◆ Streamlined governing agencies?
- ◆ Existing utility infrastructure?

Learning Objectives

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ List a few key responsibilities held by the Owner in a facility project.
- ◆ Explain why they are held by the Owner and not the Architect or the Builder.
- ◆ Share ideas on how to be prepared to meet those responsibilities especially without past experience or training.
- ◆ Identify tools to assist with strengthening and tracking these responsibilities.

Evaluation Questions

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ List three key responsibilities held by the Owner in a facility project.
 - ◆ *Payments*
 - ◆ *Championing expectations*
 - ◆ *Prioritizing*
 - ◆ *Procuring studies and FF&E*
 - ◆ *Updating stakeholders*

Evaluation Questions

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Explain why they are held by the Owner and not the Architect or Builder.

Control and maximization of

- ◆ *Budget*
- ◆ *Schedule*
- ◆ *Quality*

Evaluation Questions

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Describe one approach to prepare to be a strong Owner.
 - ◆ *Pick a PM*
 - ◆ *Take a course*
 - ◆ *Gather lessons learned*
 - ◆ *Pull together a comprehensive committee*

Evaluation Questions

WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ Note the three key values on a project budget tracking sheet.
 - ◆ *Total budget including hard and soft costs and contingency funds*
 - ◆ *Amount committed to date*
 - ◆ *Amount spent to date*

Thank You!

WHY DO THEY KEEP ASKING ME QUESTIONS?

If you have any questions or concerns
regarding this seminar, please contact:

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See you at the Trade Show!

Booth 1039