

# 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.

**Athletic Business**  
TOGETHER, DEFINING WHAT'S NEXT  
**CONFERENCE**  
& **EXPO** 2014

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.

[programmanagers.com](http://programmanagers.com)

# 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:

Vision

Construction  
Budget

Rooms

Completion  
Date

Adjacencies

Design  
Guidelines

LEED  
Level

Colors

# Sample Questions to an Owner

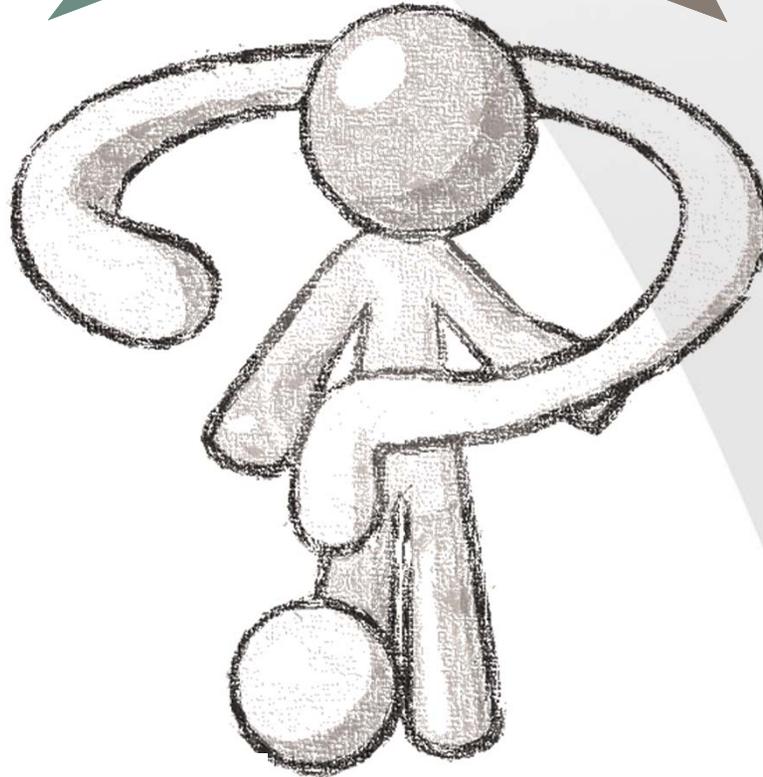
WHY DO THEY KEEP ASKING ME QUESTIONS?

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  
Conditions

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

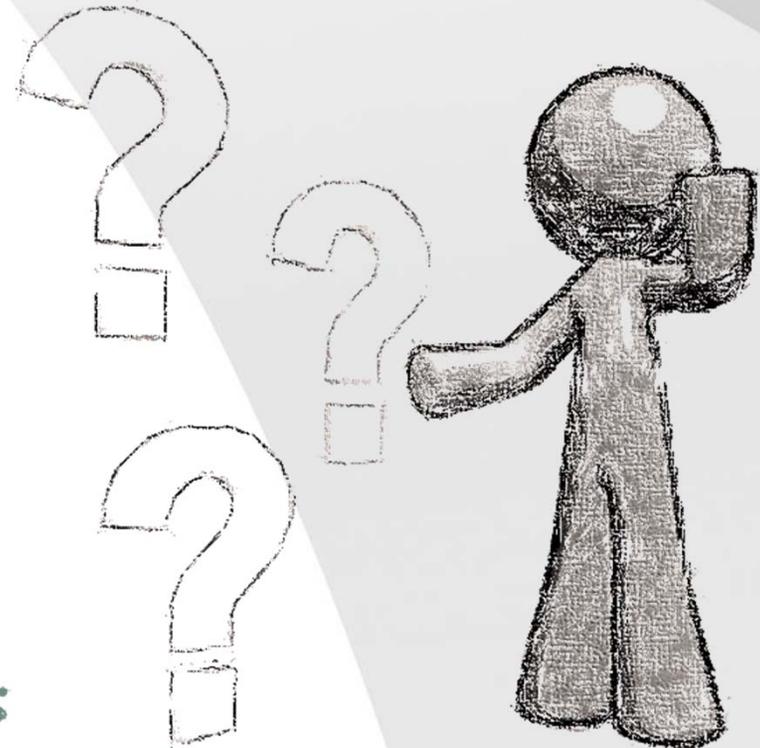
Politicians

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

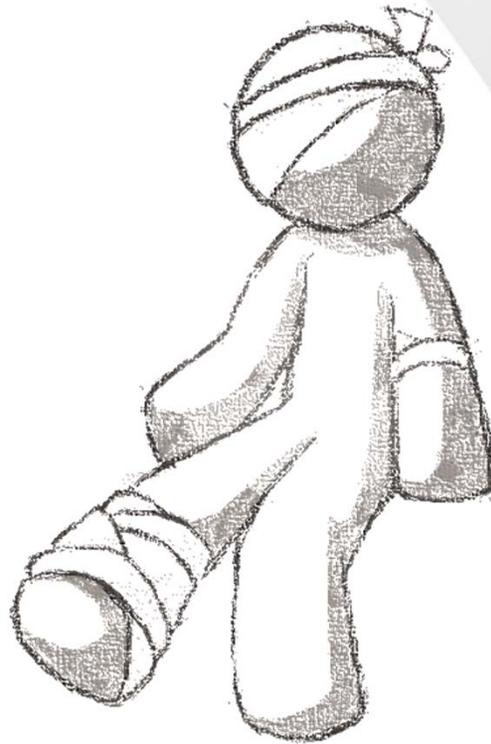
WHY DO THEY KEEP ASKING ME QUESTIONS?

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

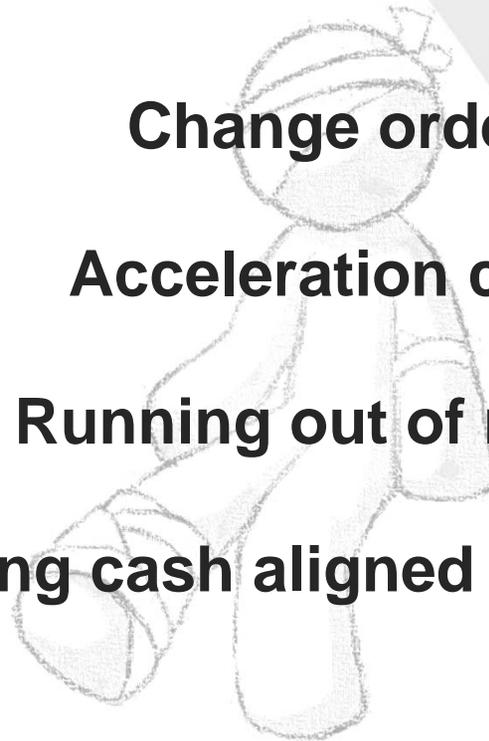
Business  
Risks

**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

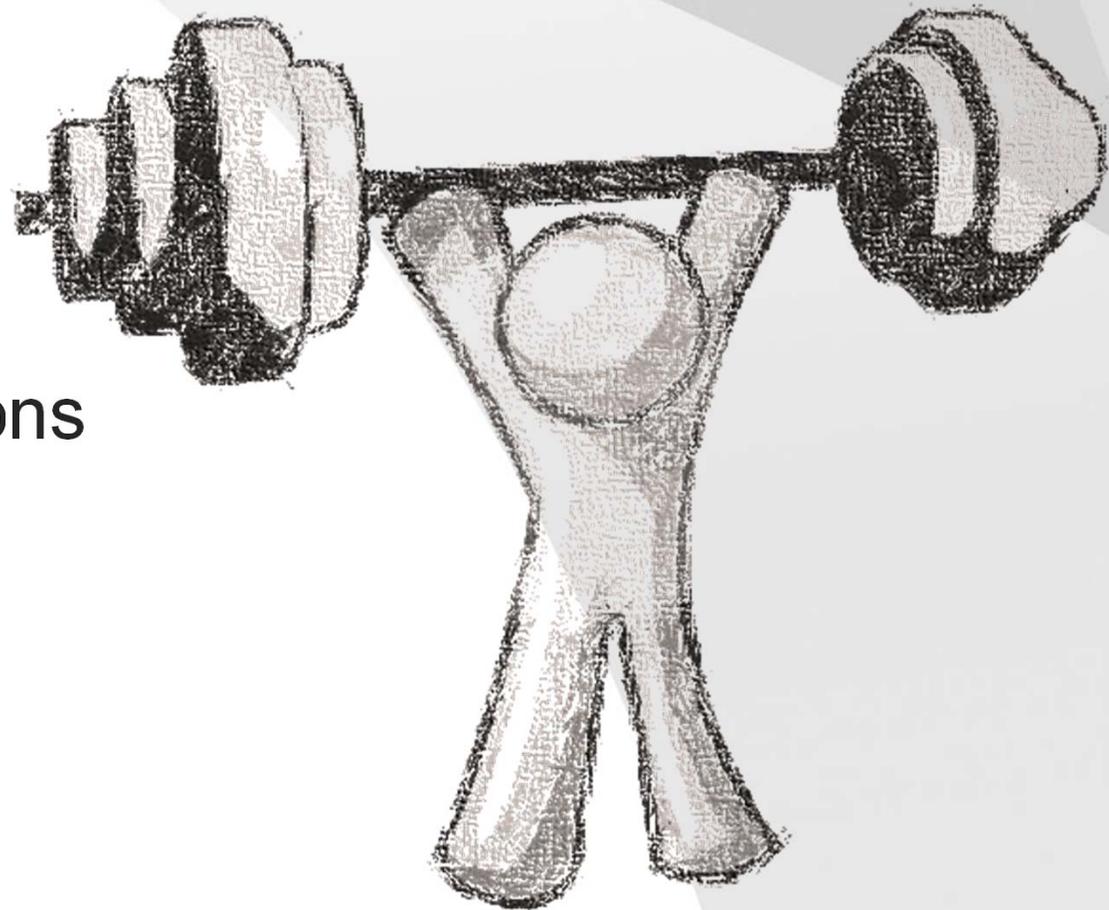
WHY DO THEY KEEP ASKING ME QUESTIONS?

- ◆ 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	\$275,000.00 100%				
Construction	\$18,500,000		\$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
		<b>\$728,650.00</b>	<b>\$437,670.44</b>	<b>\$290,979.56</b>					
Direct Project Costs	\$20,000		\$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
		<b>\$65,760.75</b>	<b>\$47,592.00</b>	<b>\$18,168.75</b>					
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	\$0.00	\$0.00
		<b>\$25,375.00</b>	<b>\$0.00</b>	<b>\$25,375.00</b>					
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
		<b>\$28,778.29</b>	<b>\$10,874.33</b>	<b>\$17,903.96</b>					
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	\$458,000		\$105,417.84	\$352,582.16	\$0.00 0%	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
<b>Building Project</b>	<b>\$23,103,000</b>	<b>\$1,306,564.04</b>	<b>\$601,554.61</b>	<b>\$705,009.43</b>	<b>\$21,796,435.96</b>	<b>\$17,327.83</b>	<b>\$189,441.43</b>	<b>\$115,275.02</b>	<b>\$279,510.33</b>
		<b>6%</b>	<b>46%</b>	<b>94%</b>					
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
			\$53,967.70	\$9,577.50					
<b>Total</b>	<b>\$24,243,000</b>	<b>\$1,370,109</b>	<b>\$655,522.31</b>	<b>\$705,009.43</b>	<b>\$22,872,890.76</b>	<b>\$17,327.83</b>	<b>\$189,441.43</b>	<b>\$158,349.56</b>	<b>\$290,403.49</b>
						<b>\$17,327.83</b>	<b>\$206,769.26</b>	<b>\$365,118.82</b>	<b>\$655,522.31</b>

Budget	Commitment	Service	Invoices to Date	Remaining to Bill	Remaining Uncommitted	12-Jul	15-Aug	19-Sep	12-Oct	
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Abatement	\$275,000		\$0.00	\$0.00	\$275,000.00	100%				
Construction	\$18,500,000		\$0.00	\$0.00	\$18,500,000.00	100%				
Architecture & Engineering	\$925,000	\$61,700.00 Civil Engineering	\$0.00	\$61,700.00						
		\$666,950.00 A&E Services	\$437,670.44	\$229,279.56						
			\$437,670.44	\$290,979.56	\$196,350.00	21%				
Direct Project Costs	\$20,000		\$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						
		\$20,000.00 Precon	\$7,000.00	\$13,000.00						
		\$6,668.75 UST soil test	\$1,500.00	\$5,168.75						
		\$17,600.00 Topo and ALTA	\$17,600.00	\$0.00						
		\$11,300.00 Haz Mat Assessment/P	\$11,300.00	\$0.00						
			\$47,592.00	\$18,168.75	\$14,239.25	18%				
Utilities	\$30,000	\$23,425.00 Coordination with Pepco	\$0.00	\$23,425.00					\$0.00	
		\$1,950.00 Pipe video for DC Water	\$0.00	\$1,950.00				\$0.00	\$0.00	
			\$0.00	\$25,375.00	\$4,625.00	15%				
Local Fees and Permits	\$385,000	\$9,456.29 Various approvals fees	\$9,456.29	\$0.00						
		\$3,850.00 Permit Expediting	\$0.00	\$3,850.00						
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			\$10,874.33	\$17,903.96	\$356,221.71	93%				
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Contingency	\$1,580,000		\$0.00	\$0.00	\$1,580,000.00	100%				
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**COMMITMENTS**

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Program Management	\$458,000	\$458,000.00		\$105,417.84	\$352,582.16	\$0.00	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
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				\$53,967.70	\$9,577.50					
<b>Total</b>	<b>\$24,243,000</b>	<b>\$1,370,109</b>		<b>\$655,522.31</b>		<b>\$22,872,890.76</b>	<b>\$17,327.83</b>	<b>\$189,441.43</b>	<b>\$158,349.56</b>	<b>\$290,403.49</b>
							<b>\$17,327.83</b>	<b>\$206,769.26</b>	<b>\$365,118.82</b>	<b>\$655,522.31</b>

**INVOICED TO DATE**



	Budget	Commitment	Service	Invoices to Date	Remaining 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%				
Architecture & Engineering	\$925,000	\$728,650.00	\$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
Direct Project Costs	\$20,000	\$0.00		\$0.00	\$0.00	\$20,000.00 100%				
Studies, Surveys, Tests etc.	\$80,000	\$65,760.75	\$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
Utilities	\$30,000	\$25,375.00	\$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
Local Fees and Permits	\$385,000	\$28,778.29	\$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	
			\$15,472.00 Third Party Review	\$1,418.04	\$14,053.96		\$0.00	\$1,167.54	\$0.00	\$250.50
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				7.84	\$352,582.16	\$0.00 0%	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
Building Project				\$601,546.61	\$705,009.44	\$21,796,435.96 94%	\$17,327.83	\$189,441.43	\$115,275.02	\$279,510.33
Financing				\$67.70	\$9,577.50	\$1,076,454.80 94%	\$0.00	\$0.00	\$43,074.54	\$10,893.16
				\$67.70	\$9,577.50					
<b>Total</b>	<b>\$24,243,000</b>	<b>\$1,370,109</b>		<b>\$655,522.31</b>		<b>\$22,872,890.76</b>	<b>\$17,327.83</b>	<b>\$189,441.43</b>	<b>\$158,349.56</b>	<b>\$290,403.49</b>
							<b>\$17,327.83</b>	<b>\$206,769.26</b>	<b>\$365,118.82</b>	<b>\$655,522.31</b>

**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
Statement	\$275,000	\$0.00		\$0.00	\$0.00	\$275,000.00				
Construction	\$18,500,000	\$0.00		\$0.00	\$0.00	\$18,500,000.00				
Architecture & Engineering	\$925,000	\$728,650.00	\$61,700.00 CMI Engineering \$666,950.00 A&E Services	\$437,670.00	\$90,979.50	\$199,350.00	\$0.00	\$114,189.39	\$64,887.89	\$258,593.16
Direct Project Costs	\$20,000	\$0.00		\$0.00	\$0.00	\$20,000.00				
Studies, Surveys, etc.	\$80,000	\$65,760.75	\$10,192.00 Feasibility studies \$20,000.00 Pre-construction \$6,668.75 USGS Soil test \$17,600.00 Topo and ALTA \$11,300.00 Hydrological Assessment/	\$47,592.00	\$18,168.75	\$11,339.25	\$0.00	\$0.00	\$10,192.00	\$0.00
Utilities	\$30,000	\$25,375.00	\$23,425.00 Coordination with Pepp \$1,950.00 Pipe video for DC Water	\$0.00	\$1,950.00	\$2,425.00	\$0.00	\$7,000.00	\$0.00	\$0.00
Local Fees and Permits	\$385,000	\$28,778.29	\$9,456.29 Various approvals fees \$3,850.00 Permit expediting \$15,472.00 Third Party Review	\$10,874.03	\$17,903.99	\$35,221.01	\$0.00	\$0.00	\$9,456.29	\$0.00
F&E	\$850,000	\$0.00		\$0.00	\$0.00	\$850,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Contingency	\$1,580,000	\$0.00		\$0.00	\$0.00	\$1,580,000.00	\$0.00	\$1,167.54	\$0.00	\$250.50
Program Management	\$458,000	\$458,000.00		\$105,417.00	\$52,582.70	\$0.00	\$0.00	\$67,084.50	\$19,166.67	\$19,166.67
Building Project	\$23,103,000	\$1,306,564.04		\$601,554.61	\$705,009.50	\$21,796,438.96	\$17,327.83	\$189,441.43	\$115,275.02	\$279,510.33
Financing	\$1,140,000	\$63,545.20	\$63,545.20 Legal, appraisals, etc.	\$53,967.70	\$9,577.50	\$1,076,032.50	\$0.00	\$0.00	\$43,074.54	\$10,893.16
<b>Total</b>	<b>\$24,243,000</b>	<b>\$1,370,109</b>		<b>655,522.31</b>		<b>\$22,877,476.96</b>	<b>\$17,327.83</b>	<b>\$189,441.43</b>	<b>\$158,349.56</b>	<b>\$290,403.49</b>
							<b>\$17,327.83</b>	<b>\$206,769.26</b>	<b>\$365,118.82</b>	<b>\$655,522.31</b>

# Schedule Tracking

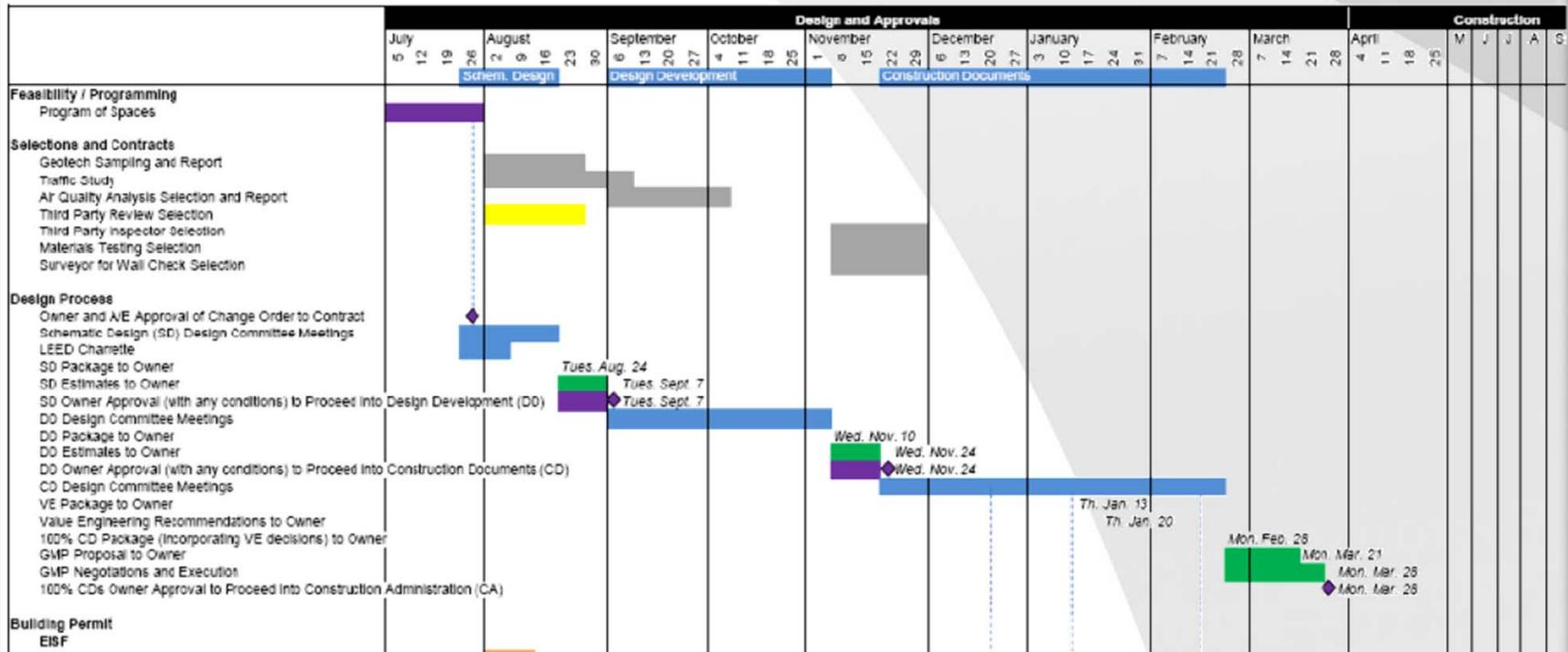
WAYS TO MANAGE THE IMPLEMENTATION PROCESS

- ◆ 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

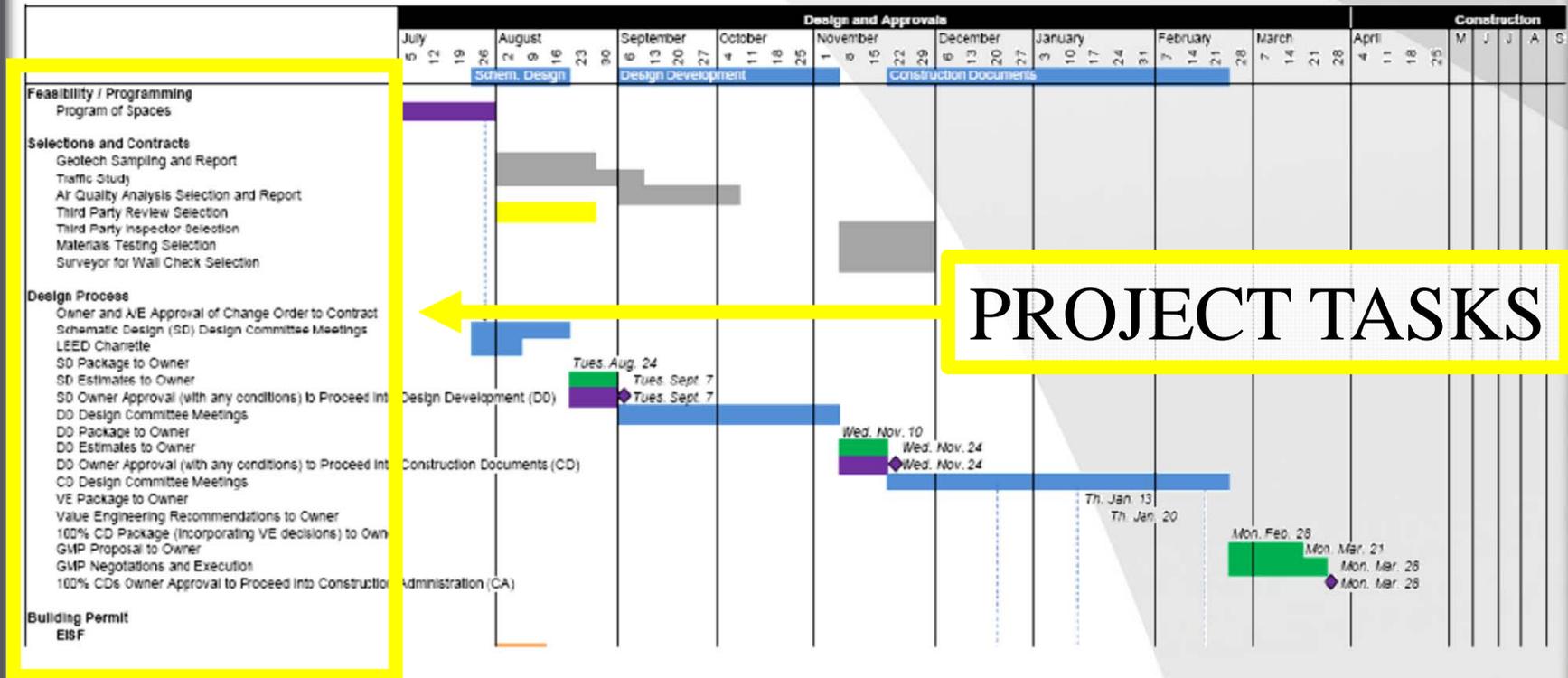
## WAYS TO MANAGE THE IMPLEMENTATION PROCESS



# Schedule Tracking

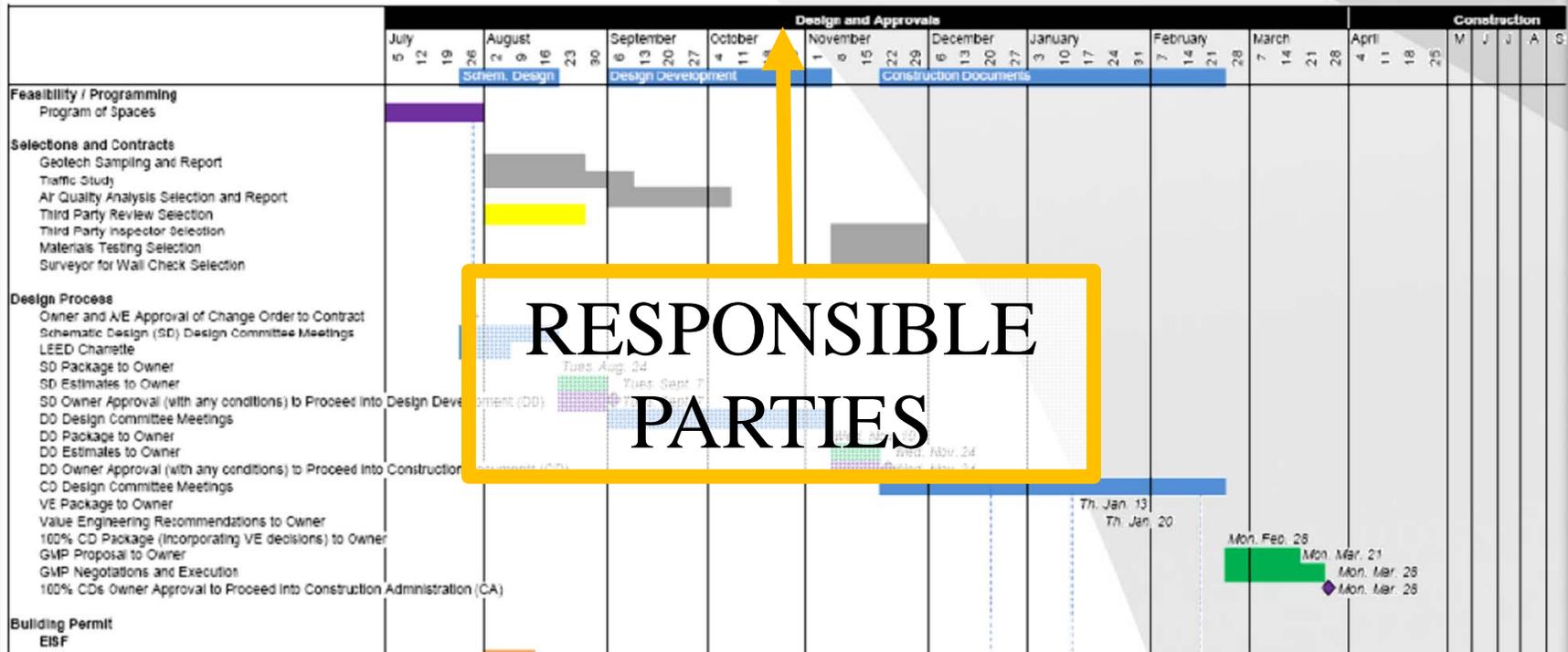
## WAYS TO MANAGE THE IMPLEMENTATION PROCESS

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



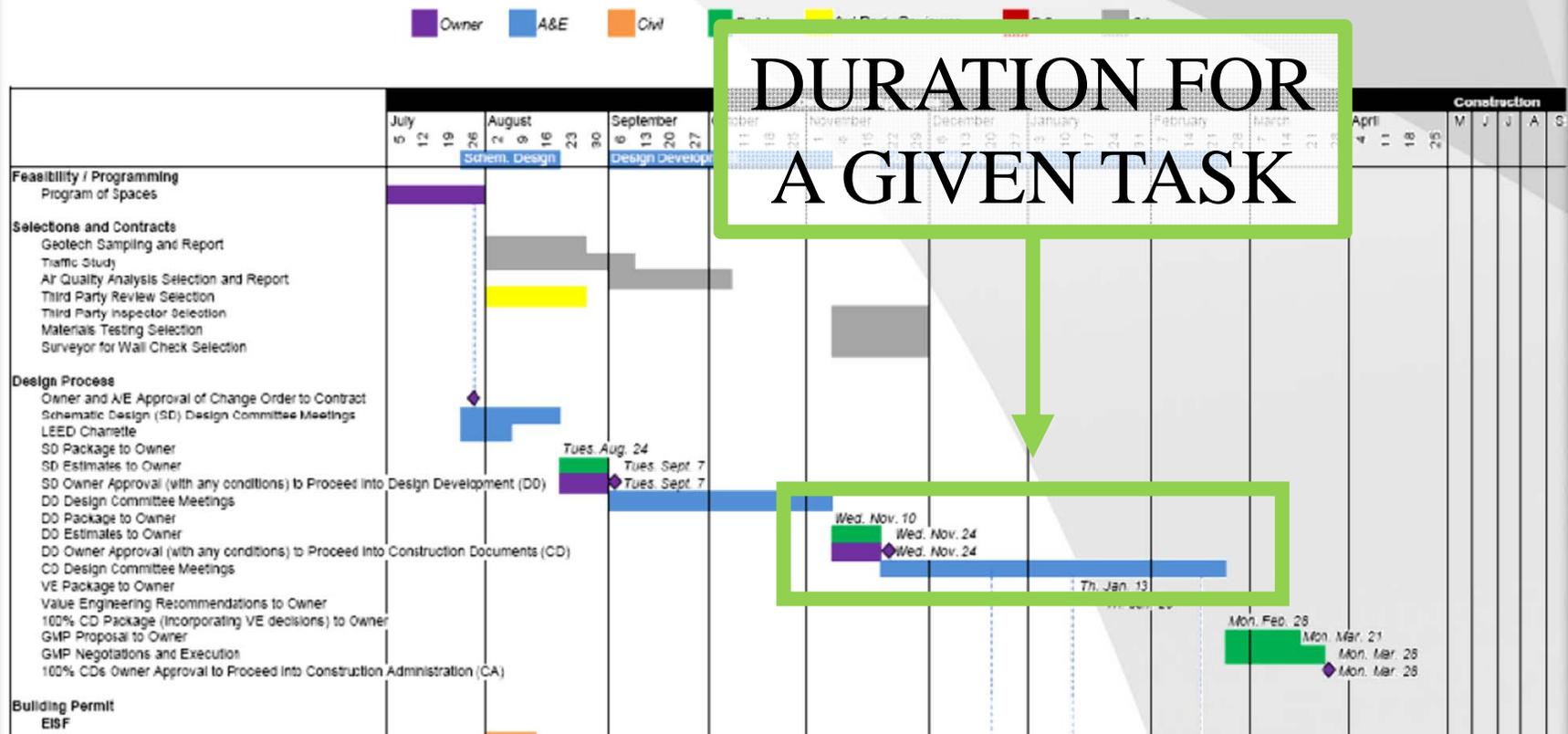
# Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



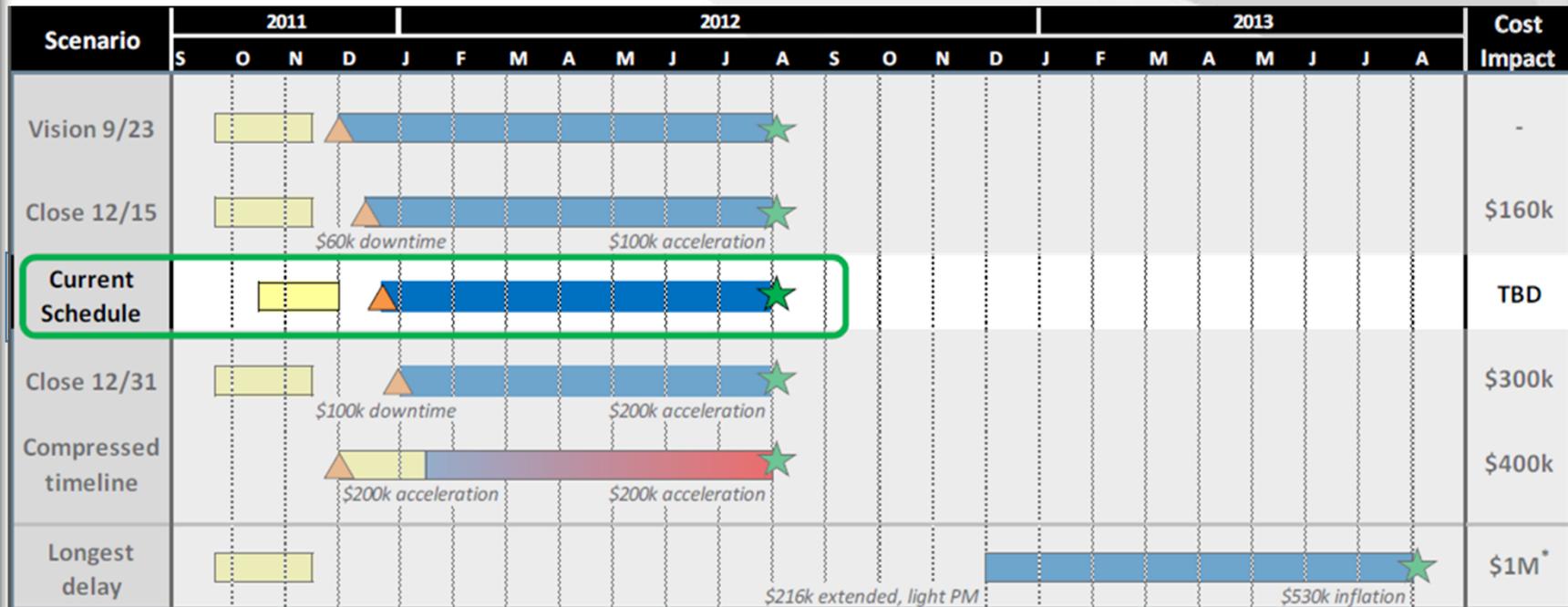
# Schedule Tracking

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



# Schedule Scenarios

## WAYS TO MANAGE THE IMPLEMENTATION PROCESS



[Yellow bar] abatement and demolition.

[Orange triangle] ability to commit to GMP based on equity and primary loan secured.

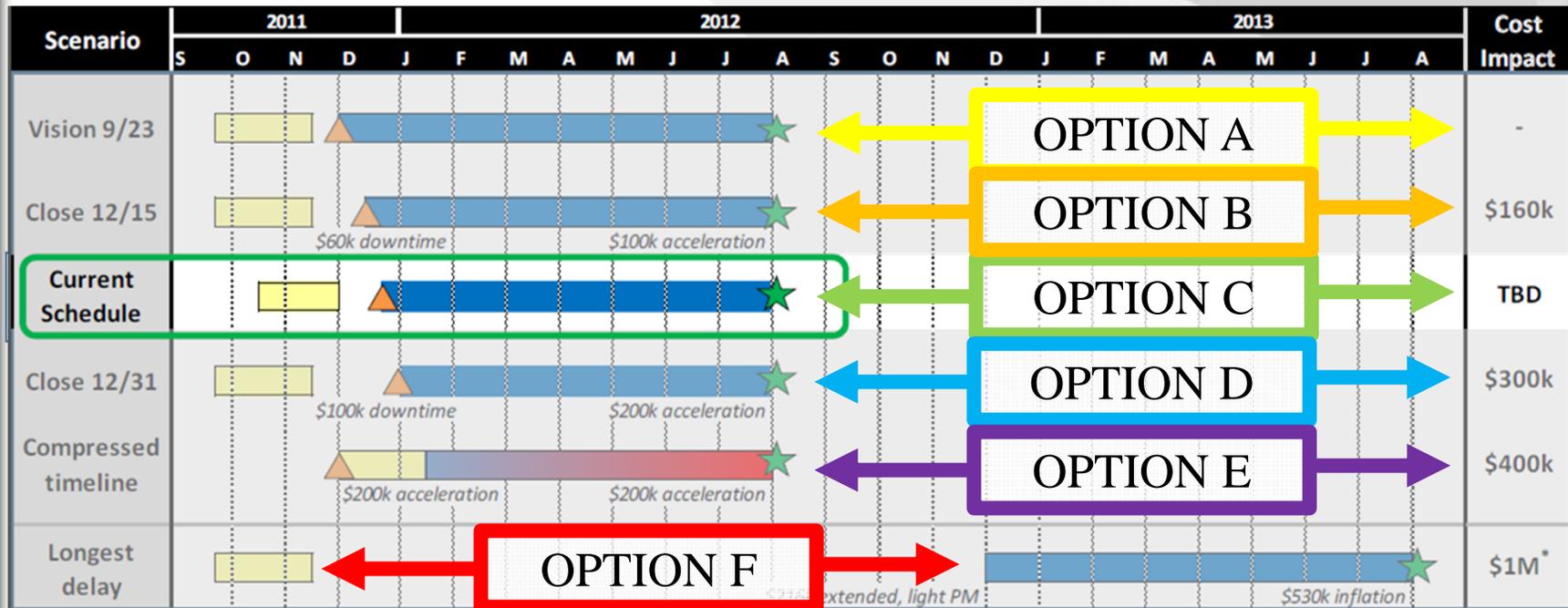
[Green star] start of operations at Rabaut.

[Red bar] construction timeline with critical path risk of no float.

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

# Schedule Scenarios

## WAYS TO MANAGE THE IMPLEMENTATION PROCESS



[Yellow box] abatement and demolition.

[Orange triangle] ability to commit to GMP based on equity and primary loan secured.

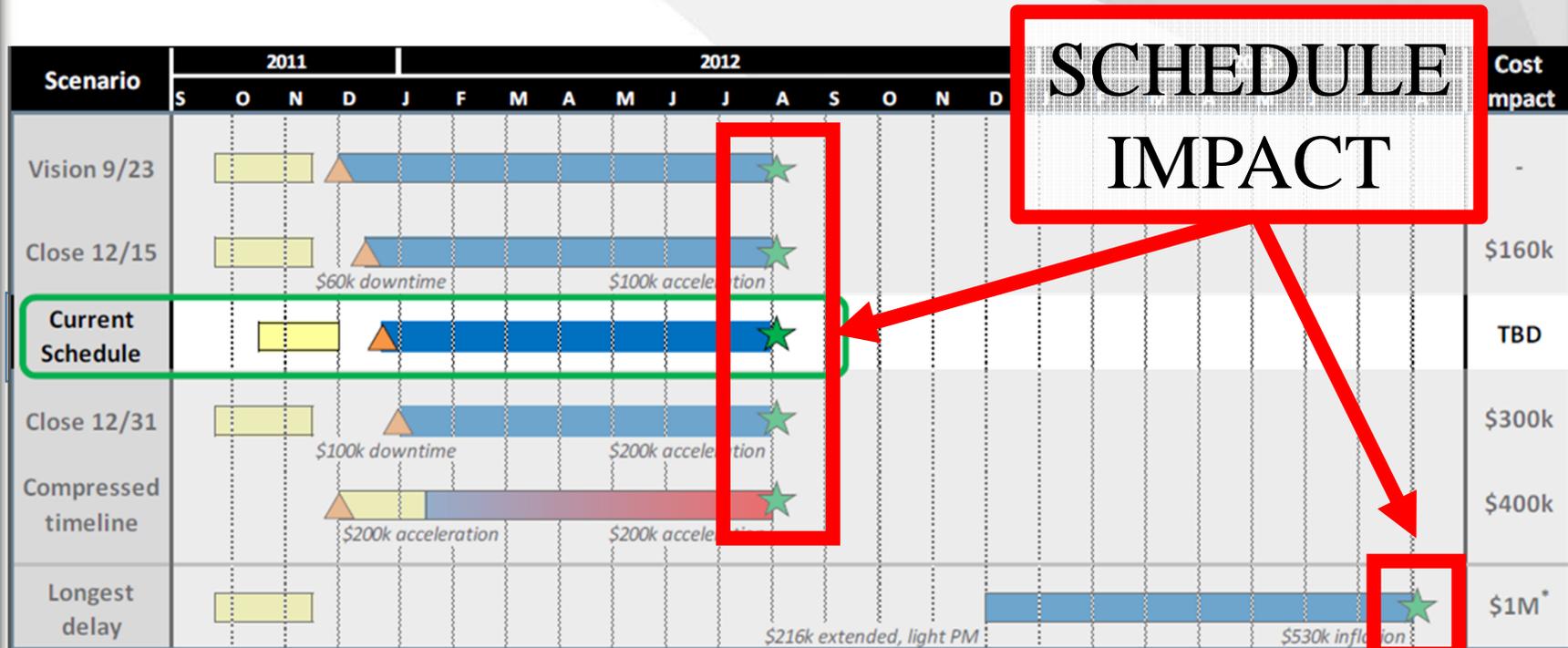
[Green star] start of operations at Rabaut.

[Blue-to-red gradient bar] construction timeline with critical path risk of no float.

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

# Schedule Scenarios

WAYS TO MANAGE THE IMPLEMENTATION PROCESS



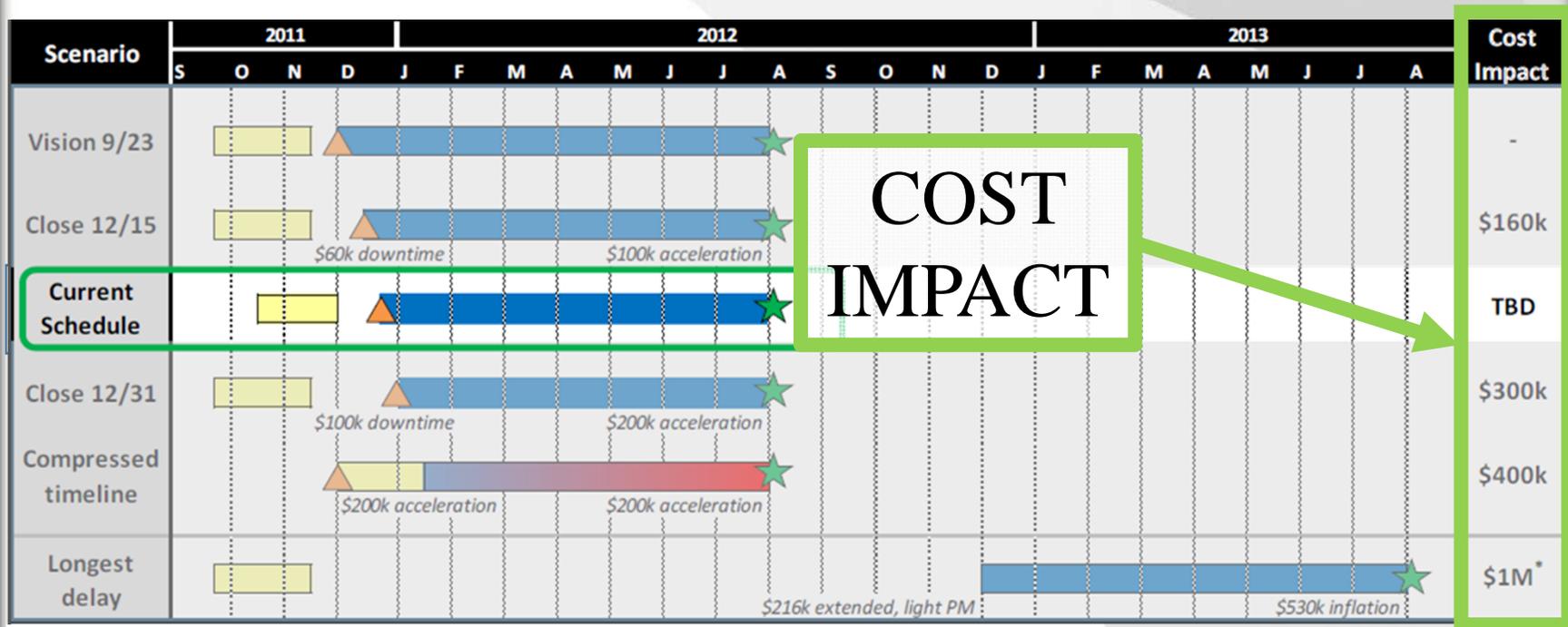
**SCHEDULE IMPACT**

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.

# 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				
<b>Gymnasiums</b>							
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
<b>Subtotal - Gymnasiums</b>			29,700	32,759	32,453	32,213	2,513
<b>Specialized Activity Spaces</b>							
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
<b>Subtotal - Specialized Activity Spaces</b>			17,600	17,257	17,896	16,729	(871)
<b>Natatorium</b>							
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)
<b>Subtotal - Natatorium</b>			7,950	7,952	7,948	7,893	(57)
<b>Subtotal - Activity Zone</b>			55,250	57,968	58,297	56,835	1,585
<b>Total NASF</b>			62,839	65,102	65,943	64,931	1,892
<b>Building Core &amp; Circulation With Building Efficiency @</b>		73.1%	23,124	20,787	24,307	22,787	(337)
<b>Total Building Envelope</b>			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				
<b>Gymnasiums</b>							
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
<b>Subtotal - Gymnasiums</b>			29,700	32,759	32,453	32,213	2,513
<b>Specialized Activity Spaces</b>							
Weight/Fitness Room	1	12,250	12,250	12,054	12,112	11,265	(98)
Weight/Fitness Room Storage	1	200	200	100	264	200	200
Low Ceiling Multipurpose Type - 3	1	800	800	770	706	720	20
Low Ceiling Multipurpose Type - 3 Storage					99	91	(9)
Low Ceiling Multipurpose Type - 4	2	1,200	2,400	2,308	2,500	2,500	100
Low Ceiling Multipurpose Type - 4 Storage	2	125	250	200	411	372	123
Racquetball Courts	2	800	1,600	1,600	1,680	1,680	80
<b>Subtotal - Specialized Activity Spaces</b>			17,600	17,257	17,896	16,729	(871)
<b>Natatorium</b>							
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)
<b>Subtotal - Natatorium</b>			7,950	7,952	7,948	7,893	(57)
<b>Subtotal - Activity Zone</b>			55,250	57,968	58,297	56,835	1,585
<b>Total NASF</b>			62,839	65,102	65,943	64,931	1,892
<b>Building Core &amp; Circulation With Building Efficiency @</b>		73.1%	23,124	20,787	24,307	22,787	(337)
<b>Total Building Envelope</b>			85,963	85,889	90,250	87,718	1,755

**PROGRAM ELEMENT**



\$

Program Elements	Original Program			SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF				
<b>Gymnasiums</b>							
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
<b>Subtotal - Gymnasiums</b>			29,700	32,759	32,453	32,213	2,513
<b>Specialized Activity Spaces</b>							
Weight/Fitness Room	1	12,250	12,250	12,064	12,112	11,265	(985)
Weight/Fitness Room Storage	1	200	200	200	200	200	(40)
Low Ceiling Multipurpose Type - 3	1	800	800	777	785	800	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	2,318	2,500	100
Low Ceiling Multipurpose Type - 4 Storage	2	125	250	200	211	308	123
Racquetball Courts	2	800	1,600	1,680	1,680	1,680	80
<b>Subtotal - Specialized Activity Spaces</b>			17,600	17,222	17,895	17,220	(871)
<b>Natatorium</b>							
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)
<b>Subtotal - Natatorium</b>			7,950	7,952	7,948	7,893	(57)
<b>Subtotal - Activity Zone</b>			55,250	57,968	58,297	56,835	1,585
<b>Total NASF</b>			62,839	65,102	65,943	64,931	1,892
<b>Building Core &amp; Circulation With Building Efficiency @</b>		73.1%	23,124	20,787	24,307	22,787	(337)
				75.8%	73.1%	74.0%	
<b>Total Building Envelope</b>			85,963	85,889	90,250	87,718	1,755

**PRESCRIBED  
SIZE AND  
QUANTITY**

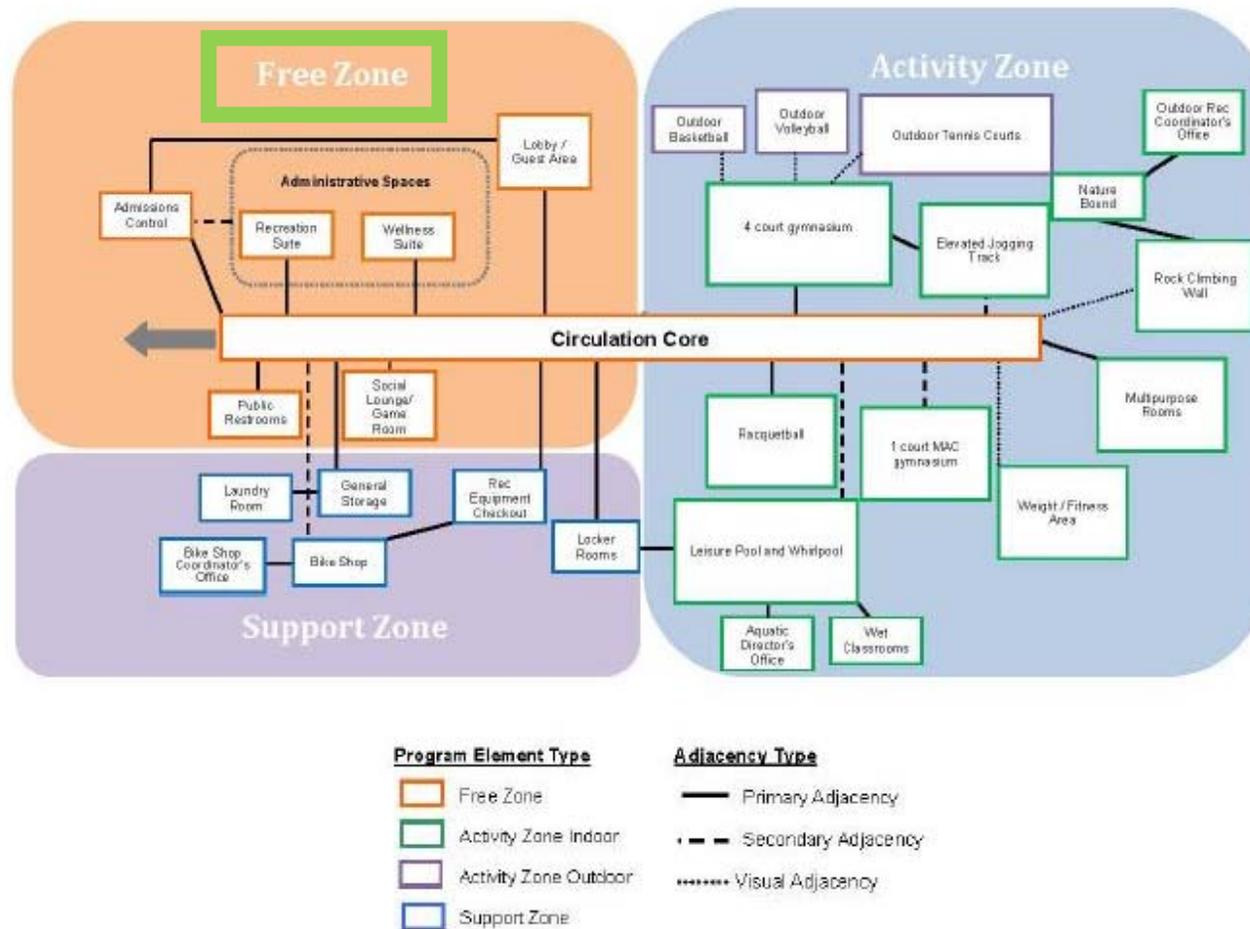
Program Elements	Original Program			SD Package NASF	DD Package NASF	CD Package NASF	Difference in NASF
	Quantity	Unit NASF	Total NASF				
<b>Gymnasiums</b>							
Three Court Gymnasium - 84 ft courts	1	18,000	18,000	19,493	20,132	20,131	2,131
Three Court Gymnasium Storage	1	250	250	250	351	224	(26)
One 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
<b>Subtotal - Gymnasiums</b>			29,700	32,759	32,453	32,213	2,513
<b>Specialized Activity Spaces</b>							
Weight/Fitness Room	1	12,250	12,250	12,064	12,112	11,265	(985)
Weight/Fitness Storage	1	200	200	105	264	0	(200)
Low Ceiling Multipurpose Type - 3 Storage	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 Storage	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
<b>Subtotal - Specialized Activity Spaces</b>			17,600	17,257	17,896	16,729	(871)
<b>Natatorium</b>							
Small Leisure 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)
<b>Subtotal - Natatorium</b>			7,950	7,952	7,948	7,893	(57)
			55,250	57,968	58,297	56,835	1,585
<b>Total NASF</b>			62,839	65,102	65,943	64,931	1,892
<b>Building Core &amp; Circulation With Building Efficiency @</b>		73.1%	23,124	20,787	24,307	22,787	(337)
				75.8%	73.1%	74.0%	
<b>Total Building Envelope</b>			85,963	85,889	90,250	87,718	1,755

**PROGRAM  
VERIFICATION  
AT DIFFERENT  
STAGES OF  
DESIGN**



## FUNCTIONAL RELATIONSHIPS

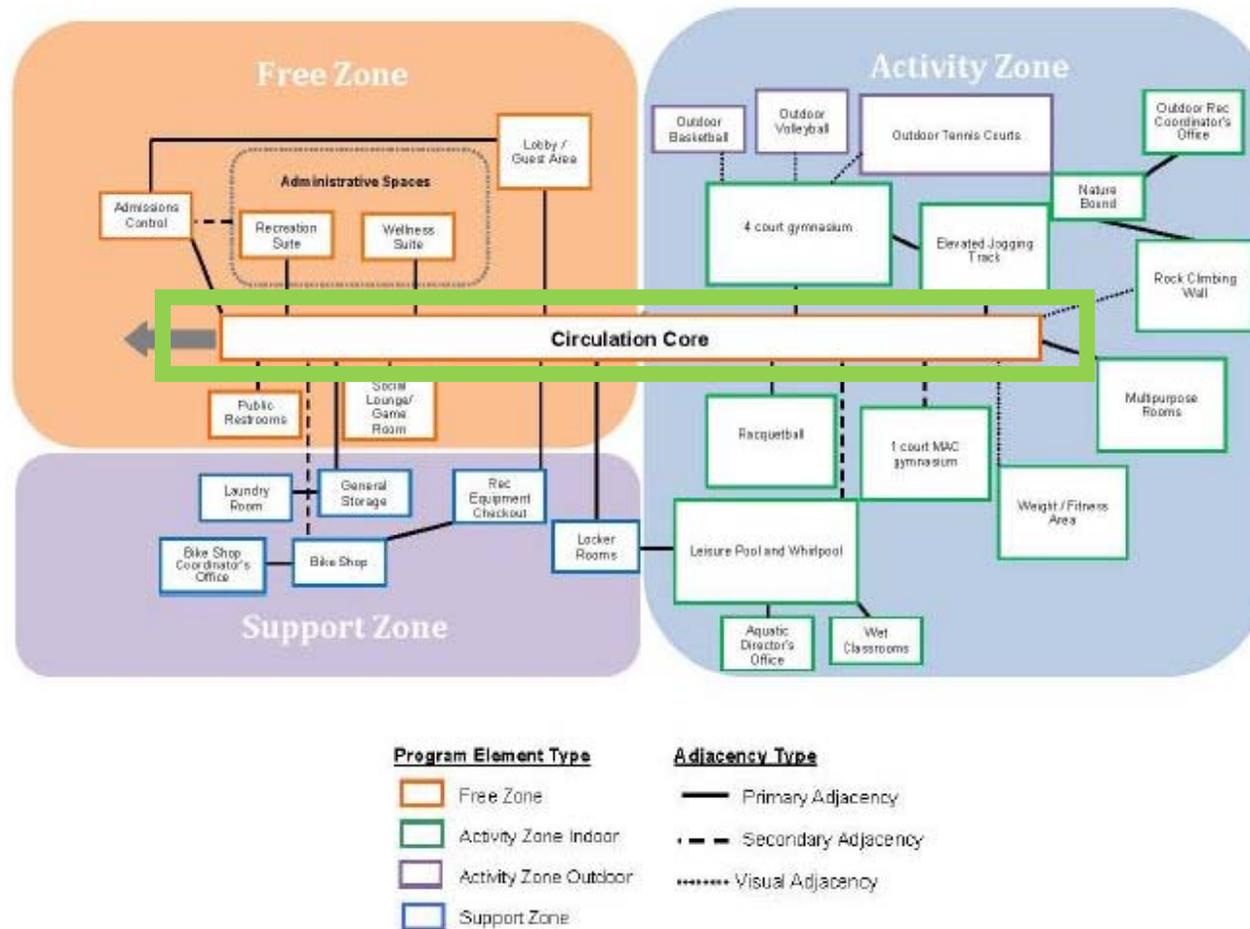
Figure 3.1: Adjacency Diagram





## FUNCTIONAL RELATIONSHIPS

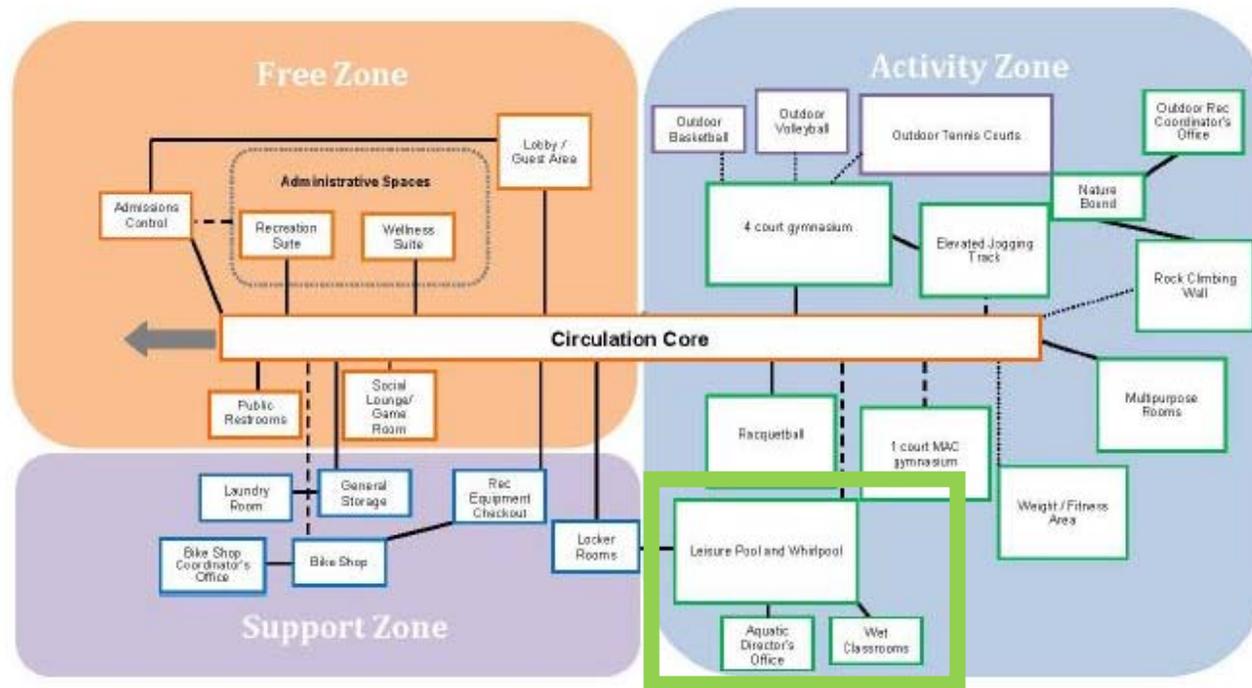
Figure 3.1: Adjacency Diagram





# FUNCTIONAL RELATIONSHIPS

Figure 3.1: Adjacency Diagram



**Program Element Type**

- Free Zone
- Activity Zone Indoor
- Activity Zone Outdoor
- Support Zone

**Adjacency Type**

- Primary Adjacency
- Secondary Adjacency
- Visual Adjacency



## PROGRAM ELEMENT DATA SHEETS

<b>ZONE:</b>	Activity Zone
<b>AREA:</b>	Gymnasium
<b>ELEMENT:</b>	One-Court MAC Gymnasium

<b>DESCRIPTION</b>	One 84' x 50' multi-activity court	
<b>PURPOSE/USE</b>	Multiple activity use by different recreational sports including roller hockey, indoor soccer, recreational basketball, large event gathering space, etc.	
<b>SIZE/LOCATION</b>	<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
<b>FEATURES</b>	<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
<b>ARCHITECTURAL</b>	<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.
<b>EQUIPMENT</b>	<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**

<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
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## PROGRAM ELEMENT DATA SHEETS

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

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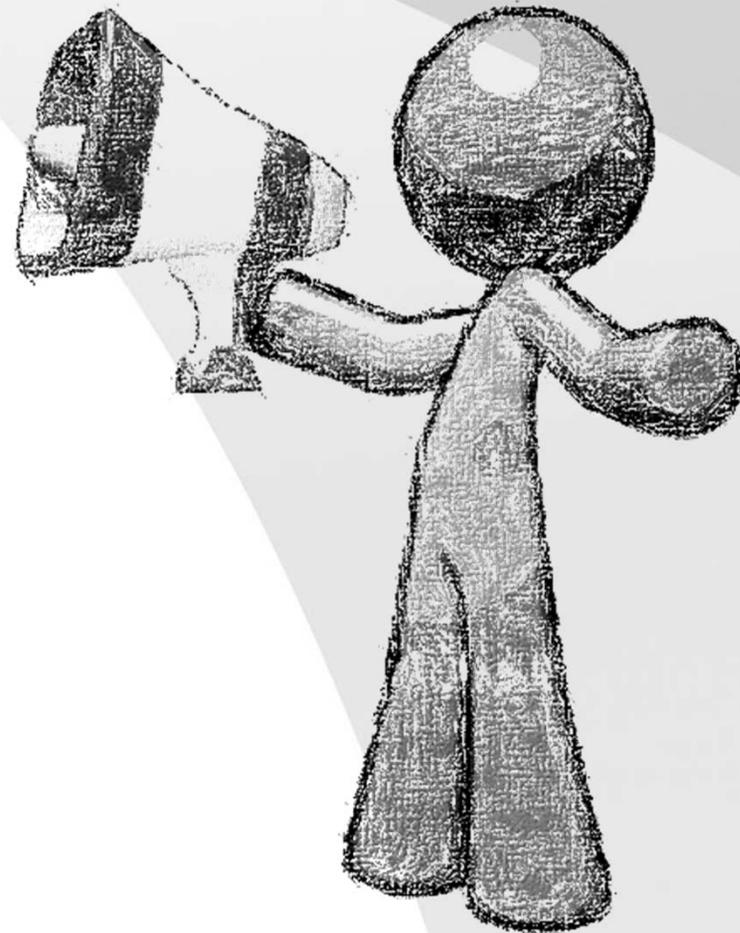
**DESCRIPTION** One 84' x 50' multi-activity court

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

<b>SIZE/LOCATION</b>	<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
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<b>EQUIPMENT</b>	<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

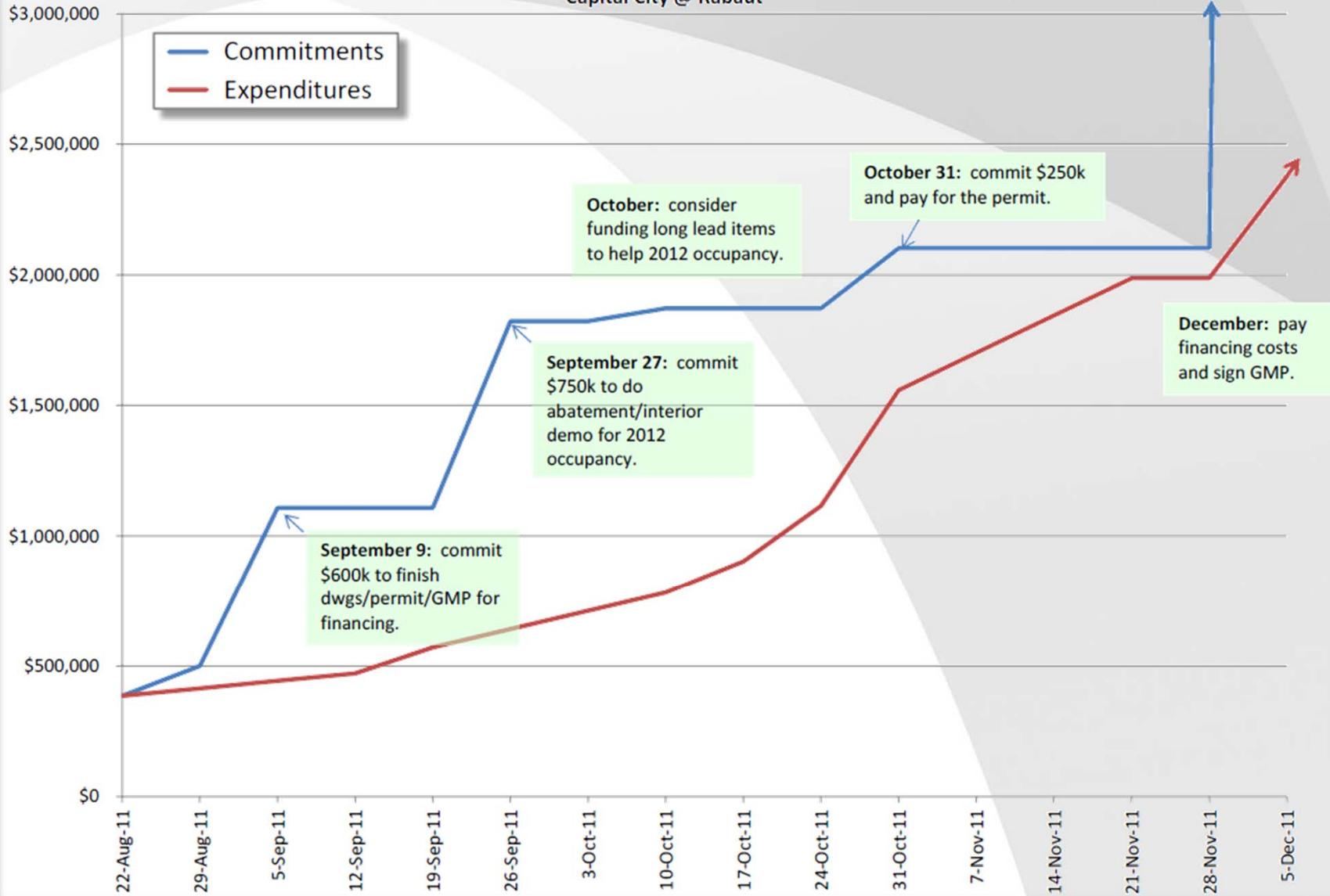
- ◆ Project websites
- ◆ Webcams
- ◆ Board reports
- ◆ Neighbor newsletters



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.

#### 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.

#### 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

# 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**