Project Team Overview

Client Information

The owner of this project is the DC Department of Parks and Recreation (DPR). The department is constructing this community center to serve two purposes: to provide a communal facility for recreation and for the department's use as a satellite office. The Columbia Heights Community Center is to be built next to a park and playground, recently completed by DPR.

Cost is very important for the project. DPR is expanding to numerous locations and is on a strict budget so not to overextend. The owner's ability to obtain more funding is very limited and difficult since they are a governmental agency. Additional funds may be obtained, but only after a long process of lobbying and application.

It is important that this project obtain a LEED® rating and thus, a certain quality must be maintained. DC Parks and Recreations is moving towards "Greening" their facilities to conserve energy and have sustainable buildings.

Schedule is a concern for DPR, but it is not vital to meet a certain date. Construction was intended to start in the beginning of May, but was pushed back over two months to mid-June due to zoning issues. No impact to the owner was noted due to the delay in schedule other than additional general condition costs.

Upon completion of the project, DPR will move into its new office facilities and open the building to the public. At this time, the owner expects the building to be completely finished and punched-out. This also includes a successful LEED® Rating achievement.
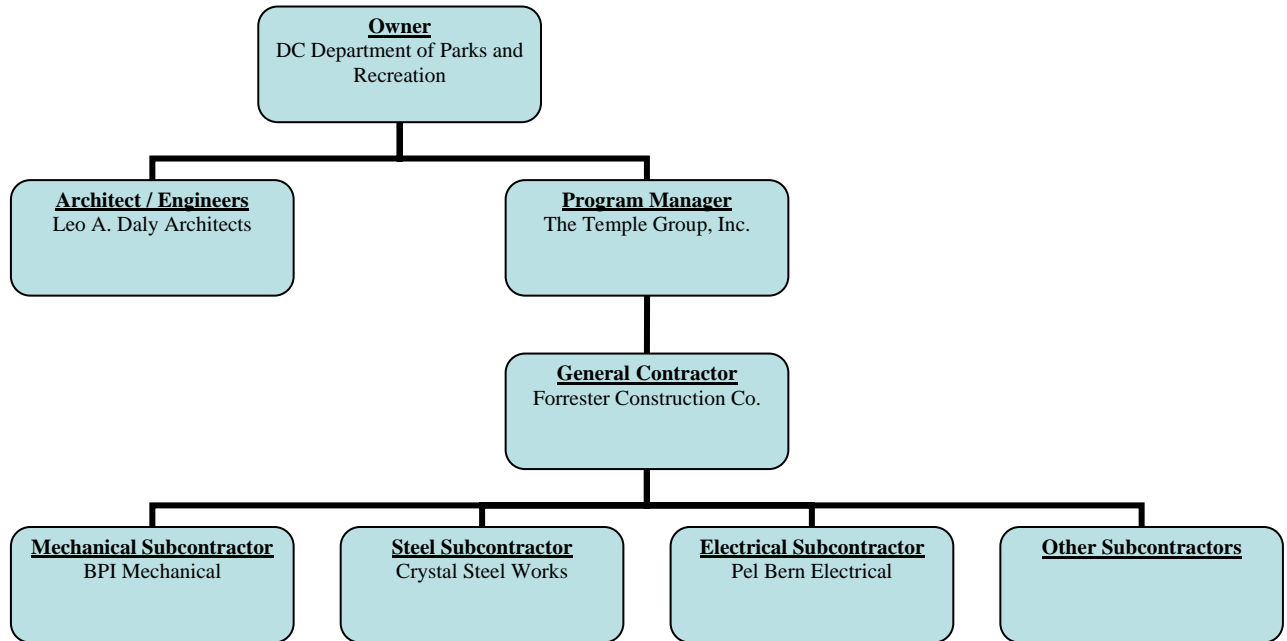
Project Delivery System

Columbia Heights Community Center is being delivered using a Traditional Delivery method with a Program Manager, who then hired a General Contractor. The Program Manager has a Lump Sum contract with the owner and the General Contractor has a Lump Sum contract with the Program Manager. The General Contractor then subcontracted the work out at a lump sum price. The Architect / Engineers hold a separate contract with the owner which is Cost plus Fee.

The Program Manager was selected by the owner because they had completed several previous projects and they had already assisted with the pre-construction planning and development for this project. From their past experience and relationships with the owner, the Program Manager has taken on many roles that are typically performed by a Construction Manager and Owner's Representative. Their role on this project is a liaison between the field (the General Contractor), the Architect/Engineer, and the Owner. The General Contractor must submit all applications for payment, change orders, progress reports, and any reports of non-compliance to the Program Manager who then submits them to the Owner. Also, all RFI's and Submittals have to be sent from the General Contractor to the Program Manager prior to the Architect's review.

The General Contractor is responsible for all construction planning and activities. Prior to the start of construction, all scheduling and estimating had to be submitted to the Program Manager for approval. The General Contractor also has to do the buyout, the execution, and the closeout. Ultimately, all correspondence must first be sent through the Program Manager. The selection of the General Contractor was based on their bid price and quality of work they provided in the past. The General Contractor must hold both insurance and bonds. All subcontractors for work packages totaling over $250,000 must also hold bonds. Subcontractors with packages between $100,000 and $250,000 are subject to review for bonding.

The Architect / Engineers are a single entity underneath the Owner. They worked alongside the Program Manager to design the structure and are working together to ensure the work-in-place meets the original specifications. They were chosen based on their design fee and prior experience and were paid to design a LEED™ Silver Rated building.

Project Delivery Chart

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                          │         Owner           │
                          │ DC Department of Parks and│
                          │        Recreation       │
                          └─────────────────────────┘
                 ┌──────────────────┴──────────────────┐
        ┌─────────────────────┐          ┌─────────────────────┐
        │ Architect / Engineers│          │   Program Manager   │
        │ Leo A. Daly Architects│         │ The Temple Group, Inc.│
        └─────────────────────┘          └─────────────────────┘
                                                    │
                                         ┌─────────────────────┐
                                         │  General Contractor │
                                         │ Forrester Construction Co.│
                                         └─────────────────────┘
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Mechanical Subcontractor	Steel Subcontractor	Electrical Subcontractor	Other Subcontractors
BPI Mechanical	Crystal Steel Works	Pel Bern Electrical	

Staffing Plan

The General Contractor on Columbia Heights Community Center organized their staff according to function. There was an operations group, a purchasing group, and an accounting group (see "*Staff Plan*" and "*Table 1 - Team Involvement*" below).

The operations group consisted of three main levels. At the top level, the Project Executive was in charge of owner correspondence and generally overseeing the project and the rest of the operations staff. The next tier included both the Project Manager and Superintendent. The Project Manager's duties included owner correspondence, cost tracking, negotiating changes, subcontractor correspondence, and managing the schedule. The Superintendent's responsibilities were daily on-site coordination of construction activities, maintaining and updating the schedule, safety management, material tracking, and construction planning. Below the Project Manager, an Administrative Assistant was used for payroll tracking, document assembly, shipping, and other miscellaneous tasks. A Field Engineer also worked directly underneath the Project Manager. His tasks included reviewing / processing all incoming and outgoing submittals, generating / processing all RFI's, some owner correspondence, LEED point tracking, and some purchasing.

The purchasing group mainly served on the project during the beginning stages. One purchaser was assigned the task of contacting subcontractors and obtaining prices to install work. The purchaser also worked closely with the Project Manager to allow for an easy transition from purchasing into operation.

The accounting group consisted of one to two accountants. They were responsible for processing the cash flow: issuing checks, logging losses or gains, and tracking payments. The accountant also works closely with the Project Manager while tracking costs and work-in-place. This ensures that all project team members are aware of the cash flow.
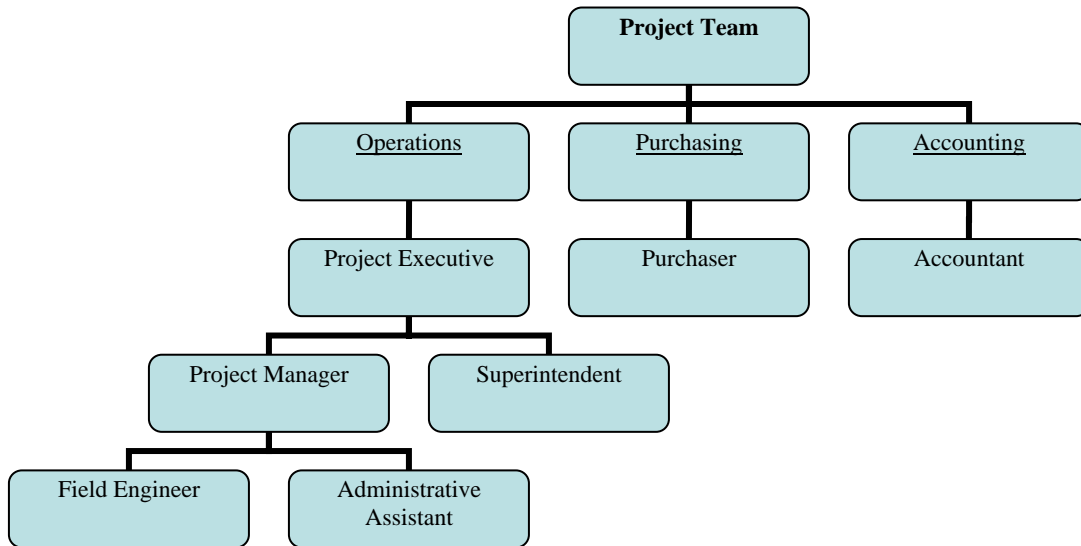
Staffing Chart

Table 1 - Team Member Involvement

Team Member	Planning	Procurement	Mobilization	Structural	Finishes	Punchout / Closeout
Project Executive	■	■				
Project Manager		■	■	■	■	■
Superintendent		■	■	■	■	■
Project Engineer		■	■	■	■	■
Administrative Assistant		■	■	■	■	■
Accountant		■	■	■	■	■
Purchaser	■	■				

■	**Member heavily involved in listed activity**