



## **CenterLine Associates Project History**

Management consulting firm specializing in helping owner's organizations improve their project delivery performance. CenterLine specializes in facilitating team building and dispute resolution partnering sessions. Construction consulting services range from capital program delivery best practice development programs to on site project management.

### **LA Fitness Sports Clubs — Construction Program Management — Philadelphia, PA**

Provided project management services for the design and construction of 17 sports clubs. Conducted site and existing building due diligence inspections and determined regulatory, permit and utility connection requirements. Streamlined the eight-week construction document process for the 40,000 SF clubs to improve constructability and coordination of complete bid packages. Procured long-term sound / AV, security, telephone and mechanical systems maintenance agreements for ongoing service to Philadelphia region clubs. Co-developed standards for new LA Fitness Sports Club Prototype based on lessons learned to be applied to future projects.

### **Princeton Public Library — Owner's Representative, Construction Manager — Princeton, NJ**

Assisted Library Leadership deliver 60,000 SF facility within their 16.8 million dollar budget. Facilitated construction document reviews including reconciliation of architect and CM cost estimates and the development of value-engineering options to be included as bid alternates to ensure budget compliance. Assisted in procurement and coordination of owner supplied furniture, fixtures and equipment (FFE) and specialty consultants. Served as Owner's Representative and on site Construction Manager during the construction phase.

### **Stanford University in Washington — Infrastructure Modernization Program — Washington, DC**

Provided project management services for design and construction of mechanical/electrical upgrades to 23,000 SF dormitory facility. Procured engineering and construction services to conduct an existing condition survey, design, permit and install mechanical, electrical and plumbing upgrades. Planned logistics for the construction completed during the summer of 2004. Conducted weekly on site progress meetings to ensure completion before students returned for the fall classes.

### **Stanford University — Facility Design and Construction Standards — Palo Alto, California**

Formed cross-discipline team to reorganize, update and streamline utilization of web based University Design and Construction Standards. Prioritized development of additional standards based on needs of the primary stakeholders. Developed training presentation for the University staff, architects, consultants and contractors.

### **Stanford University — Escondido Village Graduate Housing Project — Palo Alto, California**

Team building and project management support including development of communications protocol, responsibility matrix, delivery schedule by phase, drawing review process, and schedule/site logistics management. Co-developed optimum project delivery plan to mitigate risks related to site conditions, permitting and existing utilities coordination.

### **John Hopkins University — Project Delivery Best Practice Study — Baltimore, MD**

Conducted study to analyze existing project management practices in six separate facilities divisions and documented the best current practices, unique divisional needs vs. common streamlining opportunities to achieve a more consistent University wide project delivery process. Focus areas included the early application of cost controls, use of common contracting methods, standard closeout procedures and consistent reporting. Reviewed each division's current standards and forms, combine best examples into common University-wide procedures manual utilizing web access.

### **University of Pennsylvania — Procurement Best Practice Study, Philadelphia, PA**

Assisted the University of Pennsylvania and Trammel Crow Higher Education Services Alliance to streamline their capital project procurement procedures. Conducted interviews of key participants to document existing process and identified areas to reduce invoice processing from 120 days average to less than 30 days. Facilitated presentation / training sessions to educate all parties on the new streamline procedures, optimum roles, timely information exchange and incentives to motivate contractors.

Work History - *Continued*

### **Office of the Architect of the Capitol — Best Practice Development Program — Washington, DC**

Interviewed congressional stakeholders, reviewed existing standards, guides, procedures and reporting mechanisms. Formed cross-discipline teams to streamline project delivery processes based on client priorities and feedback. Developed a phased improvement implementation plan utilizing a collaborative on the job training approach focused on improving the Project Manager's productivity and efficiency. Facilitated quarterly reviews of congressional funding cycle and project delivery status to align internal and external resources with dynamic priorities. Utilized pilot projects to test and refine optimum procedures to minimize impact to busy workloads.



**\$500 m United States Capitol infrastructure Modernization Master Plan — Washington, DC**

Facilitated development of management plan to coordinate the delivery of Capitol Infrastructure Modernization Master Plan, Sprinkler System design and House Chamber security upgrades with ongoing life safety and Capitol Visitor's Center projects. Implemented streamlined input, review and communications protocol to keep the U.S. Capitol Police, House and Senate Sergeant of Arms, Media, Curator and other stakeholders fully informed of key issues to expedite decisions. Assisted in the development of senior leadership presentation materials. Documented suggested adjustments to AOC best practice policy and procedures based on lessons learned.

**\$370 m Capitol Visitor's Center — Washington, DC**

Conducted team building partnering sessions to refine AOC, CM, & GC interface, roles and design/construction administration procedures. Facilitated CM orientation and development of master project management plan. Co-developed budget, estimate and construction schedule work break down structures to facilitate roll up reporting to congressional leadership. Conducted design reviews to expedite key decisions and meet target bid dates. Facilitated development of commissioning program roles and procedures to ensure timely completion/start-up of the complex facility. Documented suggested adjustments to AOC best practice policy and procedures.

**\$120 m Modernization of the U.S. Supreme Court Building — Washington, DC**

Facilitated strategic planning session with senior management to optimize organization, project delivery plan and performance metrics. Conducted team-building sessions to prioritize key activities and decision dates required to support project delivery milestones. Facilitated multi-disciplinary design reviews and estimate/budget reconciliation sessions utilizing value-engineering methodology. Facilitated orientation and development of project management plan with the Construction Manager. Co-developed construction sequence and site logistics options to incorporate strict security and operations requirements. Documented suggested adjustments to best practice policy and procedures recommended by process improvement teams.

**The Hillier Group — Project Management Manual and Training Program — Princeton, NJ**

Facilitated an internal best practice development program resulting in the reorganization of a standard Project Management Manual to improve firm's productivity and project delivery performance. Conducted a survey of clients, consultants, and builder's to gain feedback on the firm's perceived strengths and areas to improve. Facilitated cross-functional team development of streamlined process, tools and Project Manual re-write. Conducted internal training program to ensure good application of project management process throughout the organization. Refined on-line manual to support the new streamlined process.

**The Hillier Group — Preservation Project Delivery Best Practice Study — Philadelphia, PA**

Conducted senior management retreat to refine the organization, roles, and unique preservation aspects of the Hillier Preservation Practice project delivery process. Drafted a preservation specific version of the Project Delivery Banner as a presentation, planning, and training tool. Refined the unique steps to the Hillier Preservation pre-design services approach.

**American Combustion Industry — Project Delivery Best Practice Study — Washington, DC**

Interviewed a cross-section of the organization and developed self-assessment rating matrix to prioritize project delivery improvements. Conducted a tour of the GSA co-generation project to review existing processes, reporting mechanism, and standards. Developed draft procedures manual based on streamlined flowcharts and a combining the best of existing procedures and standards.