



What Makes a Successful Project Performance from the Project Manager (PM) Perspective

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OVERVIEW

- Market Research Responses
- Price and Technical Proposal
- Components of a Successful Project
- Top Ten List - Project Management Success Elements
- Resources for doing business with Denver Service Center (DSC)
- Questions



Market Research Responses

- Respond to Capacity to Act as Prime Contractor
- Not a vehicle for subcontractor interest
 - Use FedBizOps vendor function once construction Request for Proposal (RFP) announcement is published
 - National Park Service cannot provide subcontractor interest to awarded Prime



Construction Technical & Price Proposal

- Read Request for Proposal (RFP) Thoroughly
 - Division 1 – project management, scheduling, submittals, compliance, seasonal work, ongoing Park operations, etc.
 - Divisions 2-49 – these are requirements, not suggestions
- Follow the RFP requirements in developing your Technical Proposal
 - The Technical Evaluation Panel follows the Selection Criteria in the RFP
- Pricing must be complete and responsive



COMPONENTS OF A SUCCESSFUL PROJECT

- On-time Completion
- Completed within available funds
- Adheres to Contract Requirements
 - Read Division 1 – schedule updates, reporting, Quality Control (QC), etc
 - Spec Section Requirements – Submittals, Preparatory Meetings, Special Testing, etc
- Product meets contract intent (function and quality)



PROJECT MANAGEMENT SUCCESS ELEMENTS

TOP TEN LIST

1. Know the scope (contract) from the start and keep reviewing the scope throughout the project
2. Honest representation and management of project schedules
3. Understand Denver Service Center workflows and processes
4. Bill on time / Regular schedule
5. Present innovative approaches and solutions to problems



PROJECT MANAGEMENT SUCCESS ELEMENTS TOP TEN LIST (CONTINUED)

6. Open and positive communication – Project Team
7. Remain professional at all times
8. Provide timely and appropriate responses to Request for Proposal (RFP) and don't just pass through quotes from subs
9. Proper management of subconsultants/subcontractors
10. Understand National Park Service expectations for quality



KNOW THE SCOPE FROM THE START AND KEEP REVIEWING THE SCOPE THROUGHOUT THE PROJECT

- Solicitation documents including amendments
 - Visit site and present questions during solicitation
- Request for Information (RFI) clarifications
- Contract modifications
- Federal Acquisition Regulation (FAR) clauses
- Prepare for each element of work (proactive)
- Closeout (inspections, documentation, punchlists)



HONEST REPRESENTATION AND MANAGEMENT OF PROJECT SCHEDULES

- Plan the work / work the plan
- Detailed baseline schedule
 - Demonstrate understanding of project requirements
- Realistic durations that consider resources
- Accurate and coordinated look ahead schedules
 - Stay ahead of project activities (Request for Information (RFI)s and submittals in advance of work for construction projects)
- Monthly updates and schedule meetings



UNDERSTAND DSC WORKFLOWS AND PROCESSES

- Denver Service Center (DSC) Workflows website
 - Design <http://www.nps.gov/dscw/design.htm>
 - Construction <http://www.nps.gov/dscw/construction.htm>
- Use of SharePoint sites for projects
 - Structured in accordance with DSC Workflows
- Typical DSC project team structure (4 person)
 - Contracting responsibilities: Contracting Officer (CO) and Contract Specialist (CS)
 - Technical responsibilities: Project Manager (PM) and Project Specialist (PS)



National Park Service

SEARCH



Denver Service Center Workflows

Home

What's New

Supplemental
Cultural
Resource
Studies

Design

Construction

Information

Site Index

NPS.gov / / Construction

Construction

[1 Pre-Construction Activities](#)

[2 Construction Activities](#)

[3 Post Construction Activities](#)

1 Pre-Construction Activities

[1.1 SharePoint Project Website](#)

[1.2 Permits](#)

[1.3 Accident Prevention & Blasting Safety Plans](#)

[1.4 Div 01 Management Plans - Electronic](#)



Completed Henry M. Jackson Memorial Visitor Center at Mo



Browser address bar: <https://connect.doi.gov/nps/DSCBeta/FLNI097057B/SitePages/Home.aspx>

Browser tabs: Construction Projects - Home

File Edit View Favorites Tools Help

Project Sites Quick Launch: Hide Welcome, NPS\PROthgery

PHASE 1 B CONSTRUCTION-VISITOR CENTER-LEARNING CENTER
@ FLIGHT 93 NATIONAL MEMORIAL
 FLNI097057B Home

Search this site...

PROJECT TEAM | TRAINING | HELP | FEEDBACK

ADMINISTRATION PROJECT INITIATION COMPLIANCE AND PERMITTING DESIGN CONSTRUCTION

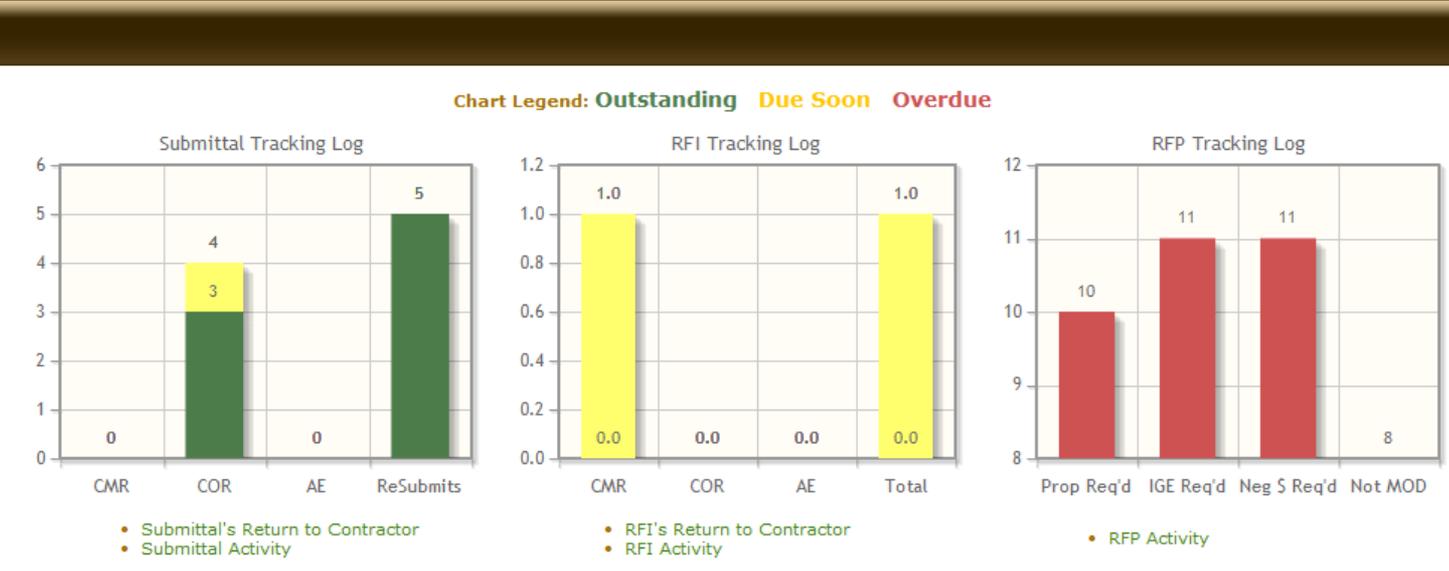
Pictures
CM Images

Libraries
Design Docs
Project Docs
Solicitation

Lists
Project Team
Submittal List
NPS Issue Log
Workflow Notification

Discussions
Team Discussion

All Site Content



Schedule Update Log

Current Contract Completion Date:	07/11/2015
Contractor Finish Date:	07/11/2015
Data Date:	03/31/2015
Cummulative Gain-Loss:	0

- Schedule Updates - All

Modification Status

last modification issued:	
issued date:	
contractor signed date:	
revised contract completion date:	
original contract amount:	
revised contract amount:	

- Modifications - All
- Modifications - Complete

Contracting Officer's Directives

outstanding:	
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- CODs - All



BILL ON TIME / REGULAR SCHEDULE

- Do you want to get paid?
- Ensures financial tracking of project remains current
- Honest & accurate billing
 - Coordinate with Construction Management Representative (CMR)
- Include Certified Payroll





PRESENT INNOVATIVE APPROACHES AND SOLUTIONS TO PROBLEMS

- YOU ARE THE EXPERTS!
- Minimize cost, time, and other impacts to project
- Value engineering opportunities (construction)





OPEN AND POSITIVE COMMUNICATION

- Participation in weekly progress meetings
- Clearly written emails
- Availability
- Always call first
- No surprises
- Stick to facts
- Minimize risk





REMAIN PROFESSIONAL AT ALL TIMES

- Kindergarten rules
- It's just business
- Integrity
- Respect





PROVIDE TIMELY AND APPROPRIATE RESPONSES TO REQUEST FOR PROPOSALS (RFPs)

- Don't just pass through quotes from subs without review
- Meet deadlines in RFP
- Provide adequate backup/support for proposal





PROPER MANAGEMENT OF SUBCONSULTANTS/SUBCONTRACTORS

- Project safety
- Control of project (cost/scope/schedule/quality)
- Coordinate work between disciplines/trades





UNDERSTAND NATIONAL PARK SERVICE EXPECTATIONS FOR QUALITY

- Design:
 - Meets scope requirements
 - Coordinated
 - Constructible
- Construction:
 - Meets scope requirements
 - Approved equals
 - Inspection and approval by Government representatives
 - Quality Control responsibilities (inspections, accessibility, testing, submittals, Request for Information (RFI)s, etc.)





RESOURCES FOR DOING BUSINESS WITH DENVER SERVICE CENTER (DSC)

- DSC Workflows
- Links in project SharePoint sites
- Reference Manual 10A – Design Drawing Standards
 - <http://cadd.den.nps.gov/standards.html>
- Project Management Institute (PMI) links
- Federal Acquisition Regulation links
 - <https://www.acquisition.gov>



QUESTIONS

