CONSTRUCTION PROJECT MANAGEMENT

A Complete Introduction

Second Edition

Alison Dykstra

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Conceptual and Design Estimates

The previous chapter introduced the fundamentals of estimating: what they are, why and when they're done, and what some of the issues are that impact the numbers. We learned that there are different types of preconstruction estimates, distinguished primarily by when in the process they are completed and, consequently, how much information is known about the project. Different types of estimates are useful in different ways: an estimate completed early in the process (a conceptual estimate) provides the owner with a planning and budgetary tool; a design estimate, completed after some details are known, enables both the owner and architect to make informed choices about materials and systems; and a detailed estimate is used by contractors to determine costs required to build the project.

This chapter focuses on the methodologies for developing conceptual and design estimates. As noted, these estimates (as well as detailed estimates, which we'll review in the next chapter) are prepared before construction begins. As the project design progresses and details become known, the estimates become increasingly accurate. Typically, the owner and the designer prepare these estimates, but, depending on the delivery system, a construction manager may also develop them.

Conceptual estimates

A conceptual estimate is an estimate completed early in the planning phase (typically during feasibility) by the owner to determine if the project is affordable and to help define the scope of work. Because this type of estimate is done before many details are known, it can be completed quickly. The fact that it is based only on broad design projections before many specific decisions have been made means that it is, by necessity, very rough. For this reason, conceptual estimates are often referred to as **rough-order-of-magnitude (ROM)** estimates and they are useful primarily as planning tools.

How might someone develop a ROM estimate? If the owner is familiar with the type of project being estimated, he will use his own in-house data to complete the estimate. Otherwise, he must rely on a consulting estimator or on purchased data such as that published by RSMeans (introduced in the previous chapter; see the examples of their published data that follow). The estimator determines the number of units for the project—a hotel (rooms), a hospital (beds), an apartment building (apartments)—and multiplies this anticipated quantity by a cost per unit.

Imagine that an owner is interested in developing a 42-room hotel and wants to get a rough idea of the financial feasibility of the project. He has experience with similar projects and thinks that the total cost per room (including all costs except those to purchase the site) will be in the range of \$84,000. A ROM estimate can be as simple as the following:

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Number of rooms \times cost per room = total cost
42 rooms \times $84,000/room = $3,528,000 total cost
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In order to increase the estimate's accuracy, adjustments can be made for project location and an inflation factor can be added if the anticipated start date is well in the future. (We'll discuss estimate adjustments later in the chapter.)

Inevitably, there are design issues (and therefore expenses) left unaddressed: Does the project have any special architectural features? What is the anticipated quality of the materials? What kind of mechanical systems are being used? Is the project exceptionally energy efficient? Although some questions can be adjusted for in the estimate, many are left unanswered. What the

owner does get, however, is the cost for an *average* similar project and he can use this information to adjust his program or budget.

Although a conceptual estimate is very rough, with limited accuracy, it can serve an important function. Data regarding project budgets and programs provided to the owner early in the planning process can be used to set broad development goals and cost projections. What does an owner do, for example, when the conceptual estimate is too high? Take our hotel: he is going to depend on bank financing for the project and doesn't think he can get loans for more than \$3 million. What might he do? There are basically four options: 1) abandon the idea; 2) cut back the size of the proposed project to lower the overall cost; 3) reduce the quality of the work, thereby lowering the square-foot cost and meeting the lower budget; or 4) some combination of 2 and 3. Although the final actual costs for the hotel will be different, the conceptual estimate should be close enough to enable the owner to make a reasonable decision regarding how to proceed.

Design estimates

A rough-order-of-magnitude estimate is a tool for answering some basic questions about a project during its earliest stage of development. As the design progresses and more details become known, it is possible to develop increasingly accurate estimates that provide the tools for evaluating competing alternative systems, and materials. There are several methods of estimating that are typically employed to develop these estimates; lets look at two: square foot and assemblies estimating.

Square foot estimating

Square foot estimating is a method for developing data after some design detail is available but before the entire design is complete. The method uses a cost per square foot to calculate totals (size in square feet \times cost per SF = total cost) and includes labor, equipment, material, overhead, and profit but does not calculate these numbers separately. This type of estimate is more detailed

and hence more accurate than the rough-order-of-magnitude estimate and is used to refine the project further.

Square foot estimates use cost per square foot to calculate costs and are typically completed by contractors or architects using the estimator's own experience. They are also done using published data such as the cost data guides printed by the RSMeans Company. Let's look at how a contractor might use an RSMeans guide to price a private residence that has not yet been completely designed but about which major decisions regarding layout, materials, and amenities have been determined. (In addition to residential projects, the RSMeans guide also has data for industrial, commercial, and institutional structures. Here we'll focus on residential work, however.)

Problem to solve

What is the estimated cost of a 1,400 SF one-story house in Tampa, Florida, with one and a half baths, a one-car detached garage, and textured ceilings? Assume the exterior wall system is stucco over wood frame and that the quality of the structure is average.

Price is linked to quality: the higher the quality the higher the price. So, in order to maximize pricing accuracy, the estimator needs to understand what quality is anticipated. RSMeans addresses this through their *classes* of residential construction: economy, average, custom, and, luxury. Each classification is marked by specific characteristics. The roof specifications, for example, for the various classes are as follows:

- *Economy* class: 20 year asphalt shingles, #15 felt building paper, aluminum gutters, downspouts, drip edges and flashings.
- Average class: 25 year asphalt shingles, #15 felt building paper, aluminum gutters, downspouts, drip edges and flashings.
- *Custom* class: 30 year asphalt shingles, #15 felt building paper, aluminum gutters, downspouts and drip edges, copper flashings.
- *Luxury* class: Red cedar shingles, #15 felt building paper, aluminum gutters, downspouts and drip edges, copper flashings.

Brief specification assumptions for each class also include Site Work, Foundations, Framing, Exterior Walls, Interiors, Specialties, Mechanical, Electrical, and Overhead and Profit.

In our problem, we are pricing a house of "average" quality, which, according to Means, is a house with a simple design built from standard plans. Beyond the basic specifications, features of this class of home include one bathroom, asphalt roofing, and no garage; there are some distinctive features to the house and the workmanship typically exceeds minimum code requirements. (Our house is slightly different from the "average" identified by Means because of the extra half-bath and the garage. There will be an opportunity later to take these facts into account.)

Pricing is also affected by the number of stories a house has. Means provides cost breakdowns for seven different *types* of housing defined by the number of stories $(1, 1\frac{1}{2}, 2, 2\frac{1}{2})$, Bi-level, and Tri-level). The estimator needs to select the cost data sheet that matches the *quality* of the project (identified by class: economy, average, custom, or luxury) plus the residential *type*. For our problem we have been asked to price an average one-story house. Figure 11.1 is therefore the appropriate RSMeans Cost Data Sheet.

The RSMeans data sheet uses the exterior wall system and the size of the house to show *national average costs* per square foot. For residential projects, there are four possible exterior wall systems (wood, brick, stucco, and masonry; see the vertical column in the box data in Figure 11.1) and a range of living areas in square feet. In our example, the range is from 600 to 3,200 square feet. (These numbers vary depending on the class and type of house.) Basements may also be added and the estimator can adjust costs for various modifications such as extra bathrooms, garages, and upgraded materials and systems such as tile roofing and air conditioning.

To determine the cost for our house, the estimator locates the house's exterior wall system; in our case, this is stucco over wood frame. Next, we read across to the square footage that matches the proposed building size; in our problem, it is 1,400 square feet. Reading down at the intersection of exterior wall and building square footage shows a cost of \$119.00 per square foot. (Interpolation is necessary if the square footage is different from what is presented in the cost sheet. For example, if the building is 1,500 square feet, the

RESIDENTIAL Average 1 Story Simple design from standard plans • Single family — 1 full bath, 1 kitchen No basement Asphalt shingles on roof Hot air heat Gypsum wallboard interior finishes Materials and workmanship are average • Detail specifications on p. 27 Note: The illustration shown may contain some optional robe. The initiation shown may contain some opinional components (for example: garages and/or fireplaces) whose costs are shown in the modifications, adjustments, & alternatives below or at the end of the square foot Base cost per square foot of living area Living Area Exterior Wall 600 800 1000 1200 1400 1600 1800 2000 2400 2800 3200 Wood Siding - Wood Frame 172.50 154.65 141.65 131.25 122.50 116.75 113.60 109.85 102.45 97.05 93.30 Brick Veneer - Wood Frame 178.70 160.15 146.60 135.70 126.60 120.60 117.35 113.30 105.65 100.00 96.00 Stucco on Wood Frame 167.35 150.00 137.45 127.45 119.00 113.50 110.50 106.85 99.80 94.60 91.05 So**l**id Masonry 191.80 171.85 157.20 145.30 135.30 128.75 125.20 120.70 112.40 106.25 101.80 Finished Basement, Add 40.50 39.05 37.25 35.55 34.15 33.30 32.80 31.05 29.55 32.05 Unfinished Basement, Add 16.80 15.15 14.00 13.00 12.15 11.65 11.25 10.85 10.25 9.75 9.35 **Modifications Alternatives** Add to or deduct from the cost per square foot of living area Add to the total cost Upgrade Kitchen Cabinets Solid Surface Countertops (Included) \$ + 5950 + 3.50 Cedar Shake Roof Clay Tile Roof + 6.90 Full Bath - including plumbing, wall and + 7.70 Upgrade Walls to Skim Coat Plaster floor finishes + 8050 + .49 Upgrade Ceilings to Textured Finish Half Bath - including plumbing, wall and + .60 Air Conditioning, in Heating Ductwork In Separate Ductwork floor finishes + 4767 + 4.95 One Car Attached Garage + 15,086 + 7.32 One Car Detached Garage + 19,847 Heating Systems, Hot Water + 1.63 Heat Pump Electric Heat + 1.37 Fireplace & Chimney + 6942 **Adjustments** - 3.61 Not Heated For multi family - add to total cost Additional upgrades or components \$ + 9963 Additional Kitchen Kitchen Cabinets & Countertops Page 58 + 8050 Additional Bath 59 59 59 Additional Entry & Exit + 1804 Bathroom Vanities Separate Heating + 1650 Fireplaces & Chimneys Separate Electric + 1817 Windows, Skylights & Dormers Appliances 60 For Townhouse/Rowhouse -Breezeways & Porches 60 Multiply cost per square foot by Finished Áttic 60 61 61 37 Inner Unit .92 Garages Site Improvements End Unit .96 Wings & Ells Important: See the Reference Section for Location Factors (to adjust for your city) and Estimating Forms. Copyright The Gordian Group, Inc. 2018

Figure 11.1. Square foot cost data.

cost per square foot is the cost per SF for 1,400 SF house [\$119.00] + the cost per SF for a 1,600 SF house [\$113.50] \div 2 = \$116.25.)

To find the total base cost for our house, we multiply the square footage of the building by the cost per square foot as shown in the data sheet.

$$1,400 SF \times \$119/SF = \$166,600$$

As noted, the base square foot cost can be increased, or reduced, depending on the complexity of the building, whether it has a basement, and if there are any features that deviate from the average house. So, to get our estimate as close as possible to what the building will cost, we need to add in the upgrades. The upper left of the cost sheet indicates what is included in the average house. Our house has upgrades of an extra half-bath, a garage, and textured ceilings. If we refer to Figure 11.1, we can see that the following costs need to be added to the base cost:

½ bathAdd	\$4,767
One-car detached garage	\$19,847
Upgrade ceilings to textured finish ($\$.60/SF \times 1,400 SF$) Add	\$840
Total modifications =	\$25,454

To get the total estimated project cost, we add the upgrades to the base price:

But we're not quite done.

...

Because the Means cost sheets are all based on *average national costs*, an additional adjustment must be made to take into account that the house will be built in Tampa, Florida. Location adjustments are done by multiplying the project cost by a *city location factor* (Figure 11.2). The location factor assumes

that the *average* city cost is 100, and costs in Tampa (and elsewhere) are expressed as a percentage of this average.

On the location factor sheet, find Tampa and go across to the residential column. We can see that Tampa is valued at .82 of the national average. This means it's cheaper to build in Tampa than it is in the average American city.

RSMeans is a leading provider of construction cost data, software, and services for all phases of the construction life cycle.

Location Factors - Residential/Commercial

Costs shown in *Square Foot Costs with RSMeans data* are based on national averages for materials and installation. To adjust these costs to a specific location, simply multiply the base cost by the factor for

that city. The data is arranged alphabetically by state and postal zip code numbers. For a city not listed, use the factor for a nearby city with similar economic characteristics.

STATE/ZIP	СПТҮ	Residential	Commercial
ALABAMA			
350,352 354 355 356 357,358 359 360,361 362 363 364 365,366 367 368 369	Birmingham Tuscaloosa Jasper Decatur Huntsville Gadsden Moniston Dothan Evergreen Mobile Selma Phenix City Butler	.83 .84 .83 .83 .83 .82 .84 .84 .81 .83 .82 .83 .83	.85 .86 .85 .85 .85 .85 .85 .85 .84 .85 .84 .85
ALASKA 995-996 997 998 999	Anchorage Fairbanks Juneau Ketchikan	1.22 1.25 1.23 1.26	1.17 1.18 1.17 1.24
ARIZONA 850,853 851,852 855 856-857 859 860 863 864 865	Phoenix Mesa/Tempe Globe Tucson Show Low Flagstaff Prescott Kingman Chambers	.87 .86 .85 .85 .86 .87 .86 .85	.88 .87 .87 .86 .88 .89 .88 .87
ARKANSAS 716 717 717 718 719 720-722 723 724 725 726 727 728 729	Pine Bluff Camden Texarkana Hot Springs Little Rock West Memphis Jonesboro Batesville Harrison Fayetteville Russellville Fort Smith	.78 .76 .78 .75 .80 .78 .77 .75 .76 .74 .75 .81	.83 .80 .80 .80 .83 .82 .81 .79 .79 .79 .78
CALIFORNIA 900-902 900-905 906-908 910-912 913-916 917-918 919-921 922 923-924 925 930 931 932-933 934 935 936-938 939 936-938 939 936-938 939 936-938 939 936-938 939 940-941 942,956-958 943 944 947 948 949 950 951 950	Los Angeles Inglewood Long Beach Pasadena Van Nuys Alhambra San Diego Palm Springs San Bernardino Riverside Santa Ana Anaheim Oxnard Oxnard Santa Barbara Bakersfield San Luis Obispo Mojawe Fresno Salinas San Francisco Sacramento Palo Alto San Mateo Vallejo Oaldand Berkeley Richmond San Rafael Santa Cruz San Jose Stockton Modesto	1.15 1.12 1.12 1.11 1.14 1.15 1.10 1.11 1.14 1.13 1.14 1.14 1.13 1.14 1.11 1.15 1.12 1.18 1.21 1.33 1.19 1.27 1.30 1.23 1.29 1.32 1.31 1.30 1.25 1.30 1.25 1.30 1.21 1.31 1.30 1.25 1.30 1.21 1.31 1.30 1.25 1.30 1.21 1.31	1.13 1.09 1.10 1.09 1.11 1.10 1.09 1.08 1.11 1.08 1.11 1.10 1.10 1.10 1.20 1.21 1.17 1.23 1.23 1.23 1.23 1.18 1.23 1.18 1.23 1.12

STATE/ZIP	CITY	Residential	Commercial	
CALIFORNIA (CON'	T'D) I Santa Rosa	1 27	1.21	
954 955 959 960 961	Eureka Marysville Redding Susanville	1.27 1.23 1.20 1.24 1.21	1 21 1 14 1 14 1 18 1 17	
COLORADO 800-800 800-800 8003 8004 8005 8006 8007 8008-8809 810 811 812 813 814 815 816	Denver Boulder Golden Fort Collins Greeley Fort Morgan Colorado Springs Pueblo Alarnosa Salida Durango Montrose Grand Junction Glenwood Springs	.88 .90 .85 .88 .83 .85 .84 .84 .82 .86 .81 .92	.91 .89 .89 .90 .89 .87 .87 .88 .87 .87 .87	
CONNECTICUT 060 061 062 063 064 065 066 067 068 069	New Britain Hartford Willimantic New London Meriden New Haven Bridgeport Waterbury Norwalk Stamford	1.11 1.09 1.11 1.10 1.10 1.11 1.12 1.11 1.11 1.11	1.06 1.07 1.07 1.05 1.06 1.08 1.07 1.07	
D.C. 200-205	Washington	.92	.95	
DELAWARE 197 198 199	Newark Wilmington Dover	1.02 1.01 1.02	1.04 1.04 1.04	
FLORIDA 320,322 321 323 324 325,344 327,328,347 329 330,332,340 333,334,340 335,336,346	Jacksonville Daytona Beach Tallahassee Panama City Pensacola Gainesville Orlando Melbourne Miami Fort Lauderdale West Palm Beach Tampa	.80 .83 .80 .81 .84 .80 .81 .83 .79 .80	.82 .84 .83 .85 .85 .84 .86 .82 .82	
335-336,346 337 338 339,341 342	St. Petersburg Lakeland Fort Myers Sarasota	.62 .81 .79 .79 .83	.85 .84 .82 .85	
GEORGIA 300-303,399 304 305 306 307 308-309 310-312 313-314 315 316 317,398 318-319	Atlanta Statesboro Gainesville Athens Dalton Augusta Macon Savannah Savanos Valdosta Albany Columbus	.88 .79 .82 .81 .84 .87 .84 .85 .81 .75 .84	.88 .85 .84 .85 .87 .86 .86 .84 .83 .86	
HAWAII 967 968	Hilo Honolulu	1.19 1.21	1.17 1.19	

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Figure 11.2. City location factors.

Multiplication of the adjusted project cost by the location factor for Tampa gives us the total estimate for building our house:

$$$192,054 \times .82 = $157,484.28$$

If we compare the cost of building the house in Tampa (\$157,484) with the national average for the same building (\$192,054), we can see that Tampa is less costly.

What if we were to build the same building in San Francisco? How would *that* cost compare to the national average and to the cost in Tampa? To determine this, we do exactly what we did for Tampa: calculate an adjusted base cost and multiply by the location factor for San Francisco (1.33):

$$$192,054 \times 1.33 = $255,431.82$$

So it appears that the cost to build our house in San Francisco is a lot higher than both the national average—\$192,054—and the cost in Tampa—\$157,484.28.

The final adjustment that might have to be made is for time. We computed our examples based on the 2018 Means data indices. A project set to begin sometime in the future needs to be adjusted for expected increases in labor and material. This can be accomplished by using an anticipated inflation figure or by referring to *Means Historical Data*, which suggests an escalation rate for future years.

Assemblies estimating

In a rough-order-of-magnitude estimate, the estimator is using gross unit costs (such as the number of hotel rooms) to get a rough idea of project costs. Square foot estimating looks at overall project area. In assemblies estimating, the team determines the individual cost of the many systems—foundation, flooring, mechanical, roofing, and so on—that make up any project. Assemblies estimates do not require complete design details; instead, they are based on the general size of the structure and other known parameters. The degree of accuracy is generally within +/-15%.

An assembly is the grouping of individual work items that together form a system. For example, an exterior stucco wall system might include 24 studs (8' high, 16" on center) with 5%" plywood sheathing, fiberglass insulation,

sheathing paper, and 3 coats of stucco, painted. The estimator will price the entire partition as a system by calculating the total units (in this example, square feet) and multiply by the cost per SF. (In this case \$13.50 for both materials and labor.) Figure 11.3 is the appropriate Means *Assemblies Cost Data* sheet.

Most assemblies on a cost data sheet such as Figure 11.3 consist of three major elements: a visual representation of the assembly, the individual components that make up the assembly with a unit cost for materials and installation of the assembly, and costs for systems that are similar but have design or size changes. Assemblies are identified by a unique 12-character identifier (in our example: B2010 151 2100). The first 4 characters (B2010) takes the data to level 4 and the final 6 characters allows the estimator to break down costs into increased detail. For example, if our assembly had metal lath instead of 5%" plywood sheathing, we would refer to B2010 151 2500. (Note that numbers are consistent across all RSMeans publications.) All RSMeans assemblies data include a unit of measure, in our case, square feet.

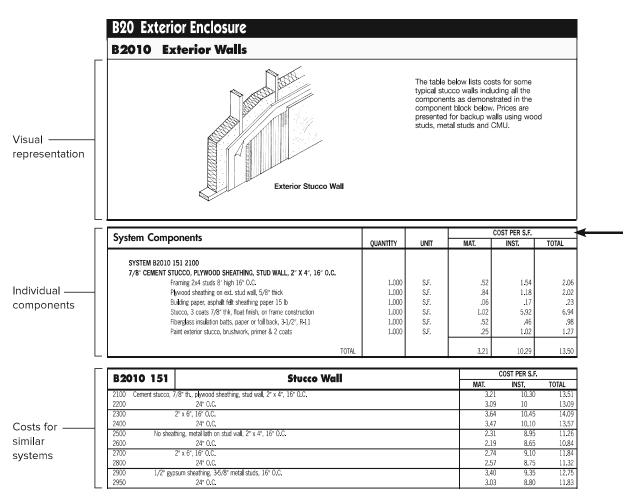


Figure 11.3. Assemblies cost data sheet.

The Means cost guides use a standardized format so the estimator can readily locate systems and adapt to the specific project. For example, exterior walls are always identified as B2010, roof construction is always B1020, and interior partitions are always C1010. Each specific system also has a distinct identification, which adds additional organizational clarity.

Assemblies costing blends several different trades into different broad building components (such as exterior walls) and can be created for all the systems in a building. These estimates provide flexibility by allowing the estimator or designer to make comparisons of systems in various combinations. When the systems are combined, they provide a total building cost that includes worker base pay, fringe benefits, and contractor overhead, profit, and markups, as well as overhead and profit for the installing contractors.

How RSMeans gets its numbers RSMeans publishes annual updates to their many cost guides by carefully tracking costs around the U.S. and Canada. They contact manufacturers, dealers, distributors, and contractors to determine national average material costs (excluding sales taxes). Labor costs are based on a mathematical average of trade-specific wages in 30 major U.S. cities, and include overhead and profit figures as well as time normally spent on tasks such as mobilization, material handling, and cleanup. RSMeans researches rental and operating costs for equipment under normal use. General Requirements (such as Administration, Documentation, Submittals, and more) are also identified and are presented in two ways: Bare Costs and Total Cost including Overhead & Profit. As noted, the estimator will take into account special features of the project in order to improve accuracy.

Assemblies estimating is typically done when drawings are between 10% and 75% complete² and accuracy is typically higher than with square foot estimating. As already discussed, conceptual and square foot estimating are approximate estimates completed before the design is complete. For the most accurate and detailed estimating, the owner looks to the detailed estimate developed by the contractor when the design and drawings are 100% complete (or very close) and before the bid submission. Not surprisingly, the detailed estimates are far more difficult and time-consuming to complete and their accuracy is more critical. These estimates are the subject of the next chapter.

Chapter vocabulary

Assemblies (systems) estimating—a method of estimating that prices the individual work units that form a system.

City location factor—used to adjust the national average costs of materials and installation shown in RSMeans cost data publications to those at specific locations.

Conceptual estimate—a cost estimate based on very little design information and using gross unit pricing to determine the project cost.

Design estimate—a cost estimate completed when some details are known.

Preliminary estimate—a cost estimate developed after some design is known and decisions are still being made.

Rough-order-of-magnitude (ROM) estimate—a conceptual cost estimate that is completed early in the planning phase by the owner to determine if the project is affordable and to help define the scope of work.

RSMeans—a leading provider of construction cost data, software, and services for all phases of the construction lifecycle.

Square foot estimating—a method of estimating that uses floor area to calculate costs after some design detail is available.

Topics for discussion

- 1. Discuss the value to an owner of a rough estimate.
- **2.** Refer to Figure 11.1. What are the square foot costs for a 1,200-SF townhouse with wood siding over wood frame? Why is a location factor used?
- **3.** Refer to Figure 11.2. Is it more costly to build in Los Angeles or in Washington, DC? What is the cost difference?
- **4.** Why might a design estimate that has been developed using assemblies estimating be of value to the architect?