

## The Maryland-National Capital Park and Planning Commission

TITLE: Design & Construction Project Manager III    GRADE: 30    DATE: 1/12/2017  
SERIES: Design & Construction    CODE: 3162    EEO: Professionals    FLSA: Exempt (P)

### Class Definition:

Under direction and as a Licensed Registered Professional Architect, Landscape Architect or Engineer, manages (1) a set of the most challenging park, recreation facility design or construction projects or (2) a specialized overall work portfolio of high profile capital projects of County-wide significance that involve significant technical and non-technical complexities and require ongoing policy coordination with Federal, state or local agencies; works fully proficiently at the top level of project or portfolio management. Manages a wide range of parkland or facility design or construction projects that are among the Commission's largest, most technically complex, highest dollar value or the most politically sensitive or highest visibility projects of County-wide significance. Manages several critical projects in various phases concurrently under design-build or design-bid-build approaches, but may focus on a single massive project. Projects are funded in in the Capital Improvements Program (CIP), and involve extensive internal and external coordination and public involvement. Performs technical work in one's own field(s), helps ensure effective budgeting and cost control, coordinates with internal and external stakeholders, performs a full range of project manager purchasing and contract administration functions, and helps ensure effective design (through consultants or in-house) and/or construction (through a general contractor) and commissioning. Project management involves managing or coordinating with many specialists (internal or external) across varied disciplines such as land-use planning, landscape architecture, architecture and engineering (civil/structural, mechanical, environmental), dealing with multiple regulatory agencies, and handling such other factors as high levels of public interest. Certifies, or recommends certification of, designs and final plans. Works adeptly as a project manager across the continuum of planning, design (design development, contract documentation and cost estimating) and construction administration. The work has critical impact on individual projects (or specialized portfolios) significant to the County or the Commission. Applies comprehensive professional knowledge of architecture, engineering or landscape architecture and excellent working knowledge of related fields (including construction management) to ensure complete, integrated designs/specifications for critically significant park and facility design and/or construction projects (or portfolios). Independently performs various types of analyses, including intensive analyses, and solves conventional, non-standard and challenging problems, which include interactions of technical and non-technical variables, to ensure thoroughness and sufficiency. Interacts with people inside and outside the organization to exchange information, coordinate, instruct, guide, advise, obtain agreement or compliance, present, defend, convince or persuade and achieve other desired actions. Performs other duties, as assigned.

Work is assigned in terms of functions, priorities, requirements of specific assignments. The incumbent works in consultation with the supervisor and others to develop project objectives, scopes, schedules and budgets; plans and carries out all work steps independently; keeps the supervisor informed; and seeks supervisory consultation/assistance only for the most difficult or sensitive technical or project management problems. Work is expected to meet objectives highly effectively – the incumbent is held responsible for results, and is evaluated in terms of project management quality, quantity, timeliness, teamwork, customer service and such other factors

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such other factors as use of skill and ingenuity in overcoming project impediments and sound judgment and creativity in solving problems.

### Examples of Important Duties (Estimated Percentages):

#### 1. Project Management ( $\pm 70\%$ )

- Serves as project manager for the largest, highest dollar value, most technically complex or highest profile (highest visibility or political sensitivity) CIP projects of County-wide significance; they are significant to the Commission's mission and involve programming, facility planning, design and construction. Technical complexities include, but are not limited to, unusual or highly specialized architectural or landscape architectural elements, particularly challenging engineering problems or cost effectiveness trade-offs between maintainability, sustainability and various return on investment (ROI) considerations that demand careful assessment and adept balance of form, function, aesthetics and other design factors. High profile complexities include, but are not limited to, spaces/facilities for which a number of key stakeholders (officials, communities) hold diverse, competing wants, needs and perspectives. May also lead, manage, prioritize and coordinate a specialized overall work portfolio of high profile capital projects of County-wide significance that involve some of these technical and non-technical complexities and require ongoing policy coordination with Federal, state or local agencies. In either role, projects frequently involve many technical specialists and technical disciplines from design consulting firms such as architects, landscape architects, civil/structural engineers, environmental engineer, mechanical electrical and plumbing (MEP) engineers, cost estimators, lighting consultants, acoustic consultants, arborists/horticultural/soils consultants, ecologists, and traffic engineers and large in-house stakeholder review teams.
- Works in consultation with supervisor and other team members to develop project objectives, scope, project schedules and budgets, and requests assistance or input, as appropriate, throughout the project. Prepares, plans and tracks project schedules and budgets, assigns project responsibilities, and coordinates the work to complete projects on schedule and within established budget. Monitors completion of assignments at each stage of a project for timeliness, accuracy and effectiveness in meeting work objectives. Coordinates and obtains required approvals, permits and inspections at appropriate timeframes to keep project on schedule and avoid project delays. Initiates and conducts effective progress meetings at regular intervals during design including preparation of agendas and meeting minutes.
- Uses established tools and processes for project management and coordination, established business processes, and other applicable policies, procedures, systems and tools. Provides routine status reports on the project, and as may be requested. May identify and recommend improvements to policies and procedures, or alternative methods and tools, and follows through to manage the implementation of new methods and procedures. Provides technical support as needed for grant applications and develops cost estimating and schedule

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information for the CIP. Keeps supervisor informed of project status, problems and delays, and recommends solutions when presenting problems. Assembles and maintains comprehensive and organized project files, and archives files upon completion of projects.

- Conducts thorough, technically proficient and timely reviews of CIP project work by outside consultants, permit requests for construction on park property, mandatory referrals, public/private partnerships, developer projects, or projects by other agencies on parkland. Reviews preliminary design plans, facility plans, written reports, construction drawings, specifications, computations, cost estimates, maintenance and operations manuals, bid forms, submittals and shop drawings for quality assurance at appropriate stages. Reviews work for thoroughness, accuracy, creativity, practicality, economy, compliance with applicable regulatory requirements and conformance with sound design and construction practices including state-of-the-art practices. Reviews and approves design work and final construction documents, and recommends certification or certifies portions of the work (including designs and final plans). Reviews progress of construction work at regular intervals to ensure work is constructed according to the contract documents. Identifies deficiencies at early stages prior to adverse impacts and significant delays to projects. Applies technical expertise to improve and add value to the project, or specialized portfolio, and consistently develops practical and creative solutions. Interjects an awareness of Commission objectives into the review and ensures work complies with internal park and facility design and construction standards. Communicates and collaborates with others during the review process.
- As a design project manager:
  - Applies specialized professional knowledge in area(s) of technical expertise (such as, but not limited to, architecture, landscape architecture, civil engineering or environmental engineering) to design and produce projects in-house, as well as to direct, review and monitor the technical work of others. Work may include preparing concept plans, facility plans, detailed designs, construction documents, written technical specifications, cost estimates, and bid forms for a full range of park spaces, facilities and systems. Consistently develops creative design or construction solutions that may result in award-winning work. Incorporates current guidelines and standards into design and construction solutions and ensures that work complies with all Federal, Maryland and local requirements and conforms to sound design principles and methods within technical discipline(s) or area(s) of expertise. Trains and leads technicians, interns and junior staff in performance of technical work, and provides input to performance appraisals by supervisors of staff on project. Informs Department Director, Planning Board, senior management and others of implications of proposed changes in policies, laws, procedures and work methods; may provide advice from technical and project management perspectives.
  - Writes complete and clear scopes of work for design services, including all tasks needed to meet project objectives, reviews proposals with project review panel, and recommends

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- award of contract. Prepares complete list of bid items, special conditions, technical specifications, and detailed cost estimate, and advertises projects for construction. Compares cost estimate to project budget, and initiates and develops solutions to reduce costs when necessary prior to bidding. Consults in advance with contract specialist and supervisor to consider and select purchasing methods. Effectively administers design contracts during design and construction phases of the project, reviews and signs off on payment requests. Proactively manages vendors and takes appropriate actions if and when performance does not meet the terms of the contract. Processes change orders and invoices in a timely manner and closes out contract upon completion.
- Attends on-site construction progress meetings among contractors, subcontractors, inspectors, regulatory agencies and park staff. Visits job site during construction and monitors progress to ensure work is being performed to contract requirements to meet design intent. Communicates regularly with construction management and inspection staff to identify any project issues requiring resolution. Resolves problems and technical design issues reported by the construction manager, inspector and other team members. Manages design consultants throughout the construction phase of work. Reviews work and recommends payment to construction manager for specific contract work. Liaises between contractors and other park staff to enforce contract conditions and negotiate contract claims. Based on field conditions and weather, makes decisions for changes to contract requirements. Reviews as-built plans at the completion of construction.
  - As a construction project manager:
    - Conducts thorough, technically proficient and timely constructability reviews of CIP project work, permit requests for construction on park property, public-private partnerships, developer projects, or projects by other agencies on parkland. Reviews preliminary design plans, facility plans, written reports, construction drawings, specifications, computations, cost estimates, maintenance and operations manuals, bid forms, submittals and shop drawings, and provides input at appropriate stages. Reviews work and suggests modifications for clarity, practicality and functionality, cost savings, compliance with bid documents, compliance with applicable regulatory requirements, and conformance with sound construction practices, including state of the art construction methods and practices. Reviews and approves final construction documents prior to advertising for bids. Reviews and monitors progress of construction work at regular intervals to ensure work is constructed according to the contract documents. Identifies deficiencies at early stages prior to adverse impacts and significant delays to projects. Applies technical expertise to improve and add value to the project, and consistently develops practical and creative solutions. Interjects an awareness of Commission objectives into the review and ensures work complies with internal park, facility design and construction standards. Communicates and collaborates with others during the review process.

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- Reviews scopes of work for design-build and construction services including all tasks needed to meet project objectives, reviews proposals with project review panel, and recommends award of contract. Reviews or prepares complete list of bid items, special conditions, technical specifications, and detailed cost estimate, and may coordinate advertisement of projects for construction. Compares cost estimate to project budget, and helps to develop solutions to reduce costs, when necessary, prior to bidding. Consults in advance with contract specialist and supervisor to consider and select purchasing methods. Effectively administers construction contracts during construction phase of the project, reviews and signs off on contractor payment requests. Proactively manages vendors and contractors and takes appropriate actions if and when performance does not meet the terms of the contract. Processes change orders and invoices in a timely manner and closes out contract upon completion.
  - Provides overall coordination and direction for construction projects; applies knowledge of construction management and specific contracts. Schedules and conducts on-site construction progress meetings among contractors, subcontractors, inspectors, regulatory agencies, design staff and park staff. Visits job site during construction and monitors progress to ensure work complies with contract requirements and meets design intent. Reviews and monitors detailed construction sequences and schedules. Coordinates activities between various trades shops, subcontractors, inspectors and utilities. Schedules and orders materials. Communicates on a daily basis with construction inspection staff to track the progress of the work and identify any project issues requiring resolution. Resolves problems reported by the construction inspector and other team members. Makes ongoing design decisions (in consultation with designers) to meet practical needs, fill in details, correct errors in original plans, or satisfy regulatory inspectors' interpretations of requirements. Work may involve unusual or unique design details requiring on-site aesthetic judgment and decisions in consultation with the designer. Reviews, negotiates and approves change orders. Reviews project inspection logs and diaries of contract activities to ensure that they are kept current, in order to review and approve payment for contract work and maintain expenditure records. Liaises between contractors, other park staff, and legal staff to enforce contract conditions and negotiate contract claims. Based on field conditions and weather, makes decisions for changes to contract requirements. Ensures that as-built plans are prepared at the completion of construction.
  - Maintains records and files. Prepares reports.
2. Other ( $\pm 30\%$ )
- Stays abreast of new developments and trends in one's own field(s) of technical expertise, design technology and construction technology, materials, methods and practices; evaluates potential for application in Commission projects/facilities and implements new ideas if feasible (and approved).

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- Communicates and interacts effectively with business contacts; they include presentation, explanation and defense of design or construction projects or programmatic matters having greatest scope and impact, complexity or sensitivity for the Commission. Establishes and maintains or enhances working relationships, including teamwork. Identifies, involves and coordinates with internal and external stakeholders including staff, consultants and sub-consultants, contractors and subcontractors, citizens, community groups, public officials, regulatory inspectors, and representatives from other agencies at appropriate stages; resolves conflicts at earliest possible stage in accordance with Commission policies and procedures and, for the most difficult/sensitive issues, with supervisory assistance. Meets with various parties to explain on-going projects, answer questions, respond to complaints, obtain agreement, convince, persuade. Actively listens actively to ascertain key information including perspectives, concerns, wants and needs of others; and develops options and solutions that incorporate key stakeholder concerns into the project(s), or portfolio, as practicable.
- Uses computer, modern office suite software, enterprise software, specialized software (such as project planning/scheduling software), and various technical devices/tools for planning, scheduling, communicating (email), word processing, manipulating data, preparing presentations, reporting time and attendance, requisitioning, researching (the Internet), and performing other functions. May use computer aided design and drafting (CADD) software and hardware.

### Important Worker Characteristics:

- A. (1) Comprehensive professional knowledge of the concepts, principles, practices, and techniques of one's own field(s) of technical expertise such as, but not limited to architecture, engineering and landscape architecture.
- (2) Excellent working knowledge of directly related fields outside one's principal knowledge base(s) such as, but not limited to, environmental, geo-technical, civil and structural engineering, architecture, landscape architecture and construction management.
- (3) Knowledge of:
- Building and building system functionality, maintainability and sustainability including green building objectives, principles and practicalities for site and building design;
  - Construction practices and the characteristics and uses of construction and building materials, including state-of-the art construction technology and materials;
  - Key aspects of land surveying pertinent to projects;
  - County\*, Maryland\* and Federal codes, industry standards and other guidelines affecting facility design and construction such as County soil erosion, sediment control, stormwater management and forest conservation requirements, building codes, use and occupancy requirements, fire protection and historic preservation requirements, US Army Corps of Engineers (USACE) and Maryland Department of the Environment (MDE) requirements, various Code of Maryland (COMAR) Titles,

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American Society of Testing and Materials (ASTM) standards for various materials, products and methods of construction, Consumer Product Safety Commission (CPSC) Guidelines for Design of Public Playgrounds, and accessibility provisions of the Americans with Disabilities Act (ADA).

(4) Considerable skill in using design and construction project management methods and techniques to manage complex, highly sensitive projects (or a portfolio).

(5) Knowledge of Commission organization, policies, and procedures.\*

*\*Typically acquired or fully developed primarily after employment in this job class.*

- B. Considerable skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes skill in identifying subtle aspects of problems and making recommendations and decisions. Examples include applying a variety of quantitative and qualitative measures to project management problems to assess and adeptly balance form, function, cost; assessing project scope, approaches; developing preliminary designs and specifications and reviewing proposals and detailed designs/specifications; quality assuring construction; and reviewing change orders and invoices.
- C. Skill in communication to understand verbal and written information (including facts, assertions and arguments), draw inferences, form hypotheses and develop logical arguments, and to express such information so that others will understand and, at times, be convinced or persuaded. This includes skill in actively listening and encouraging effective communication by others such as project staff, consultants and contractors concerning project (or portfolio) scope, estimates, costs, and risks; and skill in effective dialogue with special interest groups, community stakeholders (including explanation and defense of high impact or highly sensitive projects or programmatic matters) and staff in such non-technical disciplines as finance, internal audit and park operations.
- D. Interpersonal skills to interact effectively with business contacts in a businesslike, customer service-oriented manner; this includes skill in establishing and maintaining effective working relationships and working as a member or a leader of a team.
- E. Skill in using a computer, modern office suite software (such as MS Office), enterprise software and specialized software.

### Minimum Qualifications (MQs):

1. A Bachelor's Degree in Architecture, Landscape Architecture, Engineering or in any related field.
2. Six years of progressively responsible designer and/or construction manager experience that includes substantive work in the range of duties and responsibilities in this class specification.

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3. An equivalent combination of education and experience may be substituted, which together total 10 years.
4. Valid Registered Professional License issued by any state within the United States consistent with one's field of professional-technical expertise (Architecture, Landscape Architecture or Engineering) and the position of assignment is required for eligibility. A valid Registered Professional License issued by the State of Maryland consistent with one's field of professional-technical expertise is required within six months of appointment to a position in this class.
5. Valid driver's license in accordance with both State and Commission rules and regulations. Driver's license must be unencumbered by restrictions, revocations, suspensions, or points that could limit the employee's ability to drive Commission vehicles or perform driving duties required by the position of assignment.

### Working Conditions:

Works in indoor (mainly) and outdoor settings. Work is mainly sedentary, but requires some occasional exertion in the field and at construction sites. Is occasionally exposed to inclement weather and construction site hazards including close proximity to energized equipment and moving vehicles. Maintains situational awareness, adheres to established safety procedures, takes care and wears personal protective equipment to minimize potential hazards to self. May be subject to various job demands such as high volume of work and tight deadlines.