



ERIE FEDERAL COURTHOUSE COMPLEX

ERIE, PENNSYLVANIA

INTRODUCTION

In 1988, Judge Richard Nygaard asked the federal government's General Services Administration (GSA) for space for his chambers in the Federal Courthouse in Erie, Pennsylvania, but the already cramped building was unable to accommodate him. Four judges were already required to share three courtrooms in the U.S. Federal Building and Courthouse built in 1939. By the early 1990s, the space shortage had become critical. While GSA could solve the problem temporarily by moving many offices into leased space, a long-term solution was required.

At the same time that the federal government was experiencing space problems, downtown Erie was steadily deteriorating. The central business district was desperately in need of a project that would spur new development. Due to Congressional funding delays, ten years passed between Judge Nygaard's request and completion of the design for the expansion and renovation of the Federal Courthouse. During this time, GSA gained vital local support for the project. Not only did this help in the acquisition of needed property, it also ensured that the new complex would respect the site's local history while providing a modern and welcoming public center.

Another four years elapsed between design completion and the start of construction. This delay gave the project team an opportunity to reexamine the building's constructability and select the best-qualified construction team. The unexpected down time gave GSA a chance to apply the construction quality principles of Construction Excellence, a program that began during this second period of funding delay. The simple but important goals of Construction Excellence consist of improving building quality, ensuring tenant satisfaction, and fostering a collaborative work team. In the case of Erie the GSA team found that these principles made a potentially problematic project quite manageable and even enjoyable.

Doctor of Design Candidate Christian Sandel prepared this case under the supervision of Professor Spiro Pollalis as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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SITE DESCRIPTION

The existing Erie Federal Building and Courthouse faces the “town green” of Perry Square in the heart of downtown Erie. The Federal Building, listed on the National Register of Historic Places, shares a city block with two other buildings, which are to be incorporated into the new Federal Courthouse Complex. The first, located on the eastern portion of the block, is the old Erie City and County Library building, built in 1896. It is one of the oldest existing buildings in Erie and is also listed on the National Register of Historic Places. Prior to the government’s acquisition of the library, it was listed as one of Pennsylvania’s most endangered buildings. The second building, located on the southwestern part of the site, is the Baker Building, previously the location of the Isaac Baker and Son’s Men’s clothing store. It was built in 1946 and became eligible for listing on the National Register of Historic Places during the design phase of the project. The significance of these buildings in the history of the central business district, along with the site’s frontage along Perry Square, makes the city block a prominent site within downtown Erie. (See figure 1.)

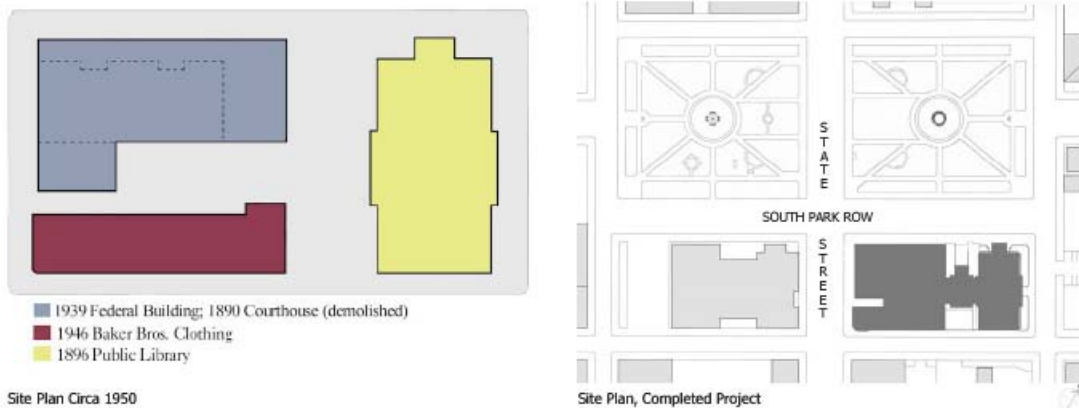


Figure 1: Site plan (courtesy of KSB&A/DPK&A)

PROJECT PLANNING

The relocation of the Bankruptcy Court, U.S. Attorney’s Office, FBI, and other federal offices from the Federal Building into leased space in 1991 solved the immediate space problems, but GSA needed to find a long-term solution. GSA determined that the most sensible option was to construct an annex in the vacant lots adjacent to the existing building. This new expansion would surround the Federal Building along the south and east sides. One option to create an annex of sufficient size for the needs of the courthouse was to purchase and demolish the Baker Building and then construct a six- or seven-story building on its site. However, GSA also began to examine the possibility of acquiring and renovating the Library building for its expansion needs. The local Erie government would prove to be a crucial ally in the acquisition of the Library. Joyce

Savocchio, who became mayor of Erie in 1990, soon became aware of the importance of the federal government's presence in downtown Erie, as well as its critical space shortage. The mayor even traveled to GSA's Mid-Atlantic office in Philadelphia in early 1992 to pitch the idea of their leasing additional space in the former Boston Store building, two blocks from the existing courthouse. However, GSA managed to convince Savocchio that it was better to expand on the existing site. They also presented the idea of expanding into the Library building, which would require the local government's aid in acquiring the building. Savocchio was very excited about GSA's plan and pledged to aid the federal government in purchasing the Library building.¹

FINANCING

By 1994, GSA was ready to request funding in order to move the project forward. GSA initially requested that Congress appropriate approximately \$3 million for the design of the Erie complex and purchase of the Baker Building and the Library. (GSA would request construction funding at a later date.) The prognosis seemed favorable, since the \$3 million request was made part of the proposed 1995 Treasury, Postal Service and General Government Appropriations Bill. However, the House-Senate committee on the bill eliminated the funding for the Erie expansion project. Despite appeals to reinstate the funding from Mayor Savocchio and Erie's congressman, Phil English, Congress declined to fund the project. A year later, in 1996, President Clinton included an allocation of \$3.3 million for the design phase and purchase of property for the Erie project in his proposed budget for fiscal year 1997. The House and Senate approved the project, and President Clinton then signed the bill into law.

Once the budget passed, the Erie School District decided to sell the Library building to GSA at the mayor's urging. Since the school district was no longer using the building and had no funds to renovate it, the school board voted in November 1996 to sell the building for only \$1. Although the real value of the building was around \$850,000, the school board was willing to donate the building to GSA to ensure the renovation and repair of the historic building. In addition, the school board was in favor of keeping the building as a public building. Urbanization was another important driver of this decision: the City hoped this new development and renovation would lead to more investment in the area. The owner of the Baker Building, Sam Sherman, who had recently moved his clothing store to another location, was paid \$750,000 for his property.

GSA initially believed that construction funding would be available in the next fiscal year's budget, but it was not until 2001 that the rest of the project's funding was authorized. Both the House and Senate approved \$30.7 million for fiscal year 2002, which President George W. Bush then signed

¹ Ed Palattella's Book on Federal Courthouse, Chapter 7, "Building a Legacy," March 2003.

into law. Congressman English and Mayor Savocchio again acted as proponents in obtaining the funding for the courthouse construction.²

DESIGN TEAM SELECTION

Although the project followed GSA's Design Excellence Program, the formalities of the Design Excellence philosophy were still in development at the time.³ Abby Smith of GSA, who was in charge of historic preservation on the Erie project, cited some of the selection factors as the main difference from today's formalized Design Excellence. The present-day Design Excellence focuses on selecting a key designer, whereas the Erie project concentrated on selecting a team, which included architects and engineers. One of the most important factors in team selection was having knowledge of historic preservation. Not only did this influence the selection of the architects, but the existing conditions would also involve other disciplines. For instance, the mechanical engineering would be affected, since ducts would have to be retrofitted into existing spaces. This approach gave GSA the freedom to look at a team's overall working relationship, while also ensuring that key qualifications such as historic preservation would be met.

Other procedures used on the Erie project subsequently became established elements of Design Excellence's two-step process of selection. Prices did not play a part in the first phase of the selection process: only technical qualifications were considered. Based on this initial phase, five teams (out of twenty-one entrants) were short-listed. In the second phase, the teams presented their schemes for the Courthouse complex in interviews conducted at the existing Federal Courthouse. Along with GSA, the selection committee consisted of a team of regional architects and artists as well as the assistant circuit executive. This regional jury would later assist GSA and the courts in peer reviews throughout the design process. From the shortlist, a team was selected that included a joint venture of architecture firms Kingsland Scott Bauer & Associates (KSB&A) of Pittsburgh and Dan Peter Kopple & Associates (DPK&A) of Philadelphia. DPK&A provided the team with historic preservation credentials. The other team members included MEP engineers, structural engineers, cost estimators, landscape architects, acoustical consultants, and court consultants.

In fact, KSB&A had already been involved in the early planning stages of the project. Previously, government regulations had not allowed a firm that had worked on programming and base planning with GSA to compete later for the design, but that rule changed prior to the designer selection process on Erie Federal Courthouse Project. The early stages of the project, on which KSB&A was involved, included producing building evaluation reports on existing conditions and

² Ibid.

³ For more information on the Design Excellence program visit the relevant section of the GSA website at <http://www.gsa.gov/Portal/gsa/ep/channelView.do?pageTypeld=8195&channelId=-12885>

preliminary reports on the expansion needs. In creating these studies, KSB&A also began to work with DPK&A, who provided assistance as a historic consultant. Based on the positive working relationship in the early planning stages, the two firms decided to form a joint venture when GSA announced its request for design proposals. The architecture firms' earlier involvement on the project was naturally an advantage for them in the selection process, but more importantly it allowed their collaborative relationship with GSA to continue into the design phase.

After the joint venture was selected, DPK&A led the conceptual design although KSB&A remained the lead firm on the overall project. Dan Kopple AIA, partner at DPK&A, was the lead designer, while Carl Doebley CSI, a partner at DPK&A, led the preservation work. Sherman Aronson AIA, a partner at DPK&A, and James Winkler were the key project designers. Once the working drawings reached 30% completion, the work was divided between the two firms. KSB&A was in charge of the Federal Building and Annex portions of the project, while DPK&A would develop the Library and Connector buildings. This separation allowed DPK&A, specialists in historic preservation, to focus on the historic Library building and the critical Connector, which would join the Library and Federal Building. Unlike typical design architect/executive architect arrangements, in which there are distinct roles and often contentious relationships, Abby Smith of GSA described the architects' joint venture as "a melding of two firms." (See figure 2.) The design team used a project website where all the parties could access the materials.

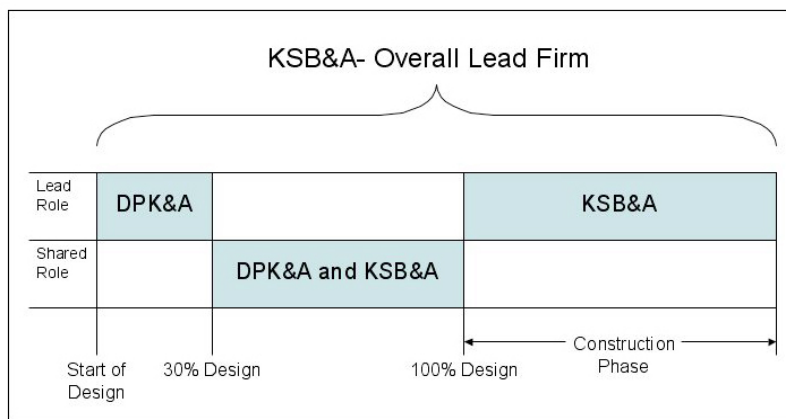


Figure 2

Later, KSB&A took the lead on construction administration, partly due to the firm's proximity to the project site. (The firm's Pittsburgh office is approximately two hours from Erie.) Dave Bauer AIA, partner at KSB&A and project manager on the Erie project, would travel weekly to the project site. DPK&A conducted site visits during construction as needed. The architect's role during construction was primarily to ensure that the built work adhered to the design drawings. An outside construction manager, Jacobs Engineering, was hired by GSA to act as its on-site representative.

DESIGN – CIRCULATION ISSUES

In the architecture firms' submission for GSA Design Award, they cited security as the greatest difficulty in the adaptation and expansion of the Erie Federal Courthouse. The new Federal Courts Design Guide stresses the importance of separate and secure circulation for the public, the judges, the U.S. marshals (along with the defendants), and service staff. The single shared circulation in the existing courthouse was no longer adequate.



Figure 3: *Connector between the library and federal building (courtesy of KSB&A/DPK&A).*

The main public entrance is through the new glass-enclosed atrium of the Connector lobby. (See figure 3.) The use of glass in the Connector allows the exterior walls of the old buildings to be visible, while also emphasizing the new public entrance. A new sculptural pylon announces the public entrance to the Connector on the exterior; its illuminated glass panels are visible from beyond Perry Square. The public lobby has a deep front foyer with security desk and scanners at the front. The public can access the rotunda of the Library building by steps or a ramp on the east side of the Connector lobby. On the west side of the lobby, there is a gallery with public elevators that go up to the courtroom floors. There is also public circulation in the new Annex and within the Library building. Portions of the second floor of the Library will be restricted to the public.

The judges' access to the building is kept separate from the public and begins in their underground parking garage, from which they take restricted elevators. (The U.S. marshals also have a separate elevator, which originates at the ground floor.) To seamlessly continue the

judges' private circulation on the second floor requires bridging across the open, multi-story public Connector lobby. An innovative solution was devised that both separates and highlights the judges' private circulation within the lobby space. The restricted circulation passes through a Shared Legal Library, which is "hung" in the center of the Connector atrium. The exterior of the legal library is therefore visible to the public from below, and is covered with a wood paneling designed by DPK&A. This paneling complements the art glass wall panels, designed by David Wilson through the Art in Architecture program, located on the south façade of the Connector.

DESIGN PROCESS

The firms cited three other important issues that emerged during the design phase. The first challenge was to retain some or all of the Baker Building, which had become eligible for designation on the National Register of Historic Places. The second was to allow for the addition of a future U.S. District Courtroom as required in GSA's 30-year plan. The last was to ensure that the façade of the new Annex would work well as a transition between the Library and the existing Federal Building.

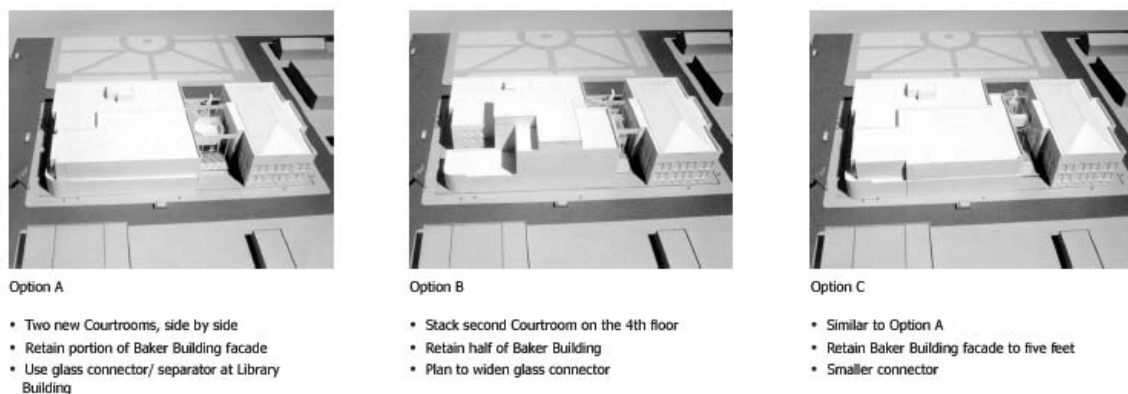


Figure 4: Three massing options (courtesy of KSB&A/DPK&A)

Peer design reviews throughout the design process helped to resolve these three design problems. The regional architects and artists that served as a jury for the designer selection also acted as advisors during these periodic reviews. During one important peer design review, the A/E joint venture team presented three options. (See figure 4.) Options A and C were not entirely successful in addressing the final problem of creating an effective transition between old and new. In both A and C, the massing of the new Annex covered the entire south façade of the Federal Building and would retain only the façade (five feet deep) of the Baker Building on the first floor. In option C, a portion of the east façade of the Federal Building was also obscured.

All three problems were well addressed in the selected option B. The architects retained the entire corner of the Baker Building, better responding to the goal of saving most of this historic building. This also allowed more of the south façade of the Federal Building to be visible. The

second problem was resolved by stacking the courtroom space on the fourth floor. The solutions to the first two issues also solved the third challenge by creating a better connection between the old and new elements of the project. The massing of this scheme created a more interesting and less abrupt transition between the Baker, Library, and Federal buildings. (See figure 5.) By saving the entire Baker corner, it further enhanced the building's public presence, since the old store would now be used as a retail Post Office. This could be accomplished without compromising the security since the rest of the complex would be inaccessible from this corner.⁴



Figure 5: Annex under construction in April 2003 (photo by author)

The project team always kept the various tenants informed throughout the design process. Ed Myers, GSA project manager for the Erie Courthouse Complex, stated, “At each phase of the design, we would do a general presentation to all the tenants at once. Then we would have follow-up meetings with each group individually.” This would ensure that the tenants understood the complex design and allow problems to be solved as early as possible. In late 1998, in order to further facilitate the understanding of the spaces and attempt to discover problems before construction, the project team created mock-ups of the courtrooms. These full-scale courtroom replicas were built in a warehouse in downtown Erie, based on the 70% design documents of the A/E design team. Two mock-ups were constructed, one of the new U.S. Bankruptcy Courtroom and another of the new U.S. District Courtroom. Duct tape was used to layout the U.S. Court of

⁴ KSB&A / DPK&A Joint Venture, submission entry for GSA Design Award.

Appeals chambers and court staff space directly in the library building. The physical mock-ups were constructed using basic framing, plywood, particleboard, and tarps to test sight lines and other operational issues in the interior design of the courtrooms. The users, architects, and GSA were all present to provide feedback. Many of the modifications involved changing the heights or widths of desks for improved sight lines or better ergonomics. While many of these changes seemed minor, they were able to be incorporated during the design phase, rather than as costly modifications to the millwork during actual construction.

CONTRACTOR SOURCE SELECTION

After a three-year delay in obtaining the construction funding, the contractor selection process began in 2001 using a two-step source selection process. In the first phase, contractors were judged simply on qualifications of key personnel, past performance, and the involvement of small and minority businesses. Price did not play a factor in this initial phase. The contractors were also required to submit a list of possible subcontractors for five key elements of the project's construction, which were masonry restoration, millwork, curtain wall, HVAC, and electrical. Three contractors responded to the initial solicitation, and all three qualified for the second phase of the selection process.

In the second phase, bid documents were issued to the contractors for preliminary pricing. GSA project manager Ed Myers emphasized the importance of this second phase in the process: "Because of the down time we had a couple of concerns, mainly equipment being outdated and pricing. Since we had old estimates, we decided to put it out for bid and get as much feedback as possible from the contractors." The second phase also included a request for a technical review of the project by the short-listed contractors who were each paid a stipend of \$10,000. The main purpose was to ask the contractors to comment on the design and suggest alternatives, but the responses were also used to evaluate the contractors. The contractors received a technical ranking based on their answers. In order of importance (from most to least important), the review included schedule, construction alternatives (VE items), design comments, interviews, demolition issues (i.e., unforeseen conditions in existing buildings), change management, build green, and project management. Approximately 450 design comments, including both clarifications and changes, were received from the contractors. Although most of these comments were duplicates, this method helped GSA decrease the effects of the delay between the design and the construction and take the opportunity to reduce the risk of change orders later in construction. Each contractor had an opportunity to elaborate on the issues during private interviews (also one of the factors in ranking) with the entire project team.

Each of the initial price proposals, received at the start of the second phase, was over the estimated budget by about \$2 million, but the contractors were also aware that it was not their

final bid. Of course, the comments from the short-listed contractors created numerous amendments. For instance, the VE alternatives, which were reviewed by GSA, the architects, and others on the project team, were subsequently incorporated into the base bid. Following these changes, the contractors then submitted their best and final bids. GSA's final estimate for the project was \$25,417,635. Two of the bids were very close to that number, while the lowest bidder was under by approximately \$855,000 (3%).

In the end, the highest technically ranked firm also submitted the lowest bid. Mascaro Construction Co. of Pittsburgh submitted a bid of \$24,560,000. Since Mascaro's bid came in under budget, certain items from the list of 71 VE design clarifications, particularly aesthetic ones, were then bought back and added into the project once again. There were two important aesthetic "buybacks." One was the reuse of stainless steel railings throughout the Connector and Annex buildings, which had initially been changed to painted steel tube railings for cost savings. Another important "buyback" was putting real stone back into the job, rather than precast concrete panels. The new Annex now meets the existing Federal Building with granite and limestone, while it joins the Baker Building with granite. This was an especially significant aesthetic issue to help the new and old buildings of the complex better complement one another.

CONSTRUCTION PHASE

The groundbreaking for the Erie project took place on April 22, 2002. However, just prior to breaking ground, an archaeological dig took place in accordance with federal requirements (Section 106 of the National Historic Preservation Act). In fact, this was the second dig to take place on the site, following one in 1994. Roughly 20,000 artifacts were uncovered from the site from these two digs. Some of the findings were related to the former middle-income residents that occupied the site, and included utilitarian objects such as ceramics and glassware. The most significant find was an intact storage tank/vapor generator from 1895, used as backup power for the old Federal Building (demolished to make way for the existing Federal Building). Such a generator had never been uncovered in such excellent condition, and it was even discovered with gasoline fumes still trapped inside. Therefore, it had to be dismantled, but pieces of the tank will be displayed within the Smithsonian, the Pennsylvania State Museum, the Erie County Historical Society, and GSA offices. Many of the other finds will be displayed within the Connector lobby of the new complex. This will add to the building's role in reaching out to the local community, by educating people about the rich history of the site.

Once the actual construction was under way, it was done according to a 30-month phasing plan. The first phase involved demolition (including a portion of the Baker Building, along with other selective demo work); the second phase included new construction on the Annex and Connector along with restoration and renovation work on the Library and Baker buildings; and the third

phase was for the renovation of the Federal Building. This phasing allowed the tenants of the existing Federal Courthouse to continue to occupy the building while construction on the other portions of the complex was being completed. Working around an occupied building during construction was a challenge which required the cooperation of the Federal Building occupants and flexibility on the part of the general contractor. The judges communicated directly with the construction manager and the general contractor. Mike Robie, GSA property manager for the Erie Courthouse, ensured that work was not overly disruptive to the building occupants. For example, if a judge was in a critical part of a trial and needed jack hammering to stop, then Robie would tell the contractor to cease work. However, the general contractor went into the job with the expectation that loud work might have to be stopped for a period of time, and the GC would simply have to put the workers on some other task when asked to stop. Ed Myers, project manager for the Erie project, stated that, for the most part, second shifts and weekend hours had not been necessary during the early stages of construction, but might be required for the work on the existing Federal Building during the final phase of construction. Just as the tenants were kept informed throughout the design process, they were made aware of the project's progress during construction. While Gina Waring of GSA's business development office kept the tenants informed of construction updates, using an electronic newsletter, there were also frequent follow-up meetings with the project team to discuss other outstanding issues.

Major security issues had already been resolved during the design phase, but since the funding for construction had been delayed, the security requirements needed to be subsequently brought up to date as well. One of these security updates called for a manned booth at the entrance to the underground parking, in order to examine cars entering the complex. Additionally, one of the items not included in the base bid was a mailroom that could handle biological hazards. The mailroom would have a special ventilation system to isolate any chemical agents, such as anthrax, from the rest of the complex. This mailroom, built within the loading dock area, was also designed to be blast-resistant. Since this was a court requirement, the Administrative Office of the U.S. Courts eventually funded this special mailroom.

The three security contracts themselves were also difficult to coordinate with the rest of construction. The first package consisted of the courthouse perimeter / Federal Protective Services (FPS); the second was for the marshals' handling of the prisoners, and the final package for the security of the judges. Since these three packages were actually not under the control of the general contractor, they were a concern for the phasing of the construction.

Another major issue that affected the construction phasing early in the process involved getting electrical power to the building. Originally the local electrical utility company had agreed to have an electrical transformer located below a nearby street. This would require the Federal Building to simply tap into the low voltage network that the utility company would set up. After

construction was underway, the utility company was no longer willing to fund this transformer project, and also redefined the original voltage characteristics. This meant that the government had to quickly incorporate a transformer directly into the building design. The best solution was to relocate the 12 ft high transformer. This redesign caused numerous headaches for the entire project team. In addition to requiring significant redesign, the changes eliminated a couple of parking spots in the basement. Mascaro originally planned to have power to the building ready by June 2002, but the provision of permanent power was delayed until mid-March 2003, almost one year later. Many of the building components and anything that required power (e.g., the elevators) were affected. Pat McGinley, project manager for Mascaro Construction, stated, "Obviously, it had a cascading effect on everyone." It created some initial scrambling of the scheduling for the project team. However, what could have had a very large impact on the budget was managed by shifting \$400,000 that was originally intended for the power company to the general contractor instead. Another \$150,000 was required to cover the costs of this rework, but this cost was also made manageable by the savings from other VE items.

CONSTRUCTION QUALITY

During the construction phase, GSA utilized the services of an outside construction manager, Jacobs Engineering. Since a traditional project delivery method was utilized on this project, the CM acted mainly as GSA's representative. Jacobs was on site to monitor construction quality, but didn't control any of the actual trades or subcontractors. Brian Koches, Jacobs' Manager of Federal Projects (Eastern Region), described the CM's role as "an extension of GSA." He explained that while the GSA team could not be on site all the time due to obligations from other projects, representatives from Jacobs could be. He referred to Jacobs' role as "the agent of the owner": they advise GSA on money issues, scheduling, etc., but GSA has the final say. Coordination items and quality assurance are Jacobs' main responsibilities in performing as a go-between for the owner, occupants, and contractor, but actual construction quality is still up to the contractor.

Another important method for managing quality in the construction process is the Construction Excellence Peer Review program. Implemented in 1998 to complement Design Excellence, Construction Excellence is undertaken during the first quarter of construction. Though somewhat similar to the Design Peer Review process, it is an audit performed by three non-GSA construction professionals (architects, contractors, or construction managers, all from the private sector) along with the Director for Construction Engineering from GSA's Office of the Chief Architect. Each federal construction project is assigned a review panel selected from a group of about thirty professionals serving as national Construction Excellence peers. These peers are initially chosen by GSA, with the assistance of the Associated General Contractors of America, and then appointed for a period of two years by the commissioner of the Public Buildings Service.

Construction Excellence basically follows the same principles as Design Excellence. Its goals are simply to improve building quality, ensure tenant satisfaction, and create a collaborative work team. Construction Excellence does not address only the construction phase, but includes many of the methods of quality control already mentioned, such as early tenant involvement in decision-making and constructibility feedback during the contractor selection process.⁵

The Construction Excellence peer review is conducted early in the construction phase, to enable the review panel to better suggest alternatives or catch errors before it is too late. They conduct private interviews with members of the entire project team. Following the interviews, there is a debriefing session to identify problem areas in the project. Later, the Director of Construction Engineering sends a brief report to the GSA project manager. The Erie peer review took place in September 2002 at 20% completion of the construction phase. The report indicated a strong sense of collaboration among the team members. It stated specifically, "The Architect and GSA have had good team continuity from design into construction. The contractor selected key subcontractors through an interview process, which produced high quality players." However, it also showed some of the outstanding which included approving a baseline schedule, and addressing security items. Overall, the report gave a positive evaluation: "In summary, this project team has taken a highly complicated, difficult project and is working extremely well toward the common goal of a quality on-time project."

CONCLUSION

The Erie project is currently under construction. The second phase (which includes the bulk of the work excluding the existing Federal Courthouse renovation) is scheduled for completion at the end of summer 2003. Final occupancy is scheduled for October 2004. So far, the project seems destined not only to remedy a decade of space shortage for the Federal Courthouse, but also to create a new public center for downtown Erie.

All of the project team members cited the importance of collaboration and trust in creating a successful project. Some of this can be attributed to mutual involvement on past projects. Mascaro had been involved on a number of other projects for GSA's Mid-Atlantic Office. Pat McGinley of Mascaro believed, "If everyone's open and up front, not trying to wheel and deal off to the side that makes all the difference." The project architect, Dave Bauer, used similar words to describe the positive and open working relationship with GSA. He stated, "We're not pushed aside. They look for our involvement in how we do things, which is nice."

⁵ http://hydra.gsa.gov/pbs/pc/const_excellence/

This attitude of collaboration extended to the community's involvement in the project as well. Pat McGinley of Mascaro noted an "esprit de corps" on the part of the subcontractors' local workers and craftspeople. He believed that they took extra pride in the project, since they had all visited the historic buildings as children. Local groups, such as the Erie Conference on Community Development and the Erie County Historical Society, continually met with GSA and the project team to ensure that the design was sensitive to Erie's history as well as responsive to the public's present and future needs. Referring to the Library building, Abby Smith stated, "The community really feels that it is their building. It has been their building since 1897. There's been this period of about 10 years during which they weren't able to access it. The community really takes ownership of that building." It was therefore not just a federal government project, but also a local project. Brian Koches of Jacobs summarized the team's philosophy by stating, "Across the board, the people on this project, whether it's GSA, the courts' folks, the contractor, the community, the architects, you name it, everybody seems well suited to this project or just has a real strong interest in making this project a success."

APPENDIX A: PROJECT TIME LINE

3/31/1993	Prospectus development study completed
3/26/1997	Design award
1/15/1998	Design concept approval
6/17/1998	Design complete
3/26/2002	Construction award
8/18/2003 (estimated)	Phase 2 complete
9/30/2004 (estimated)	Phase 3 complete
10/31/2004 (estimated)	Final occupancy

APPENDIX B: ERIE COURTHOUSE PROJECT TEAM

