

Roles and Responsibilities for Capital Projects

Project Management
Professional Development

April 2, 2019



Agenda

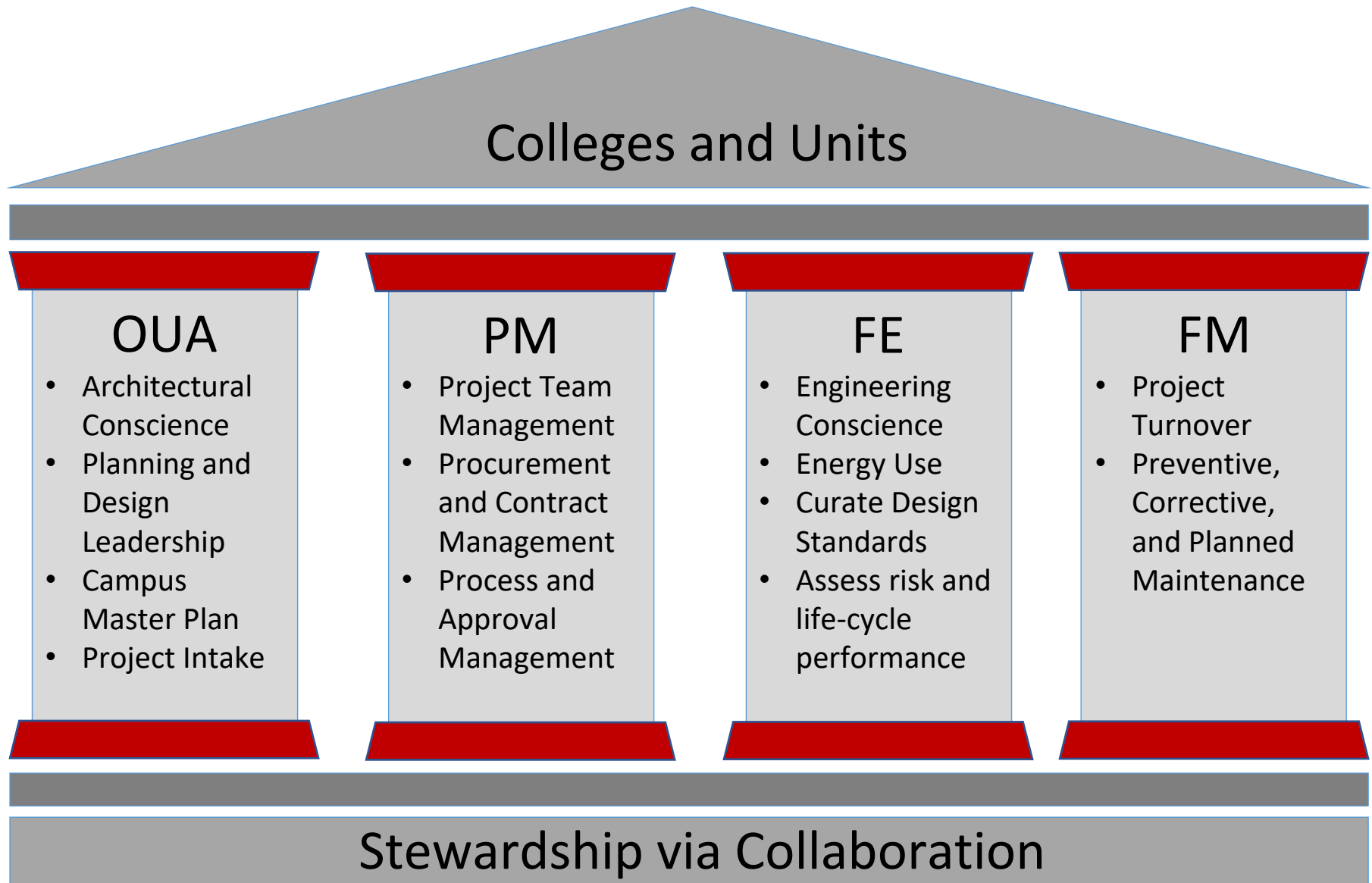
- Background and Purpose
- Stewardship of Built Environment
- OUA and E&PM design direction
- Role and Responsibility charting
 - Process and definitions
- Project examples
- Next Steps
- Questions?

Background and Purpose

- Unit Facility Directors “listening tour” feedback
 - Confusion about roles and responsibilities between OUA and E&PM
- New personnel / existing personnel in new roles
- Observed internal tension

- Purpose: Office of the University Architect and Engineering & Project Management provide **collaborative leadership** with our campus partners for successful delivery of capital projects at Cornell University

Stewardship of Built Environment



Office of the University Architect provides design direction for:

- Planning studies and design studies that are led by architects and will lead to a capital project
- All capital projects that:
 - Are greater than \$10M, or
 - Have an exterior visual impact on campus, or
 - Include changes to major public spaces
- For these studies and projects, OUA leads the Architect/Design Team selection process and is Accountable for the design
- For all other projects, E&PM provides design direction

Role and Responsibility Charting Process

1. Identify well-defined work process
2. Determine decisions and activities to chart
3. List roles involved in decisions and activities
4. Develop the RACI chart
 - Responsible, Accountable, Consult, Inform
5. Get feedback and buy-in
 - Distribute to everyone on the chart, capture changes, revise

Role and Responsibility Charting Definitions

- Responsible (R) *“The Doer”*
 - Individual who actually completes the task; Responsibility can be shared, so there can be more than one
- Accountable (A) *“The Buck Stops Here”*
 - Individual who is ultimately answerable for the activity or decision; this includes “yes or no” authority and veto power;
only one A can be assigned to an action
- Consult (C) *“In the Loop”*
 - Individual to be consulted prior to a final decision or action; predetermined need for two-way communication
- Inform (I) *“Keep in the Picture”*
 - Individual who needs to be informed after a decision or action is taken; it is a one-way communication

Project examples: OUA provides design direction

Multidisciplinary Building



Budget: \$65M

OUA led A/E selection, site selection, planning and design through feasibility study, & project approvals with PM sharing responsibility for scheduling, budget management, communication; E&PM consultation on MEP, Structural Systems, & Building Envelope. Other FCS partners engaged heavily through pre-SD phase include Transportation, Energy and Sustainability.

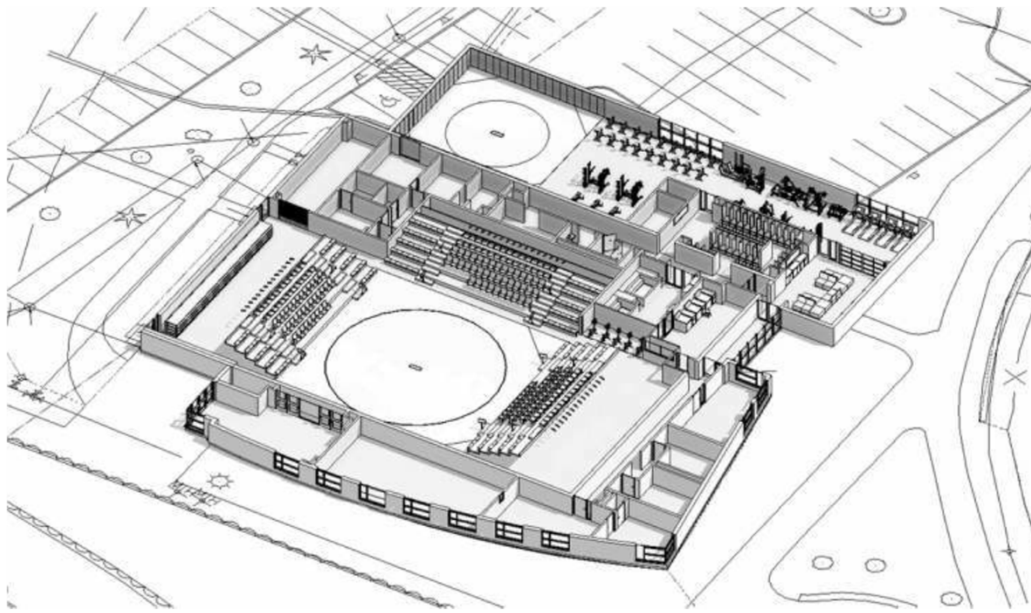
Scope

Programming, planning and design of new building to accommodate five programs:

- Atkinson Center for a Sustainable Future
- Masters of Public Health Program
- Center for Cancer Biology
- Center for Immunology
- Computational Biology

Project examples: OUA provides design direction

Friedman Wrestling Center Addition & Renovations



Scope:

- Resolve entry, circulation and adjacency problems
- Increase capacity and effectiveness of practice, training, and locker facilities
- Resolve parking and landscape impact to site

Budget: \$5 M

Current Estimated Area: Renovation: 2,000-3,500 sf; New Construction: 4,650 sf

OUA led A/E selection, planning, design, and project approvals with PM sharing responsibility for scheduling and budget management; E&PM consultation on MEP, Structural Systems, & Building Envelope. Other FCS partners engaged through pre-SD phase: Transportation, Energy & Sustainability.

Project examples: OUA provides design direction

Baker 200 Renovation



Goal

Improve functional and aesthetic quality of the space to enable use by broad range of disciplines while maintaining seat count and supporting Chemistry instruction.

Scope: TBD

- Egress/Access Improvements
- Ceiling and lighting upgrades
- Finishes, seat replacement
- Acoustics and AV upgrades
- Mechanical & Electrical

Budget: \$3.0 M

OUA led A/E selection process in close partnership with Vice Provost for Undergraduate Education, with PM sharing responsibility for scheduling, budget management, and communication.

Project examples: OUA provides design direction

Hollister Hall Renovation Feasibility Study



Scope

Programming, planning, conceptual design and cost estimating for future phased renovation and addition to accommodate expanding research and academic programs in COE.

Preparation of concept images and other graphic materials for use in fundraising.

Study: \$750,000; Project Budget: \$140 M

OUA led A/E selection, planning and design with PM sharing responsibility for scheduling, budget management, communication; E&PM consultation on MEP, Structural Systems, & Building Envelope. Other FCS partners will be engaged heavily through Feasibility Study including Transportation, Energy & Sustainability.

Project examples: E&PM provides design direction

Multiple Buildings Secondary Electric Gear & Transformer Replacement



Scope

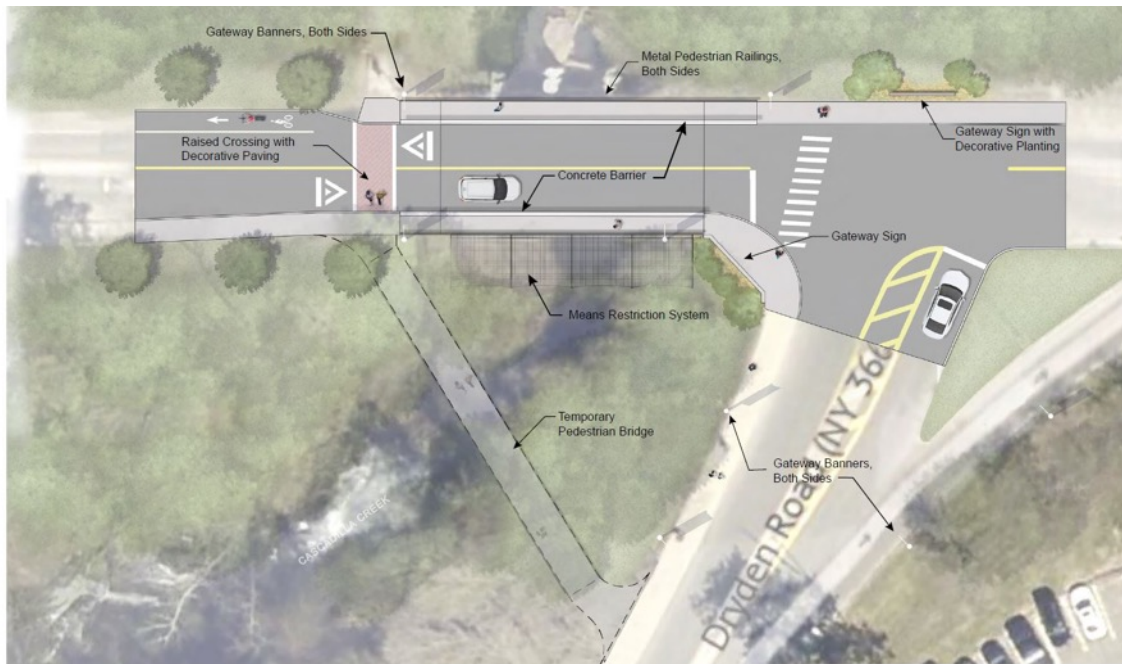
- Renew end of service life secondary electric gear
- Transformer replacements
- Mary Donlon, Corson Mudd, Floriculture and Baker Complex

Budget: \$2.2M

FE led engineering study and design, E&PM facilitated design decisions with input from FM and Energy and sustainability.

Project examples: E&PM provides design direction

Dwyer Dam Bridge Rehabilitation



Scope

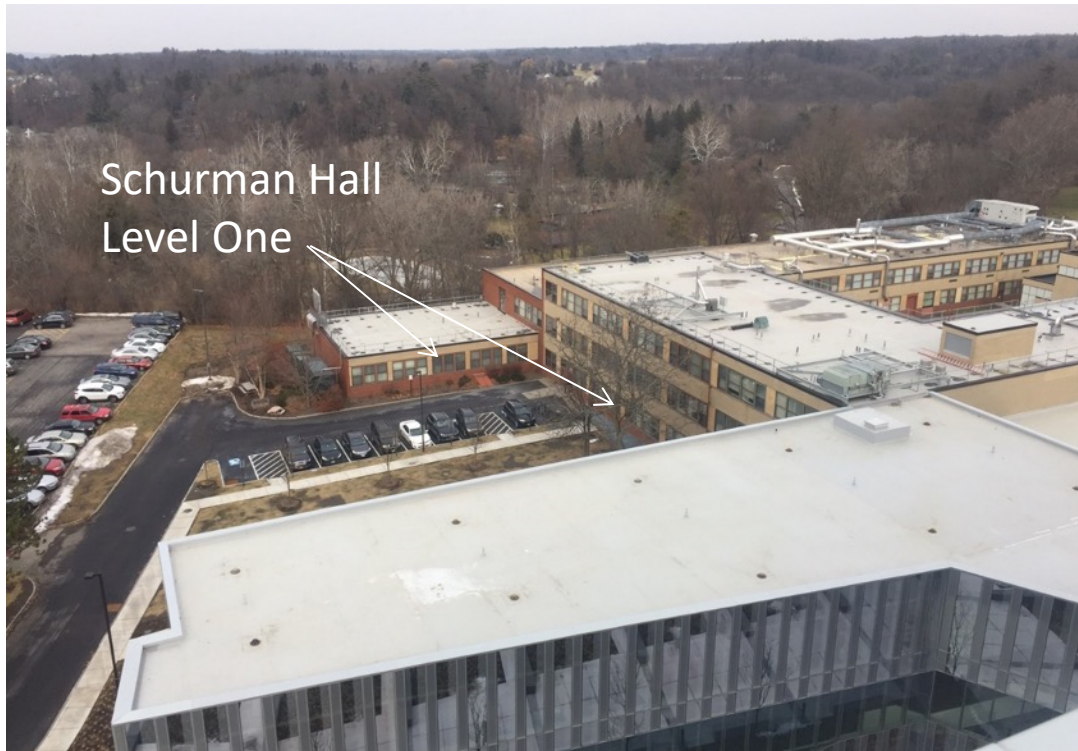
- Engineering study for structural repairs
- Rebuild bridge deck on top of existing structure
- Temporary pedestrian bridge

Budget: \$5.5M

FE led engineering study, Engineer selection, E&PM facilitated design decisions with input from FM, Transportation and Planning.

Project examples: E&PM provides design direction

Schurman Hall Level 1 Renovations



Scope

- New Offices & Laboratories
- Upgrade Mechanical Systems
- Upgrade Finishes & Lighting
- Upgrade Corridors



Budget: \$7.3M

Renovation Area: 15,070 SF

E&PM partnership with CVM Facilities to deliver technically challenging lab renovation. E&PM facilitated design decisions with stakeholders.

Project examples: E&PM provides design direction

Statler Hall Ballroom Renovation & Kitchen Exhaust Remediation



Scope

- Replace Kitchen Exhaust System
- Replace ceiling and floor
- Ceiling and lighting upgrades
- Wall covering and carpet
- AV upgrades
- Mechanical & electrical
- New furniture
- Exterior windows

Budget: \$4.1M

E&PM led A/E selection process and design process with OUA consultation on building exterior impacts.

Next Steps

- ❑ Develop RACI chart for projects where E&PM provides design direction
- ❑ Get feedback and buy-in
 - Facilities Directors and Director, Capital & Space Planning have for review; requested comments by April 12th
 - Coordinate with your Department to provide FCS inputs
- ❑ Implement, monitor, and adjust
- ❑ Clarify criteria and develop RACI chart for projects with Unit PM
 - Facilities Directors are volunteering to participate

Project examples: OUA provides design direction

Balch Hall Renovation



Scope: Full Renovation

Budget: \$71M

OUA led A/E selection process, design, and approval process with PM sharing responsibility for scheduling, budget management, communication; E&PM consultation on MEP, Structural Systems & Building Envelope. Other FCS partners engaged through pre-SD phase include FM, Transportation, Energy & Sustainability.

