

UNIVERSITY of
HOUSTON

FACILITIES MANAGEMENT
Project Delivery Program

Needs Development – Step 1
Scope Development – Step 2

July 10, 2012

Project Management Concept

- **Step 1: Needs Development**
- **Step 2: Scope Development**
- Step 3: Procurement of Design Team
- Step 4: Design
- Step 5: Bid/Procurement of Contractor
- Step 6: Construction
- Step 7: Activation, Transition and Closeout
- Wrap-Up Summary
- Q & A

Step 1: Needs Development



The “Needs Development” step in the project delivery process refers to when a project is initiated and assigned to a Project Manager in FM.

Step 1: Needs Development

Work Flow Process

Email Requests

Customer Service
Center

Emergencies

Capital Plan or
Backlog Request

CRDM Requests

Minor and Planned
Projects

Technical Shops

Minor In House
Construction (MIC)

Step 1: Needs Development

There are five ways to initiate a project with FM:

1. Capital Request Process
2. Capital Renewal and Deferred Maintenance (CRDM) Request
3. Emergencies
4. Online Work Request
5. Calling in to the Facilities Service Center
6. Project Development (post emergency)

Step 1: Needs Development

Capital Request Process

The Capital Request Process is the means by which the university identifies proposed building construction or minor renovation projects regardless of funding source. The [project assignment process](#) within the University should be referenced by the Project Manager as needed.

Capital Renewal and Deferred Maintenance (CRDM) Request

The university receives Higher Education Assistance Funding (HEAF) for projects that address maintenance and programmatic renovations. Project requests are submitted by academic units and FM. The requests are analyzed, estimated, and reviewed by the CRDM committee, which approves or makes funding recommendations to university leadership. Projects can also be initiated through the [CRDM request process](#).

Step 1: Needs Development

Online Work Request

The online [Work Request Form](#) is used to request several different services provided by FM including: renovation, serviceable and billable work. The online form is completed by the requestor and it workflows via e-mail for appropriate department approvals. Once all department approvals have been received FM is notified that the request is ready for processing. After an initial review and analysis by FM, the request is forwarded to the applicable service area for assignment and project completion.

Calling in to the Facilities Service Center

Work requests can also be called into the Facilities Service Center where the customer may be assisted with filling out the form by a facilities service dispatcher.

Step 1: Needs Development

- **Facilities Service Center:**
 - Intakes all work requests and assigns to either Minor & Planned Projects, MIC or Technical Services.
- **Technical Services**
 - Assigned serviceable and billable work requests that are technical and can be completed as projects by the technical areas.
 - Supervisor will determine if work request should be reassigned to Minor and Planned Projects.
 - If determined work request should stay, a decision will be made on whether this is a work request or project.
 - If a project – the project delivery process must be followed and funding obtained.
 - For small billable requests, the Technical Shops will assign work request and work will be completed. This will not proceed to a project.

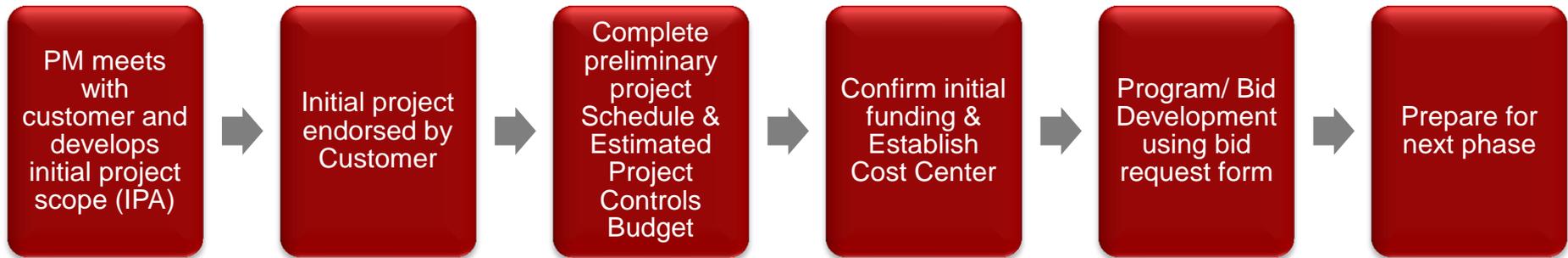
Step 1: Needs Development

- **Minor and Planned Projects:**
 - Assigned Billable Requests that are complex in scope or highly visible.
 - Principal Project Manager (PPM) of Minor and Planned Projects will review work request and determine if the project should be reassigned.
 - If determined project should stay, the PPM will assign to a Project Manager (PM).
 - If project stays, the Facilities Projects & Admin. Coordinator (FPAC) will contact the customer to either gather more information or let them know that PM will contact them within 48-72 hours.
 - FPAC changes assignment within work management system and provides PM with a hard copy of the assignment.
 - PM must contact the customer within 24 hours of receiving assignment and will update work management system work request to include contact notes.
 - If project is reassigned, the PPM or delegate, will also communicate with the Facilities Services Center, the technical area and the customer that the work has been reassigned.
 - Upon completion of Step 1, the PM will go to Step 2: Scope Development

Step 1: Needs Development

Questions / Discussion

Step 2: Scope Development



The focus of this step is to prepare the project charter and initial project scope.

This phase includes developing the project definition and vision, establishing the Project Team, defining project objectives and requirements, and project set-up in FM. At the end of this step, the project will have received all customer approvals and funding authorizations.

Step 2: Scope Development

PM makes contact with the customer and develops the initial project scope.

The Project Manager or assigned service area will make follow up contact with the customer, to begin the process of defining the project utilizing the **Initial Project Assessment Form (IPA)** with the appropriate level of detail so subsequent activities can be completed. Once the project scope is better defined, a more detailed budget and schedule will be prepared.

- Baseline project scope / Code & Life Safety
- Additional scope

Step 2: Scope Development

Project Endorsement from Customer

- **Create the Project Control Budget (PCB)**

A project budget is prepared and presented to the customer for approval before the project will move forward.

The initial budgets are refined throughout the planning and design phases and until the project is presented for bidding. It is imperative that all elements of the budget are clearly defined, captured, and developed throughout each phase.

The Project Manager can solicit contractor input in the creation of the PCB.

- **Create the Conceptual Project Schedule**

A preliminary project schedule that meets the customers' needs should be prepared and should identify key milestones. When preparing the schedule, attention must be paid to approvals, review time, desired delivery date, and construction periods.

Step 2: Scope Development

Project Endorsement from Customer cont.

- **Create the Project Funding Agreement (PFA)**

For all projects, excluding CRDM, the Project Manager will present a validated/revise PCB and **Project Funding Agreement (PFA)** and schedule for endorsement by the customer. All PCBs and PFAs must be reviewed by FM Administration prior to requesting from customer.

- It will be forwarded to the customer by Plant Ops Project Accounting.

For CRDM requests, a PCB and [CRDM Request Form](#) will be presented for endorsement from the Executive Director for Facilities Management or the CRDM committee.

Step 2: Scope Development

Project Endorsement from Customer cont.

- **Confirm Funding**

If the **PFA** is approved it is returned to Plant Ops Project Accounting who will proceed to complete project set-up.

At this stage, the Department Business Administrator (DBA) or Financial Coordinator (FC) will create a budget journal. Plant Accounting will then create a journal entry to transfer funding from the departmental cost center into the project cost center after cost center is fully funded, the DBA or FC will email PM and Facilities Services Center (FSC) to 1) request work request number 2) link existing work request number with cost center.

Step 2: Scope Development

Programming /Bid Development

- All projects should have either a **Bid Request Form**, which includes a complete scope of work, or Program of Requirements (**PoR**).
- The goal of programming is to further define the project's relationship with the university as a whole, the mission and vision of the project, the objectives of the project, and to provide detailed information of all identifiable spaces to be constructed or renovated – including exterior features.
- The programming process begins with an initial customer meeting and the process continues until the document is approved by the Project Team.

Step 4: Design Phase

Prepare for Next Phase

- Project Manager should verify that the project has been endorsed in writing by the customer, including the budget and schedule estimates. The Project Manager should communicate with the customer that the project has been set-up and that funding has been confirmed.
- **Records Management**

Records Management began in the beginning of the Scope Development stage. An official project folder has been started and records management guidelines are to be followed.

Step 2: Scope Development

Questions / Discussion