



UNIVERSITY POLICY

SUBJECT: FACILITY SERVICES **TITLE:** FACILITIES PLANNING & CONSTRUCTION
PROJECT MANAGEMENT

CODING: 00-01-70-70:00 **ADOPTED:** 07/01/87 **AMENDED:** 08/31/06
LAST REVIEWED: 08/31/06

I. PURPOSE

To establish the role, function, duties and responsibilities of the Director, Senior Project Manager, Project Manager and Project Team on design/construction projects within UMDNJ owned facilities.

II. ACCOUNTABILITY

Under the direction of the Senior Vice President for Administration, the Assistant Vice President for Operations shall ensure compliance with and implement this policy.

III. DEFINITIONS

- A. **Project Management** - the planning, organizing, directing and controlling of resources to meet the objective of completing design/construction projects within stated time, cost and construction quality parameters.
- B. **Director of Construction** - the person in the Facilities Planning and Construction unit within the Department of Operations who is assigned project management responsibility and authority for a design/construction project and who is the designated leader of the Project Team.
- C. **End User** - the School, Department, Unit, individual or group of individuals who will occupy and/or use the completed design/construction project.
- D. **Project Team** - a group of individuals who have responsibility to participate, contribute and represent their firm, School, Department or Unit in the development and implementation of a specific design/construction project. The Project Team shall act as a resource to the Senior Project Manager and shall complete tasks as assigned for the orderly progress and successful completion of the design/construction project.
- E. **Design/Construction Project** - the set of tasks associated with the design/construction of a new or modified facility. A design/construction project may include the erection of a new facility; the addition, expansion or extension of an existing facility; or, any renovation, rehabilitation, alteration or retrofit work of any kind.

IV. REFERENCES

The following policies provide additional and related information:

- A. Renovation/Alteration/New Construction [00-01-70-45:00](#)
- B. Facilities Planning and Construction Project Fees [00-01-70-65:00](#)

V. POLICY

A. Requirements:

1. The Department of Operations has specific responsibility for the project management of all design/construction projects.
2. The Assistant Vice President for Operations designates a UMDNJ Director from Facilities Planning and Construction for each project. The Director of Construction notifies the end user, in writing, of the name of the assigned Senior Project Manager.
3. The assigned Senior Project Manager shall assemble a Project Team, which may include, but is not necessarily limited to the design architect, design engineer, other design specialist consultants, contractor(s), program manager, construction manager, end user, and representatives from Physical Plant, Information Services and Technology (IS&T), Environmental and Occupational Health and Safety Services (EOHSS), Public Safety, Human Resources, Legal Management, Purchasing Services, Special Vendor Programs, Radiation Safety Services, Department of Finance and Treasurer, Risk & Claims Management, Materials Management, and from other University departments as required by the Senior Project Manager for the successful and orderly execution of the project.
4. Involvement of the Project Team member may be continuous throughout the project duration as would be the case with the end user, or may be intermittent as would be the case with Legal Management. The Project Team shall meet periodically through the design and construction phases of the project, as determined by the Senior Project Manager, to identify and/or address issues, resolve problems, provide design input, review design drawings, check construction progress and quality, report on individual assignments and tasks, etc.
5. Each Department, School, Unit or firm represented on the Project Team shall designate one individual who has binding decision making authority as its representative for the duration of the project. All project communications from the Project Manager shall be with the designated representatives who shall act as a resource to the Senior Project Manager and the Project Team for the duration of the project.
6. Certain designated representatives of the Project Team shall participate in the selection process for outsourced firms including the Architect, Construction Manager, Construction Contractor(s), Equipment Vendors and any other specialty consultants needed for the project.
7. The Senior Project Manager shall establish and maintain a project plan and schedule of activities, and shall ensure adequate project testing and inspection.
8. The approval signature of appropriate Deans, President/CEOs or Vice Presidents will be obtained on project drawings at the end of each phase of design. The Project Manager will lead and coordinate the project permitting process.
9. Designated representatives on the Project Team shall confer with the Senior Project Manager regarding technical interpretations of construction plans and specifications and assist in problem solving during the design and construction process.
10. Final inspections and move-in activities shall be coordinated with the end user by the Senior Project Manager.
11. The appropriate Dean, President/CEOs or Vice Presidents will be provided with a memorandum indicating when the project has been completed; a statement of final costs compared to the original budget; and, a request for completion of a Department of Operations End User Project Evaluation Form (see EXHIBIT).

12. Following receipt of the Certificate of Occupancy, a Certification of Project Completion and Project Close-Out Authorization Form will be provided to the Department of Finance and Treasurer to close the Plant Fund Account.
13. At time of receipt of the Certification of Project Completion and Project Close-Out Authorization Form, the Controller's Office will begin the deletion process on the project. The following actions will be initiated by Plant Fund: file maintenance to delete the project from the Finance system (deletion will take place at the University's fiscal year-end, June 30th); change orders and cancellation of all open purchase orders and purchase requisitions; cease the processing of any future purchase requisitions, requests for check or IDT's; process allocation of capital project fees; capitalization of project; and, notification to the end user of any residual project balance.

B. Responsibilities:

1. Duties of the Senior Project Manager include but are not limited to
 - a. Act as the University's representative for the Director of Construction for Facilities Planning and Construction on all assigned design and construction projects.
 - b. Identify appropriate Project Team members, organizes the Project Team, develops assignments, timetables and responsibilities for team members for the duration of the project and manages the Project Team to ensure successful completion of the project.
 - c. Coordinate and manage all project activities from design through occupancy phases and acts as the primary contact for all project related matters. The Project Manager shall be accountable for all activities (technical, administrative, financial and contractual) related to the design and construction of the project.
 - d. Direct all activities of the outsourced design and construction consultants.
 - e. Review technical documents developed for the project.
 - f. Ensure that design/construction projects are built to specifications and quality standards, that schedules are maintained and that the project is completed within the project budget.
2. Duties of the Project Team designated representatives in accordance with the established budget and schedule include, but are not limited to
 - a. All UMDNJ internal departments:
 - i. Participate as active members in Project Team meetings.
 - ii. Complete project related tasks and assignments necessary for the orderly progress and successful completion of the project as assigned by the Project Manager.
 - iii. Provide necessary information to the Senior Project Manager in a timely manner including schedule requirements, Scope of Work, contract requirements, information on equipment purchases, comments on design features, status reports and any other information deemed pertinent by the Senior Project Manager.

- iv. Act as liaison in conveying project status and pertinent project information to other individuals within their firm, school, department or unit, as appropriate.
 - v. Obtain prior approval of the Director for Construction of Facilities Planning and Construction or the Assistant Vice President for Operations for all inter-departmental transfer (IDT) charges to project accounts.
- b. End User:
- i. Communicates with Senior Project Manager through its designated project representative.
 - ii. Attends meetings, assembles key departmental personnel and performs other tasks necessary to provide required design and program information.
 - iii. Approves in a timely manner all project related documents presented.
 - iv. Identifies items to be saved by contractor and returned to the University.
 - v. Prepares renovation space for construction work if required (e.g., removes furniture and equipment or stored items).
 - vi. Assists the Senior Project Manager in resolution of construction logistics problems (e.g., material delivery and storage, debris removal, contractor personnel parking, elevator use, etc.).
 - vii. Fills out Department of Operations End User Project Evaluation Form (EXHIBIT) upon project completion and sends it to the attention of the Director of Construction for Facilities Planning and Construction.
- c. IS&T:
- i. Provides design criteria and specifications to project designer as required by Senior Project Manager.
 - ii. Designs, specifies, procures and installs voice, data and video telecommunications systems, including building-wide cabling and terminal facilities.
 - iii. Obtains required permits for installation work.
 - iv. Relocates and performs start-up and testing of the end user's data processing equipment.
 - v. Ensures that all assigned activities are completed in conformance with the project budget and schedule established by the Senior Project Manager.
 - vi. Conducts its procurement and installation operations so as to avert schedule conflicts and jurisdictional disputes among labor organizations represented at the construction site.
 - vii. Provides training in the use of new equipment to end user.

- d. EOHSS:
 - i. Provides fire/life safety design program information.
 - ii. Performs health and safety inspections and testing to ensure Public Employees Occupational and Safety Health Act (PEOSHA) compliance.
 - iii. Provides up-to-date standards for Contractor Health and Safety Requirements to be incorporated into Request for Proposal (RFP's) and construction contracts.

- e. Public Safety:
 - i. Provides design program information for locks, keying and building security systems.
 - ii. Provides security and fire watch services as requested.
 - iii. Provides emergency assistance, traffic controls and accident and/or incident reports.
 - iv. Provides final keying on design/construction projects.
 - v. Coordinates, activates and tests building security systems.
 - vi. Provides off-hours access for contractors as requested by Senior Project Manager.
 - vii. Assists the Project Manager in resolution of construction logistics problems pertaining to parking and staging of the construction operation.
 - viii. Issues temporary identification badges to design and construction personnel.
 - ix. Prepares and distributes parking notices for the closing of parking lots for construction operations, as requested by the Senior Project Manager.
 - x. Makes alternate parking arrangements for those disrupted by construction operations.
 - xi. Identifies and assigns new parking spaces as required by the design/construction project.

- f. Legal Management:
 - i. Prepares, reviews and administers execution of construction contracts, professional and technical services contracts, and other vendor contracts, as required.
 - ii. Provides legal interpretations as required.
 - iii. Provides legal advice on construction claims and other matters.
 - iv. Provides other legal documents as required by the work.

- g. Purchasing Services:
 - i. Administers the procurement process for professional and technical services, contractors and furniture, fixtures and equipment vendors for design/construction projects.
 - ii. Conducts public bidding.
 - iii. Processes Purchase Requisitions and executed contracts.
 - iv. Expedites delivery of purchased materials.
 - v. Provides all services to meet project deadlines established by the Senior Project Manager. Deadlines will be established in consultation with Purchasing.
- h. Supplier Diversity and Vendor Development:
 - i. Participates in set-aside program for design and construction projects.
 - ii. Promotes the utilization of Small Business Enterprise's (SBE's), Minority Business Enterprises (MBE's) and Woman Owned Enterprises (WBE's) in University design and construction program.
- i. Radiation Safety Services: (Newark Campus)
 - i. Obtains information from end users on existing and new radiation producing equipment.
 - ii. Develops Radiation Safety Report required for submission to approval agencies.
 - iii. Develops design criteria defining shielding requirements to be incorporated in the design documents and reviews documents as they are submitted.
 - iv. Participates in required inspections and testing to ensure contractor compliance with radiation shielding requirements and regulations.
 - v. Performs safety inspections as required.
- j. Department of Finance and Treasurer:
 - i. Provides financial status updates of all capital projects, financial analyses, financial reports and construction account reconciliations.
 - ii. Provides special payments to construction contractors, design professionals and other vendors as required by the work.
 - iii. Investigates and reconciles all errors, inconsistencies or discrepancies identified by the Project Manager on monthly project statements and reports findings to the Senior Project Manager in a timely manner.
 - iv. Rejects all Purchase Requisitions, Requests for Check, and Invoices which do not contain Project Manager's signature.

- v. Performs the Plant Fund deletion process and closes the Plant Fund account at project completion. Notifies the end user of any residual project balance.
- k. Risk and Claims Management:
 - i. Provides insurance requirements and language for RFP's and contracts.
 - ii. Receives construction accident reports and settles claims.
- l. Logistical Service, Central Duplicating & Printing, Stores and Receiving:
 - i. Provides duplicating and printing services for construction specifications and bid documents.
 - ii. Provides mailing services for internal announcements related to design/construction projects.
 - iii. Assists in coordinating the use of loading docks during construction and for receipt of construction material.
 - iv. Assists the Senior Project Manager in resolution of construction logistics problems pertaining to parking and staging of the construction operation.
- m. Physical Plant:
 - i. Provides information regarding the condition and capacity of existing architectural, site, mechanical, electrical, plumbing and fire protection (ASMEPFP) systems.
 - ii. Facilitates access to ASMEPFP systems for inspection by designers and contractors.
 - iii. Provides design and specification criteria information for new ASMEPFP systems.
 - iv. Provides design and specification information regarding building/campus standard construction materials and equipment.
 - v. Reviews, critiques and signs off on project design and construction documents at appropriate points in the project schedule.
 - vi. Provides coordination and support services to outside contractors for shutdowns and tie-ins to existing ASMEPFP systems, including disarming of tamper switches, establishment of fire watches, and installation of heat detector heads.
 - vii. May provide emergency asbestos abatement services as requested by the Project Manager.
 - viii. Provides emergency maintenance services when conditions at the project site constitute a hazard to UMDNJ personnel or property.
 - ix. Reviews construction work in place and assists in preparation of the punch list.
 - x. Participates in ASMEPFP systems start-up and turnover activities.

- xii. Participates in contractor/manufacturer/vendor training programs regarding operation and maintenance practices.
- xiii. Coordinates guarantee item repairs during the one year guarantee period.
- xiv. Identifies the need for and manages the implementation of (including development of RFP's and overseeing the review of bids or proposals) the following in a manner consistent with the schedule established by the Senior Project Manager:
 - Hazardous materials surveys and removal specifications.
 - Hazardous materials abatement monitoring, testing and inspections.
 - Hazardous materials abatement work.
- xv. Provide move in service and final cleaning services.
- xvi. Provide emergency housekeeping services as required.

VI. EXHIBIT

Department of Operations, Facilities Planning and Construction End User Project Evaluation Form

By Direction of the President:

Senior Vice President for Administration

EXHIBIT

Department of Operations
Facilities Planning and Construction End User Project Evaluation Form

Project Name: _____

Project Completion Date: _____

UMDNJ Project Manager's Name: _____

Project Architect/Engineer: _____

PROJECT GOALS:

1. Did the quality of the finished product of construction meet your expectations?

YES ____ NO ____

If not, how do you think the quality could have been improved?

2. Was the project completed on schedule?

YES ____ NO ____

3. Was the final project completion cost within the established project budget?

YES ____ NO ____

DESIGN AND CONSTRUCTION SERVICES:

4. Did the Project Architect/Engineer perform according to your expectations?

YES ____ NO ____

If not, how could the design work have been improved?

5. Did the UMDNJ Senior Project Manager coordinate and control the design and construction effort according to your expectations?

YES ____ NO ____

EXHIBIT (continued)

Department of Operations
Facilities Planning and Construction End User Project Evaluation Form

If not, how could management of the design and construction process have been improved?

6. Please evaluate the performance of Facilities Planning and Construction using the following numerical ratings:

5 = Excellent; 4 = Very Good; 3 = Satisfactory; 2 = Fair; 1 = Poor

Overall cooperativeness _____

Ability to address your concerns, needs and problems _____

Ability to communicate project needs, concerns and status _____

Ability to keep project costs to a minimum _____

Ability to lead the Project Team _____

Ability to complete work within stated time periods _____

Effectiveness of the completion process and project turnover _____

Overall effectiveness of Project Manager assigned to the project _____

Overall performance of Facilities Planning and Construction _____

7. Please provide suggestions regarding how improvements can be made on future projects.

Evaluation completed by:

Date:

THANK YOU FOR HELPING THE DEPARTMENT OF OPERATIONS SERVE YOU BETTER

Please forward the completed form to:

Director of Construction for Facilities Planning and Construction
Administrative Complex 301
Newark Campus