I. PROJECT MANAGEMENT & CONTRACTING SERVICES: The Capital Projects & Planning Group, the Facilities Projects Group, the Contract Colleges Facilities Office, Facilities Engineering and the Facilities Contracts Office provide means, methods and management for initiating and completing projects of various sizes for Units within each Campus Zone. Additionally, some campus units have their own staff that provides project management services for smaller scale projects within their units. This agreement pertains to the following services provided by the Service Provider to the Service Recipient.

A. Facilities Projects Group: The Facilities Projects Group offers a broad range of services from project conception to completion on projects up to $2 million as well as General Trades support and a Special Work Assignment Team (SWAT) for executing small projects that do not require a PAR. This group will begin interaction with their customer via an assessment meeting which will be used to help define the scope, schedule, and budget requirements. This initial assessment is free of charge with follow up work provided on a fee basis.

   a) The purpose of this type of estimate is to provide a go, no-go cost for small projects. It is based on unit costs and on past experience of estimators. It does not include material/labor takeoffs and is not intended to be a fixed price quote or competitive proposal. Note the issuer of the estimate request needs to be responsible for scope definition. The Free Budget Estimate process does not include scoping/design. The Shops offer certain scoping and design services but not as a part of the free budget estimate.
   b) The Shops will respond to requests for budget estimates within a week of receiving the request. The date and time of the dialog will be recorded in Maximo. The dialog will include an understanding of desired estimate delivery date and agreement on next steps.
   c) The Shops will spend up to 2 man hours preparing the estimate.
   d) The Shops goal is to produce a +/- 25% cost estimate.

2. Project Intake, Assessment, and Assignment - Assist the campus community with identifying options available to them relative to project assignment and delivery methods to ensure a successful project.

3. Project Management Services - Comprehensive project delivery services including management of the planning, design, and construction of projects from conception to completion. Project delivery and management are tailored to project requirement and size.

4. Construction Management Services - Manage the competitive procurement and delivery of construction services for project managers in other units and departments. The procurement method employed is project dependent and includes such options as less than $50K self bid, lump sum, sole source, and GC services with multiple prime contracts.

5. Job Order Contracting - Facilitate and manage the Job Order Contracting (JOC) process. This method is the preferred delivery mechanism for small construction and replacement in kind projects.

B. Project Management (for fee service provided by the Capital Projects and Planning group): The Project Management team is responsible for providing a single point of contact for its clients in development of project requirements, needs, budget and schedules for larger
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scale projects. They are responsible to their clients for delivering programmatically sound projects within budget and on schedule, including:

1. Work with client departments to help them define their program for renovation and new construction projects.
2. Serve as single point of contact for management of architects and engineers in the programming and design of building projects.
3. Work with clients and others at the university to develop and lead processes for both Cornell and municipal project review and approvals.
4. Work with building inspectors, fire department officials and others to insure projects meet code requirements.
5. Engage university stakeholders such as Facilities Management, Facilities Engineering, Energy and Sustainability and Environmental Health and Safety in the design of building projects.
6. Develop, manage and communicate project budgets and schedules through the lifetime of the project. When our client's medium and large projects create smaller projects we are available to manage them from program development through completion.
7. Perform construction management for some of projects. Construction of our larger projects is generally managed by the CP&P Construction Management section and they will work closely with them to ensure successful project delivery.

C. Facilities Engineering: Facilities Engineering has stewardship responsibility for engineered systems on campus which is an allocated function. Other services such as project management and design are services for fee.

Allocated functions – no service fee

1. Project Scoping – Facilities engineering will meet with campus partners to scope a new project as an allocated service. This very limited effort is intended to help our facility partners determine the scale of their project. Often a project triggers the need for infrastructure changes or involves code required updates which is not obvious. We can help uncover those needs.

2. Design Review – As a steward of engineered systems on campus FE has an obligation to oversee the design of engineered systems. As an allocated function FE staff reviews documents prepared by outside designers to ensure these designs are consistent with Cornell Design and Construction standards. As part of this review as are advocates for maintenance and sustainability for work that will be installed on campus.

Enterprise functions – fee charged

3. Project Management Services – The project managers of Facilities Engineering can provide complete management services for projects of all values that upgrade or impact engineered systems such as electrical, mechanical, utility, fire alarms and other systems. The FE staff also provides expertise with environmental remediation, LEED certification, local approvals and energy conservation projects. Small building renovations are managed by FE, particularly if they involve extensive alteration of building systems or as part of a combined design and project management service effort. For larger projects we generally engage an outside design consultant to leverage our project management capacity.

4. Design Services – FE is the only group in Facilities Engineering that offers professional design services. Architectural, Mechanical, Electrical, Civil and Environmental design
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services are offered for fee on single discipline projects or coordinated multidiscipline projects. On small renovations design is often combined with project management services when it is efficient to deliver a project in that manner. Construction documents are prepared for in-house construction, bidding to external contractors or for the JOC program.

D. Construction Management (for fee service provided by the Capital Projects and Planning group): The Construction Management team’s mission is to deliver the university’s larger capital construction projects to the highest quality, on time and under budget, which include the following services:

1. Construction management of capital projects on campus, including construction quality assurance, quality control, and advice to our university clients
2. Leadership and strategies for the process of contractor selection for pre-construction and construction activities
3. Drawing review for constructability and compliance with university standards
4. Act as liaison between the construction contractor and the greater Cornell community
5. Provide a single voice for the university in management of contractors
6. Monitor the construction schedule and ensure the contractor’s labor force and resources are adequate to maintain this schedule
7. Assure contractor compliance with contract documents and conformity to industry standards
8. Serve as client interface between IT, Communication and Security Access systems

E. Contract College Facilities Office: The Contract College Facilities Office provides project management services for projects on state-owned buildings, greenhouses and grounds on the Ithaca campus and throughout the state. The project management services of this office include:

1. Document required CU, SUCF** and municipal approvals. (**SUCF is the State University Construction Fund. This agency manages design and construction of many state funded projects for SUNY facilities including the Contract Colleges at Cornell.)
2. Manage campus capital projects.
3. Facilitate SUCF managed projects.
4. Partner with Contract Colleges Facility staff.
   a) College of Agriculture and Life Sciences (CALS)
   b) College of Human Ecology (CHE)
   c) School of Industrial and Labor Relations (ILR)
   d) College of Veterinary Medicine (CVM)
5. Construction management of capital projects on campus, including construction quality assurance, quality control, and advice to our university clients

F. Contract Services – the Facilities Contracts office provides the following services:

1. Invoice receipt and auditing.
2. Preparation of contracts for services which require the use of labor (i.e. - contractors, architects, consultants, etc.) outside the University. These services typically include contracts for architectural/engineering design, consulting services, testing services, renovations and construction services for both capital and non-capital projects.
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3. Preparation of Trustee reports including the input of newly approved projects, collection of updated status reports, and coordination of reports for submission to the Vice President's Office.
4. Walk-in advisory services to resolve problems regarding the capital contract process.
5. Assistance to departments that engage in "Self- Pricing" of construction projects.
6. Legal liaison for division operations to the University Legal Counsel with respect to contractual matters (i.e. - liability issues, lawsuits, etc.).
8. Maintenance of contractual audit files.
9. Contractor prequalification.

II. RESPONSIBILITIES and ACCOUNTABILITIES

A. Project Management:

1. The Project Manager (regardless of unit or department affiliation) is responsible to the customer to serve as their advocate in the successful completion of assigned projects while focusing on keeping the project within scope, on schedule and on budget. The Project Manager must:
   a) Complete and maintain the Cornell Project Management Certification
   b) Follow Cornell’s Project Manager’s Guide
   c) Ensure the proper permits are obtained and that building codes are followed
   d) Enforce Cornell Design & Construction Standards
   e) Supply project documents to the Facilities Information Group in accordance with university archiving standards [http://fe.fs.cornell.edu/fig/archives/faq.cfm]
   f) Involve the appropriate stakeholders for continuing O&M (e.g. Building Care, Grounds, Zone Trade Crews, ZFM, etc.)
   g) Manage consultants and contractors hired for their projects
   h) Provide monthly reports to stakeholders regarding the project schedule and budget
2. The Unit Representative is responsible to the Project Manager for:
   a) Clearly defining the scope and objectives of the project in sufficient detail to minimize change orders that can lead to budget or schedule overruns.
   b) Providing a single point of contact with the unit level organization to ensure that decisions and directives are provided in a timely manner to support the overall project schedule.
3. Project Managers from both Facilities Services and the Units are responsible for obtaining the proper certification and continuing education requirements as well as following Cornell’s Project Manager’s Guide.

B. Construction Management:

1. The Construction Manager is responsible to the Unit Representative and the Project Manager to serve as their advocate in the successful and effective execution of the general construction contract as well as any secondary contracts. They must ensure the highest standards of quality and advocate for the Unit Facilities Representative and University in resolving any issues that arise.
2. The Unit Representative is responsible to the Construction Manager for providing timely and accurate responses to construction-related questions.
C. Contract Services:
   1. The Facilities Contracts Office is responsible to the Unit Representative for providing a clear means of obtaining contracted services while protecting both the Unit’s and the University’s legal and financial interests.
   2. The Unit Facilities Representative is responsible to the Contracts Office for adhering to all policies and procedures related to initiating and executing contracts.
   3. Only certified Project Managers will be allowed to initiate/approve contracts.

D. Policies and Procedures: Facilities Project Management, Construction Management, Contract Services and Unit Facilities Representatives will adhere to university policies and procedures at all times.

E. Communication
   1. The Project Manager and/or Construction Manager will be proactive in partnering with the Facilities Unit Representative; will be responsive to all requests; and will communicate this Agreement to all key staff within their operational areas.
   2. The Project Manager and/or Construction Manager must have back-up contacts to provide seamless communications to Facilities Unit Representative in cases of planned and unplanned absences of primary support team members.

III. PERIODIC REVIEW
   A. The Project Manager and/or Construction Manager will establish periodic meetings with the Unit Facilities Representatives to collaboratively discuss service performance, communicate updates or changes, particularly related to matters affecting project scope, schedule, budget or final function. The periodicity of these meetings will vary depending on the phase and complexity of the project.
   B. At conclusion of the project, the leadership of the Project Management & Construction Management teams will conduct a final review meeting with the Unit Facilities Representatives to review the project metrics and customer satisfaction results. The meeting attendees will vary depending on whether the project was managed by the Office of Capital Projects & Planning, the Project Services Group, Contract Colleges Facilities, or one of the college units.

IV. MEASUREMENT
   A. Project Success Measures
      1. Project completed on schedule
      2. Project completed within budget
      3. Survey Results – Customer Satisfaction
         a) Will be administered semi-annually for projects > $5 million
         b) Will be administered at project completion for projects < $5 million
   B. Contracts Services Success Measures
      1. Contract turn-around time
      2. Customer satisfaction survey results (will be included in annual Facilities Services survey)
   C. Metrics can be found at the following web link: http://www.fs.cornell.edu/fs/metrics/