

3 FP&C Personnel

Refer to Organizational Chart 2 for reporting relationships and Appendix 3a for the Project Responsibility Matrix.

3.1 FP&C Positions Descriptions

3.1.1 Director

The director is responsible for direct comprehensive management of the capital, deferred maintenance and contracted management programs including maintaining process and fiscal control of projects. The position is responsible for approximately 12 technical and administrative staff, an annual operating budget of \$2 million, and a capital budget of about \$80 million. Key responsibilities include:

- Providing leadership, expertise, supervision, training, coaching, and direction to Facilities Planning and Construction staff in the execution of their functions.
- Directing comprehensive management of division's capital, deferred maintenance, and contracted maintenance programs including maintaining fiscal control of construction projects funds and budgets. Assuring project execution is consistent with University and Campus priorities. Responsible for overall management and supervision of departmental employees.
- Providing leadership and expertise to maintain fiscal control of department and capital funds.
- Supervising the Campus Facilities Planner and support staff. Has a role in the allocation and management of campus space. Requires continuous communication with campus Deans, Directors and user groups to assure space is being used effectively and
- Overseeing and update managing and procedural tools and subordinate plans, project manager procedures guide, and UAA Design standards.
- Leading the ongoing development and application of design standards that incorporate an appropriate balance of aesthetic, environmental concerns with mandated code, ADA, seismic and workplace safety requirements:
 - Duties include responsibility for compliance with master plan and regent policy, site analysis, operational programming, space design, equipment and furnishing layouts, special transportation and zoning studies.
 - Responsible for selecting the most cost effective engineering design of major plant systems such as HVAC, electrical, plumbing, thermal/hydraulic systems, considering compatibility with other campus systems, life cycle and performance specifications.

- efficiently. Overseeing the Master Planning and compliance with the plans for all of the UAA campuses.
- Executing all engineering and construction contracts.
- Assisting and advising the AVC for F&CS on issues with various state and municipal planning boards, commissions, code enforcers, neighborhood/community associations, consortiums and university committees. Serves on campus committees including the Campus Safety Committee and the Facilities Space Planning committee.
- Coordinating with FMO and user groups to assure designs are consistent with requirements.

3.1.2 Facilities Planner (FP)

The Facilities Planner is responsible for planning for capital projects involving departmental moves, expansions and new programs, and for developing, maintaining and updating the University's Capital Improvement Plans. The Facilities Planner leads members of the university community and outside consultants to develop, review, update, revise, and amend the University's Main Campus and Community Campuses Master Plans and is responsible for campus space management. Key responsibilities include:

- Serving as a strategic advisor to executive and senior level management staff in regards to space assignment, utilization & planning.
- Planning and programming phases of capital projects for both new construction and renovations.
- Leading the UAA community in developing, reviewing, updating, revising, and amending campus facilities master plans assuring they are current and consistent with strategic and academic plans. The UAA community includes schools, colleges, community colleges, administrative units, local communities, and outside consultants.
- Preparing and soliciting RFP's for consulting contracts to develop Campus Master Plans, associated Planning Studies, and other Facilities Plans and Documents.
- Coordinating consultant selection and award process. Managing contractor performance, payments, contract modifications, and close-out.
- Overseeing the management of the Facilities Data Base which includes drawings, documents, project files, capital data base, historical files, and space management information.
- Coordinating work efforts of staff in the development of CAD drawing files, space records and data acquisition.

3.1.3 Senior Project Manager (SPM)

The Senior Project Manager provides professional management of planning, design and construction. The Senior Project Manager manages the development of design documents and budgets for the planning, design and construction of capital projects up to \$100 million and acts as an ambassador for the

FP&C office to the university community regarding facilities and campus planning issues. Key responsibilities include:

- Managing the development of design documents for capital improvement projects.
- Actively ensuring user needs and objectives needs and objective are incorporated, university design standard, and standard engineering practices are utilized, and the project can be constructed within budget.
- Working with project team for effective management of planning, design and construction of projects. Ensuring quality, contract and regulatory compliance, timeliness of projects and cost efficiency.
- Acting independently and quickly in analyzing, evaluating and resolving construction problems to prevent delays and associated claims.
- Successfully executing cost efficient contract modifications to keep projects on track.
- Effectively manage the project costs to optimize the utilization of available funds.
- Applying extensive and diversified knowledge of engineering principles and practices, contract law and code compliance in board areas of assignments.
- Making decisions independently on engineering problems and methods, and represent the organization to resolve important issues.
- Incorporating user needs and objectives and preparation of project planning guides and architectural programs.
- Setting standards and establishing procedures. Devising new approaches to problems encountered.
- Managing and mentoring Project Managers and Assistant Project Managers.
- Coordinating project schedules and activities with consultants, users, maintenance personnel to ensure uninterrupted progress of work and facilities occupancy by the university.
- Preparing Board of Regents action items for project and design approval.
- Keeping Director informed of project progress and potentially controversial matters that may have far reaching implication.
- Presenting project reports to a variety of audiences, senior administration, BOR committees, users, campus and community groups.

3.1.4 Project Manager (PM)

The Project Manager will be responsible for administering planning, design, and construction contracts for projects involving departmental moves, expansions and new programs. The manager will work with members of the university community and outside consultants and contractors to develop architectural program statements, designs and construction for capital projects outlined in the University's Campus Facilities Master Plan. The manager may also be called upon to administer Professional Service Contracts for the development of Campus Master Plans and other planning services. This individual will be a creative problem solver for university space issues by providing the optimal space solution within the budget and time constraints of each project. Key responsibilities include:

- Manage the development of planning and design documents for capital improvement projects including new construction, renewal and replacement (R & R), maintenance and repair (M & R), deferred maintenance and renewal (DF &
- Maintaining departmental records and provide periodic reports including but not limited to daily construction reports, cost control reports, final cost reports and project status reports.

- R) and alteration and improvements; campus master plans, and facilities related studies and surveys for the main campus and community campuses in accordance with established policies and procedures.
- Providing Contract Administration for Planning, Design, and other Professional Service Agreements.
- Preparing and soliciting RFPs, coordinating consultant selection and award process, and managing consultant performance, payments, contract modifications, and close-out.
- Actively ensuring user needs and objectives are incorporated; ensuring that standard engineering practices, university design standards, and policies and procedures are utilized, and ensuring that the project can be constructed to university standards within budget.
- Facilitating meetings between consultants and university stakeholders, including Procurement Services, F&CS, IT Services, Land Management, General Support Services, and others who may have interest and/or involvement in projects.
- Promoting the use of energy modeling during design to forecast energy consumption and associated operation and maintenance (O & M) costs.
- The project manager will use the Project Management Information System (PMIS) e-Builder in the administration of projects, and to manage the budget and scope of work.
- Managing the construction of capital improvement projects for the main campus and community campuses in accordance with established policies and procedures.
- Providing Contract Administration for Construction Contracts and Agreements.
- Monitoring and evaluating all construction laboratory testing and special inspections.
- Coordinating construction scope, milestones, and activities with design managers, users, maintenance personnel, utility companies and consultants to insure uninterrupted progress of the work and facilitate occupancy by the University.
- Ensuring that building permits are obtained for the projects.
- Manage the budget and scope of work in accordance with established policies and procedures.
- Developing budget and scope of work for multiple projects with budgets from multi-thousand dollars to multi-million dollars.
- Preparing input to the university's multi-year Capital Improvement Plan.
- Preparing Board of Regents and Statewide action items for project and design approval.
- Monitoring progress and report to administration and Board of Regents.
- Preparing and present project reports to a variety of audiences, senior administration, BOR committees, users, campuses and community groups.
- Providing Facilities Planning and Construction support to others including project managers, facilities planner, fiscal manager, construction contracting officer, Director of Facilities Planning & Construction, Facilities Maintenance and Operation staff, and Associate Vice Chancellor for Facilities and Campus Services.
- The project manager shall act as ambassador for FP&C to the University staff, faculty and students, community campuses, and local community and, and others regarding facilities and campus planning and construction issues.
- General support and facilities related assignments may include, but is not limited to, participating in personnel hiring selection committees; leading/participating in architectural engineering selection committees, term construction contract

- Oversee preparation and solicitation of Bid Documents for Construction Contracts, coordinate contractor selection and award process, and manage contractor performance, payments, contract modifications/change orders, and close-out.
- Ensure quality, contract and regulatory compliance, timeliness of projects and cost efficiency.
- Providing periodic monitoring or inspection of the contract's quality of workmanship and materials for compliance with the contract documents.
- Maintaining daily construction reports, cost control reports, final cost reports, and photo journals for possible legal record.
- Acting independently and quickly in analyzing, evaluating and resolving construction problems to prevent delays and associated claims. Successfully execute cost efficient contract modifications to keep projects on track.
- As owner's representative, maintain owner project schedules and review and monitor schedules of all contracted parties for compliance to contract documents.
- selection committees and other related committees; performing building inspections (i.e. building blitzes) with other Facilities groups; participating in building manager's meetings; mentoring students on class projects; conducting campus safety inspections/walkabouts; and representing FP&C as a team member of the University emergency operations center.
- Providing assistance to Client at any stage of project to ensure project efficiency.

3.1.5 Assistant Project Manager (APM)

The Assistant Project Manager (Mechanical/Electrical) is responsible for assisting with the management of preliminary planning, programming, design, and construction for a variety of projects, with a primary focus on those involving mechanical and electrical systems. The Assistant Project Manager works with members of the university community and outside consultants and contractors to develop program statements, designs and construction for capital projects outlined in the University's Campus Facilities Master Plan. Key responsibilities include:

- Assisting PMs in providing continuous monitoring or inspection of the contract's quality of workmanship and materials for compliance with the contract documents, with primary emphasis on mechanical and electrical systems.
- Maintaining daily construction reports, cost control reports, final cost reports, and photo journals for possible legal record. Monitoring and evaluating all construction laboratory testing and special inspections.
- Assisting PMs in providing professional management of programming,
- Preparing independent cost estimates of construction contract changes. Preparing RFP's to contractors, reviewing proposals, participating in change order negotiations with construction contractors.
- Managing small dollar R&R projects as assigned by supervisor.
- Reviewing contractor construction schedules and coordinating construction milestones and activities with design managers, users, maintenance personnel and consultants to insure uninterrupted

engineering, and construction contracts, with primary emphasis on mechanical and electrical systems, including:

- Assuring quality design and construction of facilities; interpreting the requirements of design and construction drawings, specifications and contracts; initiating corrective action for design and construction deficiencies; reviewing, evaluating and processing contract documents including bonds, insurance, change orders, contract modifications, submittals/shop drawings, pay estimates, and certificates of completion.

progress of the work and facilitate occupancy by the University.

- Maintaining departmental records and providing periodic reports including but not limited to daily construction reports, cost control reports, final cost reports and project status reports.
- Researching and documenting FP&C Policies and Procedures as assigned by supervisor.

3.1.6 Fiscal Manager (FM)

The Fiscal Manager is responsible to manage and provide fiscal expertise for accounting and financial operations of the FP&C department ensuring compliance with federal, state, and university rules and regulations. The Fiscal Manager analyzes and interprets capital project fiscal information including revenue, expenditures, and projections for reporting to Project Managers, UAA management, Statewide offices, BOR, Legislature, and outside agencies. Key responsibilities include:

- Responsible for ensuring appropriate use of allocations, appropriations and bond proceeds associated with capital projects through budget oversight and management for the Anchorage, Kenai, Homer, Kodiak, Mat-Su, and Prince William Sound campuses.
- Interpret and provide fiscal expertise and guidance on legislative intent for state appropriations, OMB Circular A-21 for determination costs applicable, and OMB Circular A-110 for administration of grants and agreements with educational institutions.
- Interpret and provide guidance on relevant university and state fiscal policy, procedures, and law to impacted managers and staff.
- Managing and providing fiscal expertise for recharge center to include determining level of administrative fee assessment (overhead) on projects administered by the department through cost and revenue projections, ensuring collection of recharge revenue, assigning costs in compliance with OMB Circular A-21 and UA policy.
- Analyzing and interpreting capital project information to create complex, detailed financial schedules, budget analysis, and management reports related to the Anchorage, Kenai, Homer, Kodiak, Mat-Su, and Prince William Sound campuses for FP&C Director, Project Managers, Facilities AVC, UAA and Statewide Administration, and external groups.
- Schedules include but not limited to capitalization schedules for operating, grant, capital, bond, recharge, and auxiliary funding expenses (project and non-project related) for all university departments on the Anchorage, Kenai, Homer, Kodiak, Mat-Su, and Prince William Sound campuses submitted to Statewide Accounting.
- Reports include but not limited to Capital Project Status Reports (CSPR) and capital project financial information included in project updates/approvals/close out reports.
- Maintaining and reconciling capital project multi-year funding (including state capital appropriations, grant, bond proceeds, and foundation funding) complex soft ledgers (averages 80 – 90 separate active funds/ledgers with a 10-year average of

- Preparing and managing department's administrative operating budget to ensure an appropriate level of support for staffing and operations.
- Preparing monthly budget management reports for department operating and recharge center budgets for submission to Budget Office.
- Working closely with UAA Budget Director and budget office for new capital project fund and budget set-ups, expenditure allocation changes, and authorize budget transfers.
- Working closely with Statewide Finance for capital and plant fiscal activity analysis and resolving related capital and plant fiscal conflicts for the Anchorage, Kenai, Homer, Kodiak, Mat-Su, and Prince William Sound campuses.
- Responding to internal and external auditors' requests and inquiries related to fiscal/contractual related activities, documents, and any need for further clarification.
- Supervising, training, and coaching the office administrative assistant and the front desk administrative position.
- Performing Construction Contracting Officer duties due to illness, vacation, work overflow, or position vacancy.
- \$55.1M in annual expenditures), annual department and project operating soft ledgers (average 8-10), and recharge center soft ledger.
- Preparing monthly capital funding status and expenditure summary reports.
- Overseeing all payroll, procurement, financial processes of the department to ensure timeliness, compliance with the appropriate policies, procedures, regulations and laws as outlined in OMB circulars, Alaska statutes and administrative policy, BOR policy and regulations, Statewide and UAA fiscal/administrative policy, and department policy, and responsiveness to Director's, Project and Contract Managers' financial information needs.
- Ensuring all fiscal transactions are maintained in a useful and retrievable fashion to facilitate accurate planning and projections of expenditures.
- Coordinating continued development, implementation and maintenance of in-house financial and project record keeping systems.
- Reconcile all pro-cards and travel credit cards for department.
- Assist in continued development and implementation of department's policies and procedures.

3.1.7 Construction Contracting Officer (CCO)

The Construction Contracting Officer originates, reviews and approves all FP&C Construction Contract and related procurement actions for preliminary planning, programming, design, and construction contracts for a variety of projects within the procurement authority delegated by the University Procurement Services Director. Key responsibilities include:

- Representing the University and supporting Project Managers in negotiating and executing contracts resulting from solicitations and direct negotiations.
- Compiling and maintaining complete and accurate files for renewable contracts; reviewing and approving contract
- Preparing and issuing addenda to solicitations; conducting bid/proposal openings/closings; analyzing bids/proposals for responsiveness and responsibility in determining those that may be considered for award.
- Interviewing vendors and corresponding with vendors to resolve disputes.

- modifications, change orders, and renewals, as necessary.
- Supporting Project Managers in negotiating price and/or other changes in contract terms and conditions.
- Issuing purchase orders, change orders and modifications, as necessary.
- Resolving disputes and avoiding litigation.
- Preparing documentation and research findings to support superiors and the University in the event of litigation.
- Executing complex purchase transactions for University construction projects; purchasing FF&E for new construction and renovation projects.
- Analyzing and selecting proper methods of solicitation including developing justification for innovative procurement methods, source selection, and/or direct negotiation (single or sole source).
- Developing procurement and evaluation plans.
- Developing accurate specifications and appropriate terms and conditions for formal bid and proposal documents and choosing adequate source lists.
- Ensuring compliance with solicitation advertising regulations; conducting pre-bid/proposal conference and site visits; responding to business community inquiries and ensuring fair competition.
- Securing information regarding procurements.
- Certifying correctness of solicitation abstracts; evaluating responses; preparing written determinations of award; and awarding contracts within delegated authority.
- Updating and developing construction procurement policies and procedures for the Department.
- Providing construction procurement training to Project Managers.
- Providing support to FP&C in areas related to construction procurement, including assistance in understanding proper procedures and other requirements.
- Answering technical questions related to the entire purchasing function, including the integrated financial system (Banner), and providing one-on-one or small group training, when necessary.
- Maintaining a positive, professional image to the public, and conducting impartial supplier relations with the vendor community.

3.1.8 Administrative Assistant (AA)

The Administrative Assistant is responsible for coordinating the administrative support in a myriad of functional areas for the FP&C office including research, inventory and general administrative management. The position prioritizes projects and workload for maximum office efficiency and assist in continuous document preparations related to management of operating and capital projects. Key responsibilities include:

- Gathering information and specifications from consultants and managers to incorporate into bid documents.
- Using templates and other reference materials to create a draft which is then reviewed and approved by the Project Manager and UAA Procurement.
- Assisting in preparation of technical reports for project/contract managers, consultants and contractors relating to RFP, change order, DCVR, and submittal status.

- Review all contract forms with UAA Procurement annually to keep them current
- Assisting Project Managers with selecting the correct form for the required contract action. Preparing amendments/change orders to contracts in accordance with established policies and procedures.
- Maintaining complicated electronic and paper filing systems, schedule meetings, prepare agendas and other necessary documentation for meetings
- Maintaining and updating FP&C webpage.
- Providing administrative assistance to the Director and staff: drafting correspondence from written or verbal instruction from managers.
- Assisting Project Managers with preparation of BOR materials and ensuring use of current statewide format.
- Preparing and submitting all travel related documents for FP&C staff, including travel authorization and expense reports.
- Performing accounting responsibilities as assigned or in the absence of Fiscal Officer.
- Supervising and training Front Desk Administrative position, currently a Student employee.
- Performing duties of Cost Center Clerk to include preparation of job forms for new hires, change and termination.
- Providing project support to other project teams/administration due to illness, vacation or work overflow
- Maintaining stock of routine office supplies. Oversee office equipment, University vehicles, and parking permits.
- Assisting customers in person or via telephones.

3.1.9 CAD Technician (CT)

The CAD Technician provides CAD support for the Facilities Planner. Key responsibilities include:

- Electronically generating and updating facility inventory CAD drawings/documents of all university buildings by incorporating as-built packages utilizing CAD and Microsoft Office software.
- Preparing clear, complete and accurate drawing packages for bidding purposes, detailed drawings and as-built from rough or detailed sketches, notes and red-line markups provided by engineering, architectural, surveying staff, operations/maintenance personnel and private contractors.
- Organizing and maintaining drawing files containing original construction drawings, as-built documents, shop drawings, facilities inventories, and all current and future projects.
- Maintaining database of records. Assisting contractors, staff and others with retrieving record construction documents for other projects.
- Maintaining space inventory records for developing capital improvement requests, repair and renovation assessments, preventative maintenance scheduling and for all reporting requirements.
- Assisting in the collections and management of data associated with space inventory records to ensure accurate, current and detailed information is available and acceptable in a timely manner.
- Performing other duties as required.

3.2 Project Responsibility Matrix

The Project Responsibility Matrix (Appendix 3b) maps out who will be Responsible, Accountable, Consulted and Informed on the project. This matrix will draw clear lines on each individual's responsibilities for each project. The project delegations are as follows:

- Responsible – Who is completing the task
- Accountable – Who is making decisions and taking actions on the tasks
- Consulted – Who will be communicated with regarding decisions and tasks
- Informed – Who will be updated on decisions and actions during the project

3.3 Professional Development Dashboard

The FP&C Professional Development Dashboard (Table 3.3) below provides guidance to the FP&C project management staff (Assistant PMs, PMs, and SPMs) on minimum requirements and preferences for hiring and promotions. The dashboard also provides recommendation on higher education certificates for professional development and Appendix 3.3 provides more information on these certification and how to obtain them. Figure 3.3 below illustrates the hiring and promotion hierarchy for the project management staff.

Hiring and Promotion Hierarchy for Assistant PMs, PMs, and SPMs

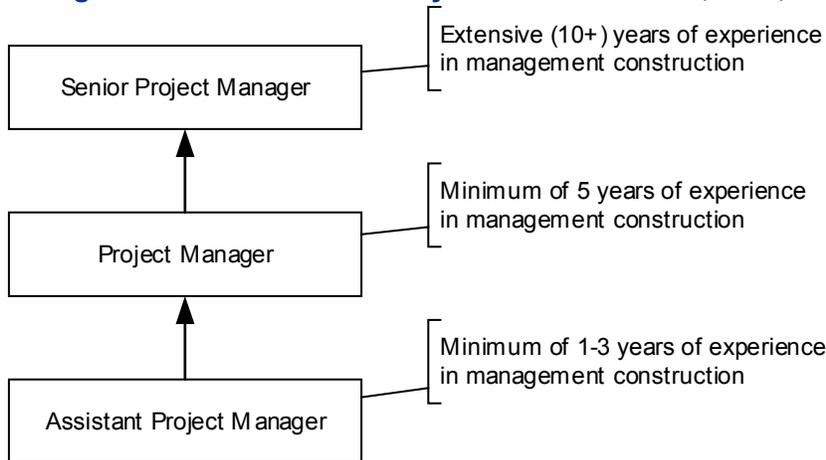


Figure 3.3

Professional Development Dashboard			
Requirement	FP&C Role		
	Assistant Project Manager	Project Manager	Senior Project Manager
Typical Education or Training	<ul style="list-style-type: none"> — Bachelor's Degree required in either: — Architecture — Engineering — Construction Management 	<ul style="list-style-type: none"> — Bachelor's Degree required in either: — Architecture — Engineering — Construction Management 	<ul style="list-style-type: none"> — Bachelor's Degree required in either: — Architecture — Engineering — Construction Management

Professional Development Dashboard

	<p>Or equivalent working experience.</p> <ul style="list-style-type: none"> — No special licenses or registrations are required for this position. 	<ul style="list-style-type: none"> — Planning and Design <ul style="list-style-type: none"> — Master's Degree and Professional Registration or Certification preferred. 	<ul style="list-style-type: none"> — Planning and Design <ul style="list-style-type: none"> — Master's Degree and Professional Registration or Certification preferred.
Required Experience	<ul style="list-style-type: none"> — A minimum of 1-3 years of experience in construction management. — Knowledge of policies, principles, practices, law, legal liabilities, responsibilities and regulations relating to construction projects. — Knowledge and training in current building codes, construction scheduling, cost estimating, supply availability, and materials of construction. 	<ul style="list-style-type: none"> — A minimum of 5 years of experience in planning, design, and construction contract management. — Knowledge of policies, principles, practices, law, legal liabilities, responsibilities and regulations relating to planning, design, and construction contracts and projects. — Knowledge and training in construction contracting, current building codes, construction scheduling, construction estimating, and project management software. 	<ul style="list-style-type: none"> — Extensive progressive experience in Architecture, Engineering, Construction Management, Construction Technology or related field, Space Planning, Interior Design and Architectural Programming required. — Experience managing capital improvement projects required.
Knowledge Skills Abilities	<ul style="list-style-type: none"> — General understanding of construction techniques and processes involved in their execution. — Extensive computer knowledge as relates to word processing, 	<ul style="list-style-type: none"> — Good understanding of construction techniques and processes involved in their execution. — Good understanding of building systems and how they operate. 	<ul style="list-style-type: none"> — Extensive knowledge of project programming, scheduling, educational/research facilities design, engineering and architectural principles, building and life safety codes, regulations and statutes, contract law,

Professional Development Dashboard			
	<p>graphics, and database software.</p> <ul style="list-style-type: none"> — Must be able to interpret contract documents and ability to read and interpret architectural drawings is required. 	<ul style="list-style-type: none"> — Extensive computer knowledge as relates to word processing, spreadsheets, and project management software. — Good working knowledge of mathematics and accuracy in calculations. — Must be able to interpret contract documents and drawings. 	<p>construction specifications and technology.</p>
<p>Recommended Higher Education</p>	<ul style="list-style-type: none"> — Professional Engineer (P.E.) <ul style="list-style-type: none"> ○ Benefits: A P.E. can sign and seal engineering documents that are submitted to a public authority or for public and private clients. — Project Management Professional (PMP) Certification <ul style="list-style-type: none"> ○ Benefits: Creates awareness of leading practices in Project Management. — APPA Certificates - Educational Facilities Professional (EFP) Certification & Certified Educational Facilities Professional (CEFP) Certification <ul style="list-style-type: none"> ○ Benefits: Demonstrate qualifications for educational facilities. — LEED Accreditation <ul style="list-style-type: none"> ○ Benefits: Knowledge in designing for environmental sustainability. — Society for College and University Planning (SCUP) Continuing Education <ul style="list-style-type: none"> ○ Benefits: Sharing of knowledge among members about college and university planning. — Lean Six Sigma trainings <ul style="list-style-type: none"> ○ Benefits: Certified Six Sigma Professionals acquire the knowledge to reduce costs, and improve productivity and quality of projects output by reducing inefficiencies and defects. — UAA National Incident Management System - Incident Command System (NIMSICS) Training 		

Table 3.3