



INTRODUCTION

PROJECT MANAGER'S MANUAL

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A MESSAGE FROM THE DIRECTOR



The Facilities Planning & Construction (FP&C) Department provides critical project support to the entire campus community. Customer Service is our first priority, which is built upon a foundation of proactive communication, advocating for our client's best interests, and pushing design and construction teams to deliver projects quickly and affordably.

This Project Manager's Manual provides guidance on Project Manager responsibilities. This manual is a "living document" - while our policies and procedures must be followed, we are always looking to improve our processes in order to enhance the quality of project delivery and the experience for our campus clients. Project Managers must read and comply with this manual – but are also encouraged to make suggestions for improvement when inefficiencies are discovered.

Ownership of projects is a key component of our FP&C culture. Project Managers facilitate projects from inception to completion, with full responsibility (and credit!) for a project's success. On average, FP&C completes 200 projects per year, all under the leadership of our Project Manager team! I hope this manual serves as a resource for continued project success.

Bill Martin
Senior Director, Facilities Planning & Construction

UNIVERSITY OF CENTRAL FLORIDA

**UCF Campus
Facilities**

As one of the largest universities in the United States by student population, the University of Central Florida (UCF) has a student body of over 68,000, a distinguished faculty of over 1,900, and offers 101 undergraduate programs, 91 graduate programs, and 32 doctoral programs. In 2017-18, UCF research funding was \$183M. The main campus in Orlando occupies 1,415 acres, 192 buildings, 12,282 housing beds, a 45,000-seat football stadium, and a 10,000-seat arena. The university continues to grow at a rapid pace, and with such growth comes significant new construction and renovation our campus facilities¹.

¹ University of Central Florida Institutional Knowledge Management <https://ikm.ucf.edu>

FP&C Authority

Board of Governors

Board of Governors (BOG) Regulation 14.020 states “The University Facilities Office is responsible for liaison with the project architect/engineer for the duration of the project, and shall review all plans for program compliance and ensure that any deviations from the approved building program are corrected; or where significant modifications from the approved program are desired, the University Facilities Office shall be responsible for preparing and obtaining from the president approval of the change. During the design and construction of a project, the university is the enforcing agency for the requirements of codes and statutes.”

Therefore, the Facilities Planning and Construction department manages all construction projects for UCF. Projects that exceed \$2M construction cost or \$200K professional service cost are considered Major Projects, and projects that do not exceed \$2M construction cost or \$200K professional service cost are considered Minor Projects.

Commitment to Customer Service

FP&C is committed to providing proactive service to the campus clients we serve. Our goal is to deliver projects on time and within budget. Our FP&C Project Managers and leadership staff have backgrounds in the architectural, engineering, interior design, and construction industries, providing the university with a wealth of experience from which to draw on for efficient and effective project execution.

Although the primary focus of this manual is the Project Manager and the various functions that individual must routinely complete to safely facilitate a project from its beginning to completion, there are many groups within Facilities & Safety that either support the Project Manager's activities, directly partner with the Project Manager or other project team members on project-related work, or rely on information generated by the project management effort. It is vital that these persons understand how projects are managed, what their role is required to be, and how all key functions within the project management process are to be completed. The processes in this manual are not discretionary or negotiable.

FP&C DEPARTMENT MISSION AND VISION

Vision

To represent the University of Central Florida Core Values within the Facilities Planning & Construction Department through:

- **Integrity** – To be honest and fair
- **Scholarship** – To create an exciting and safe campus environment to enhance student learning
- **Community** – To work with and be sensitive to our community neighbors and partners throughout the development of our campus and facilities
- **Creativity** – To design and construct facilities that embrace new technology and allow flexibility for future growth and change
- **Excellence** – To provide the highest quality, sustainable service throughout the design and construction phases of our projects

Mission

To ensure that the quality of UCF's physical environment supports the university's standards in teaching, research, service, and campus life;

- To excel in project delivery through leadership, integrity, passion and excellent customer service
- To create an exciting and safe campus environment for UCF students, faculty and staff to learn, teach, work, and play
- To minimize the life-cycle cost and environmental impact of UCF facilities, while maximizing sustainable and maintainable standards
- To maintain a department culture of respect and dignity, where individuals are encouraged to lead, learn, and grow

All PMs and support staff are expected to understand and incorporate the values and principals embodied in our Vision and Mission into their daily work activities.

Leadership

Every person in Facilities Planning & Construction is expected to conduct themselves in a professional manner. Project Managers will be evaluated based on their achievements and how closely they adhere to the LEADERSHIP principles presented in the document on the following page.



FACILITIES PLANNING AND CONSTRUCTION LEADERSHIP

- L LEAD** TAKE CHARGE OF PROJECT MEETINGS; MAKE DECISIONS, INVOLVE LEADERSHIP WHEN NECESSARY; ADD VALUE TO THE PROCESS; SOLVE PROBLEMS; EXEMPLIFY POSITIVE VALUES
-
- E ENTHUSIASM** BRING ENERGY AND PASSION TO PROJECTS; HAVE A POSITIVE AND SUPPORTIVE ATTITUDE; VOLUNTEER FOR NON-PROJECT DUTIES
-
- A ADVISE** GUIDE CLIENTS ON THE BEST SOLUTIONS; EDUCATE CLIENTS ON DELIVERY SYSTEMS, PROCESSES, ETC.; BE AMBASSADORS FOR F&S AND FP&C POLICIES, PROCEDURES, AND PROCESSES
-
- D DOCUMENT** USE AVAILABLE TOOLS TO FULLY DOCUMENT PROJECT INFORMATION - SCOPE, SCHEDULE, BUDGET, HISTORY, CRITICAL NEEDS, APPROVALS, FORMS, ETC.
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- E EVALUATE** CONSIDER THE BEST INTERESTS OF UCF WHEN REVIEWING PROJECTS - QUOTES, BIDS, PROPOSALS, CHANGE ORDERS, ETC.; LEARN UCF STANDARDS AND OWN THEM
-
- R RESPOND** ACT QUICKLY WHEN INFORMATION IS REQUESTED; DO NOT OVER-PROMISES AND UNDER-DELIVER; SET CLEAR EXPECTATIONS EARLY AND STICK TO THEM
-
- S SELF IMPROVE** BECOME A SUBJECT MATTER EXPERT; INVEST IN TRAINING FOR SELF/UCF BENEFIT; PUSH YOURSELF OUTSIDE YOUR COMFORT ZONE
-
- H COMMUNICATE** HABITUALLY REGULAR (WEEKLY) COMMUNICATION ON ALL PROJECTS; VERBAL WITH WRITTEN FOLLOW-UP; DISCUSS ANY ISSUES WITH AD/D
-
- I INTEGRATE** WE ARE ONE F&S TEAM - POSITIVE COMMENTS ONLY ABOUT OTHER DEPARTMENTS; FOLLOW ALL F&S AND FP&C PROCEDURES; RESOLVE ISSUES IN PERSON
-
- P PROACTIVE** QUICK CLIENT CONTACT ON ASSIGNMENT; PUSH DESIGN AND CONSTRUCTION TEAMS; FOLLOW-UP W/O PROMPTING; PRIORITIZE, BUT ALL PROJECTS MATTER!