


21 June 2022

MEMORANDUM

TO: M. Katherine Banks, Ph.D. President

FROM: Stephen Franklin 
Working Group Chair

SUBJECT: Implementation Memo – Working Group #24

Recommendation to be Implemented: Create a new division of Facilities Planning and Construction (FPC) that allows for an expanded, strategic planning and construction unit.

It was decided by the working group to call this new division Campus Planning, Design & Construction (CPDC) to avoid confusion with the System level office of Facilities Planning and Construction (FPC).

Strategic Considerations:

Campus Planning, Design & Construction (CPDC) will report to the Vice President for Facilities, Health, Safety and Security (VPFHSS) and be the initial point of contact for all project requests that involve/impact TAMU buildings, infrastructure, parking and amenities including any auxiliary entities under the oversight of TAMU. Its Mission is: *“Ensure that TAMU campus planning, design and construction is the model for how modern education addresses the built environment.”*

All project request communication will flow through CPDC. The process will produce data that will give insight on the condition of the campus infrastructure and allow for improved decision making on near term and future funding requirements.

Core Responsibilities:

Owner’s (TAMU) representative/advocate in all matters of planning, design and construction:

- Provide Campus Master Plan support and compliance
- Program of Requirements development, feasibility studies, etc.
- Ensure commissioning of completed projects
- Coordinate construction projects as required with FPC, SSC and all stakeholders
- Capital renewal and lifecycle management for the campus

Having these responsibilities in one office will allow CPDC to streamline processes campus-wide, create standards, and consolidate the current silos of information.

Strategic Implementations:

- Standardize project management lifecycle (Requests to commissioning)
- Coordinate campus standards for campus-built environment
- Communicate a clear process through website development, flow charts and other strategies

Logistical Issues Addressed:

With the definition of Campus Planning, Design & Construction responsibilities, centralization of services will require clarification and redefinition of position titles, descriptions, and qualifications along with a well-defined reporting structure. Additionally, significant effort must be invested into ensuring staff have opportunities to grow their careers in the form of a career ladder. *See Addendum A

Existing budgets will be inherited for operational purposes from previous departments but there will be significant increased support needed for the growth in responsibilities and staffing.

Major Challenges Encountered and Resolutions:

There have been varying levels of TAMU oversight in projects across campus and the full extent of project workload is unclear. The first phase of CPDC implementation is being established to evaluate this workload and staff accordingly for future demands. Additional challenges include:

Challenges:

- Managing transition of responsibilities without negatively impacting current operations
- New personnel acquisition and delegation of responsibilities
- Historic lack of consistency between decisions and funding abilities to support campus infrastructure along with the complexity of facilities has led to a campus with varying facility conditions and expectations

Solutions:

- Clear communication of transition plans, timelines, and processes
- Clear chain of command for initiating and executing projects
- Position descriptions and career ladder to properly identify personnel and duties
- Professional track with development and training matrix

Key Logistical Issues to be Completed and Timeline:

The production of campus standards and institution of a central facility operations team will require a prioritized, phased approach.

Phase 1 - By July 1, 2022

- a. Centrally locate new CPDC team
- b. Position titles and org structure defined
- c. New project communication routing process in place
- d. Start-up budget submitted and approved
- e. Impacted employees and departments notified

Phase 2 - By September 1, 2022

- f. New organizational structure fully operational
- g. Communication provided to campus community of new structure and processes
- h. Transition the responsibilities of project management to CPDC
- i. Current projects support/hand off (currently ongoing).
- j. Project support for infrastructure updates
- k. Institute project commissioning
- l. University initiative projects move to CPDC

Phase 3 - Beginning September 1, 2022

- m. Create/Update facility/construction guidelines and standards
- n. Early involvement in P3 projects (discussion starting now)
- o. Consult about Maintenance Cycle during design
- p. Reduce duplicating efforts with SSC and FPC
- q. Identify CPDC Department Metrics
- r. Codify contract deliverable, quality control, tracking and management for SSC and FPC

Approved:



M. Katherine Banks, Ph.D.
President

June 26, 2022

Date

Addendum A

