

Building Practice Guidelines: Typical Building Projects Linear Responsibility Charts (BP-LRC) (Tasks listed for Pre-Project & Concept Phase)

As a contribution to Building Practice Guidelines, these Linear Responsibility Chart templates list the typical tasks involved in a building project according to its phase or stage. Each entry recommends who should take the lead and who else should be providing significant support for each task. The tasks should be modified or augmented to suit the particular project and the needs of its participants.

In a well developed team, all will participate to some degree. Nevertheless, on a project it is essential for the project manager to identify who will be accountable for initiating, conducting and concluding each and every task.

The charts illustrate how:

1. Every task can be identified and assigned to a single point responsibility
2. The project can and should be divided into phases and stages, each separated by a financial 'control gate' or decision point for control purposes
3. This process builds on the standard project management generic life cycle, and
4. Project management can and should be distinguished from the technical management of the project.

It is worth noting that experience shows that any omissions or errors of judgment in one phase can cost an order of magnitude higher (i.e. approximately ten times) to conduct or rectify in each succeeding phase. This is due to the likely need to suspend, back track and rework other activities that would normally follow.

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Linear Responsibility Charts (BP-LRC)

Legend

- OD Owner or Developer of project
- PD Project Director, Owner's representative
- LAC Lead Architect or Consultant
- denotes primary responsibility
- JA Jurisdictional Authorities
- PCM Project Construction Manager
- ⊙ denotes significant supporting responsibility

0.0 Pre-Project Study (General feasibility)

- Depending on the nature of the investing organization, the following pre-project study work may be conducted by the organization's Project Director (PD), by its marketing department, financial department, investment department or an outside real estate consultant, etc.

Ref #	Task Description	Responsibility>	OD	PD	LAC	PCM	JA
0.1	Gather all pertinent information		⊙	●			
0.2	Establish pro forma models for optimizing ROI		⊙	●			
0.3	Assess current market rents, inducements, property values			●			
0.4	Assess alternative retail mixes where appropriate		⊙	●			
0.5	Collect typical operating costs, tax information, etc.			●			
0.6	Develop 'Order of Magnitude' budget		⊙	●			
0.7	Identify 'window of opportunity', if applicable		●	⊙			
0.8	Develop broad outline schedule			●			
0.9	Evaluate financing sources & alternatives		●	⊙			
0.10	Develop 'soft cost' budgets & target design fees		⊙	●			
0.11	Prepare building description sheets		⊙	●			
0.12	Present findings (feasibility report) to management			●			
0.13	Review and approve, or...		●	⊙			
0.14	Revise report as needed		⊙	●			
0.15	Release next phase funding based on final report, <i>or abort</i>		●	⊙			

1.0 Concept Phase

- Throughout every project phase, both Project and Technical Management must proceed in tandem and be closely integrated.

Ref #	Task Description	Responsibility>	OD	PD	LAC	PCM	JA
1.1.0	Project Management						
1.1.1	Develop preliminary schedule for entire project including all approvals from all authorities having jurisdiction		⊙	●	⊙		
1.1.2	Raise 'O of M' budget to 'Conceptual Level' budget		⊙	●	⊙		
1.1.3	Review and update pro formas		⊙	●			
1.1.4	Consolidate & present Business Case			●	⊙		
1.1.5	Review and approve, or...		●	⊙			
1.1.6	Revise report as needed		⊙	●	⊙		
1.1.7	Release next phase funding based on final report, <i>or abort</i>		●	⊙			
1.2.0	Technical Management: Functional Program						
1.2.1	Develop scope of project and areas of use		⊙	⊙	●		
1.2.2	Investigate zoning heights, setbacks, coverage, etc				●		
1.2.3	Investigate traffic flows, public transit, relationship to adjacent properties, local impacts, etc.				●		
1.2.4	Establish appropriate building quality grade for property				●		
1.2.5	Assemble Functional Program for Business Case			⊙	●		