PROJECT APPROVAL REQUEST (PAR)

A STEP-BY-STEP GUIDE TO ASSIST YOU IN PREPARING A PAR
Helpful Hints

PLEASE…

• Tell the whole project story with the PAR, especially the phases that have happened and the ones that are anticipated to happen.
• Do not delete entire sections. Simply write “N/A” next to the title.
• For the purposes of the PAR please differentiate between the words “approve” and “authorize.” One authorizes money/effort that has not yet been spent; one approves things that have already been done.
• Do not right-justify the text portions of this PAR.
• Place a single space between bullets.
• Be succinct in your presentation. If additional lengthy explanation of an element of the PAR is needed, please include it as an attachment.
• Include maps as a .PDF attachment when it’s valuable; if you include maps reference them somewhere in the PAR.
• Have line height of 12 throughout including the header, after the cover page.
• Use Times New Roman font consistently throughout the document.
• When completing embedded tables **DO NOT** double click on the area. Right click on the table and select “Worksheet Object”, “Open”. The table will automatically open in a new excel worksheet that can be completed without affecting the template. Information should only be entered in the white cells, not the shaded cells. Please note that the tables have been populated with formulas to assure accurate addition. Use care not to edit these formatted cells. Once you have completed the information you may close the window by clicking the X. Individual tables may be saved to your hard drive for future reference.
• An excel “workbook” with each table as a sheet has been developed to aid in drafting the needed information for your PAR.
• Check header titles to be consistent with the PAR content.
• Make sure front-page numbers are the same as subsequent page numbers.
• Remove any unnecessary page breaks from the PAR template when you’re done writing the PAR.
• Spell-check the document.
The Project Master Record number is auto-generated by the EPAR system. This number will remain with the project for all approval requests.

The PAR ID number is how the number of PARs associated with a particular project will be tracked. This number should be formatted as #01, #02, #03, etc. as updated PARs are prepared.

The Facility Code number is meant to capture all facility codes for buildings and/or areas associated with a project. A listing can be found at:

http://www.fs.cornell.edu/fs/fs_facilFind.cfm

The Project Team section should be populated as needed. Delete those departments/units that do not apply.
Provide the amount of the authorization request and a brief description of what the funds are for.

Delete any part of the “College/Unit/Department” phrase if they do not apply.

If this request is an addition to or different from the university’s approved Capital Plan, explain and/or justify: the variance to the Capital Plan; the reason the project was not included in the Capital Plan; why it should be approved as a change or addition to the Capital Plan; the critical nature of the project; why it should not wait until the next capital plan cycle.

Proposed date should be italicized and current phase in regular font. Please use three letter abbreviations for the month and a two-digit year. (example – Jun 11). Please make sure dates are right justified.
7. Project Budget: This PAR requests authorization for $____ to _____. The proposed budget for this PAR is as indicated below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Previously Authorized</th>
<th>This Request</th>
<th>To Date Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Planning &amp; Design</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Furniture, Fixtures &amp; Equipment</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Project Support</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Transportation Assessment</td>
<td>$0</td>
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</tr>
<tr>
<td>Project Management</td>
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<tr>
<td>Project Contingency</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
<td><strong>$0</strong></td>
</tr>
</tbody>
</table>

- Similar to the description on Page 1, provide the amount of the authorization request and a brief description of project in the first sentence of this section.
- “To Date Budget” in this table must equal the “Project Funding (To Date Budget)” in Section 8.
- Explain any variances between the construction budget and the original proposed construction budget.
- Do not deviate from the categories listed. The PAR will not be accepted with incomplete or incorrect entries.
- All new construction or renovation projects greater than $2 Million will be assessed a transportation fee. Please contact Renee Foote, 255-9334, Facilities Administration & Finance for assistance in computing this amount.

For more information see the 2% Transportation Infrastructure Charge Policy dated January 25, 2008.

8. Project Funding: This project will be funded with _______________. The source of backstop funding for any planned funding sources that are uncertain and don’t materialize is _______________.

- Provide a brief narrative of the funding source(s) for the project. If backstop funding may be required, please provide the name of the account and the account number. Project Manager’s should consult the College/Unit Financial Representative for assistance in obtaining this information.
The information reflected in the table above has been requested as a means to enable the University to track stated sources and uses of funds to actual expenditures. There are two elements being tracked within this spreadsheet. The first is the **Project Funding (To Date Budget)** and the second is the **Funding of Estimated Project Expenditures (Estimated Total Budget)**. Questions regarding this section may be addressed to Tom Cole (tec2@cornell.edu). A sample completed spreadsheet is available on the Project Approval Request web page (http://finance.fs.cornell.edu/contracts/par/parPrepTips.cfm).

- College/Unit Finance managers should provide current and previous funding information to the PAR preparer. It should be noted that the “Description” is the name of the account. Account numbers must be provided for all funding sources.

- “**Total Project Funding (To Date Budget)**” in Section 8 must equal “**Total To Date Budget**” in Section 7.

- Where multiple funding units are listed, the “Contact person for funding issues/questions” should represent the Unit with the largest contribution. It shall be their responsibility to verify funding sources, accounts and contributions with the other units prior to approval of Section 8. Under “Contact person to authorize transfer of funds”, list all unit individuals.

- Where multiple accounts under a single source of funds are needed, please contact Facilities Contracts for assistance in unlocking cells and expanding the table.

- College/Unit Finance managers will receive an email advising them that their review and approval is required for Section 8 of the PAR document prior to routing to endorsers. Finance Managers need to verify that ALL information in this Section 8 is correct.

- Enter from the drop down menu the appropriate organization code in order to capitalize the asset in the proper college.

- Keep spreadsheet as formatted. Do not delete or “hide” unused columns and/or rows.
This section is required for all construction phase PARs. For other PARs without change in costs, please indicate “Not Applicable to this PAR”. Please provide the rationale for determining the entries you have made even if you expect there will be no change in maintenance and operating costs. The key issue is to identify the range of the cost, and which department(s) will be responsible for assuming these costs. For projects with multiple phases, a more detailed analysis of projected costs is expected and must be shown. The analysis should include a discussion on energy use and life cycle costs. The estimates of these costs should be refined in each phase of the project as new information about the specific nature of the project is determined. Please feel free to contact Facilities Management (254-2996), Energy & Sustainability (254-6648) and Safety, Environmental Health and Risk Management (254-1575) for assistance in completing this section.

A discussion of maintenance and operating costs might include the following:

*Maintenance and Operating costs will increase as a result of this project. Using previous models, we can anticipate that over the course of time we would spend about 1.5% of the construction cost per year for the planned maintenance, about $\_\_\_K. These costs would be less in the early years after construction, but more as major systems age and need replacement.*

Discussion must hit on the consideration of ECI (Energy Conservation Initiative) Other O&M costs that need to be considered are the utilities, preventive and routine maintenance and custodial costs.

*We often see these in the range of $\_\_\_$/GSF/Year for facilities of this type, so we might anticipate these costs to be about $\_\_\_K/year. Based upon comparable campus facilities, costs for Safety and Compliance have been calculated at $\_\_\_$/GSF/year. Therefore, the total to maintain and operate this facility is expected to be in the range $\_\_\_K to $\_\_\_K per year.*

Do not delete or “hide” unused columns and/or rows in this spreadsheet.

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### Changes in Operating and Maintenance Costs

<table>
<thead>
<tr>
<th></th>
<th>Custodial</th>
<th>Utilities</th>
<th>Planned Maintenance</th>
<th>Routine &amp; Preventive Maintenance</th>
<th>Grounds</th>
<th>Safety and Compliance</th>
<th>Total</th>
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<tr>
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<tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

The additional maintenance and operating funds will be paid by \_\_\_.

The deferred maintenance addressed by this project is $\_\_\_.

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- Do not delete or “hide” unused columns and/or rows in this spreadsheet.
Project Managers are requested to contact Mary-Lynn Cummings (cummings@cornell.edu) if they have questions about how to complete this section. If responses are provided to either B or C, Mary-Lynn will receive a copy of the PAR as it begins circulation to provide input on projects that have potential space impacts.

Space Planning Resources are available at: http://www.dpb.cornell.edu/IP_SP_Resources.htm

**IF** your project has does not impact space usage, insert “N/A” after 10. Space Usage AND delete Items A through C. (i.e. - 10. Space Usage: N/A)

10. **Space Usage:** (Please limit responses to 1-3 sentences and only answer the questions that apply.)

   A. Does the activity described in this PAR follow from a Facilities Master Plan, Space Needs Study, or other planning study? If so, describe briefly.

   B. If the proposed project is a renovation of existing space that changes space (quality or type), please describe:

      1. **Spaces impacted:** List the spaces impacted, including all applicable facility codes and room numbers.

      2. **Functional changes to the space:** In 1-2 sentences, describe functional changes to the space (e.g., offices converted into wet labs, wet labs converted into offices, etc.)

   C. If the proposed project includes construction of new space, please provide:

      1. **Net & gross square footage of new construction:**

      2. **Room type composition** In 1-2 sentences, e.g., mix of wet labs and offices, new mechanical area, etc.

Project managers: answer both sections above if the project is a mix of renovations & new construction.

D. For any project that impacts space (either B, C or both B and C above), please describe:

   Use 1-3 sentences to answer each of the following

   1. **Alternative strategies explored:** Address the program need, including the feasibility of re-use of existing space with minimal renovation.

   2. **Swing space requirements generated:** Describe any generated by the project, and how these needs will be met.

   3. **Campus movement impacts:** Describe impacts, both during the project and as a result of the project. Consider whether people would move around the campus differently or be in new/different places because of a project and whether the project will change the physical movement of people or vehicles around campus, e.g., the project builds an addition that blocks a major sidewalk (permanent impact) or the project blocks a sidewalk, driveway, etc. during the life of a project (temporary impact).
11. **Campus Master Plan Implications:**

   Please describe how this project relates to the Campus Master Plan, if there are any elements that conflict with the master plan, or any other implications or issues in this regard.

12. **ADA Considerations:**

   This section of the PAR is important for noting impacts of projects that will have some American with Disabilities Act (ADA) elements of them included—i.e. lab renovations, restroom renovations or anything that has ADA accessibility requirements associated with the project. Writers should explain how they are including accessibility compliance as part of their project, stakeholders who are involved, etc. ALSO—for projects that accessibility is not primarily impacted, i.e. roofing projects, this section should be filled out describing how path of travel issues are handled such as sidewalk closures, interior path of travel routing changes or other construction issues that may impact accessibility.

   If there are any questions as to whether there are ADA considerations for the project or construction impacts that should be considered for this section of the PAR, please contact Andrea Haenlin-Mott, ADA Coordinator for Facilities [ah45@cornell.edu](mailto:ah45@cornell.edu) or 255-5150.

13. **Mode of Accomplishment:**

   How will design be accomplished? By whom? Who will manage the design? How will construction be accomplished? Competitive bid, CM, GMC? Who will provide the contract administration? Who will handle asbestos removal? Etc.
14. Municipal, State and Federal Discretionary Approvals: Write a paragraph similar to the following:

This project falls within the municipal jurisdiction of _____. (City, Town, Village, County)
This project will require the following municipal, state, or federal building, site or environmental approvals:

These might include items such as historic, wetlands, SEQR, site plan review, zoning variances, stream withdrawal permits, fill permits, and others.

This is a Type II action under the New York State Environmental Quality Review Act with no adverse environmental impact. No additional action is required.

OR

This project is/is not subject to the State Environmental Quality Review (SEQR) process because _____. We intend to _____. (include one of the following statements.)

…submit a short Environmental Assessment Form.
…submit a long Environmental Assessment Form.
…seek a negative declaration for an EIS.
…seek a positive declaration for an EIS.

The most significant building, site, or environmental approval issues are expected to be _____.

15. Potential Issues:
What are the unknowns? What could go wrong? What could happen that would put the university at risk? Etc.
Signature Requirements

16. Submitted by:

Project Manager
College/Unit/Department Representative
College/Unit/Department Financial Representative

Endorsed by:

University Architect and/or Engineer Department
Maria Cimilluca, Senior Director Facilities Management
Robert Bland, Director Energy and Sustainability
James T. Kazda, Director Contract Colleges Facilities
Unit Dean or Vice President Organization
Charles D. Phlegar, Vice President Alumni Affairs and Development
Ronald Seeber, Senior Vice Provost
Kyu-Jung Whang, Vice President Facilities Services
Elmira Mangum, Vice President Planning and Budget
Joanne DeStefano, Vice President for Finance and CFO Vice President’s Office

- The Project Manager and the College/Unit Representative should be shown below as submitting the project.
- College/Unit Financial Representative is the individual in the unit who is responsible for funding. (This replaces former check box)

Endorsers are decided on a PAR by PAR basis.

- If Provost signature required, use “W. Kent Fuchs, Provost”.
- University Planner is required on PARs seeking site selection and site development guidelines. University Architect is required for any project seeking design approval or those that affect the aesthetic appearance of the campus. University Engineer is required on those PARs requiring civil, mechanical, and electrical engineering.
- Facilities Management Director required on FM supported projects; when there will be $ from Maintenance Management; or there will be any change in the maintenance costs as a result of the project.
- Energy and Sustainability is required when there will be $ from Energy Management or Utilities or there will be any change in the utilities costs as a result of the project.
- Unit Dean or Vice President is required on every PAR.
- Alumni Affairs and Development is required when gift funds are involved in the project funding.
- Ronald Seeber is required for SUCF funded projects.
- Facilities Services, Planning and Budget and Vice President’s Office are required on ALL PARs.
Committee Signature Requirements

17. Capital Planning Group Approval
   Tom Cole, Director, Capital Budget Planning and Budget

18. Capital Funding and Priorities Committee Approval
   Tom Cole, Director, Capital Budget Planning and Budget

19. Building & Properties Committee Approval
   Pamela Lockwood, Buildings and Properties Committee Facilities Services

Signatures for Sections 17, 18 and 19 are all required if the project:
- Lies within the “core campus” and will significantly change the outward appearance of a building or an area
- Is over $10M

<table>
<thead>
<tr>
<th>THRESHOLDS</th>
<th>VP for Finance and CFO or Provost – Signature Only</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>&lt; $250K</td>
</tr>
<tr>
<td></td>
<td>&gt; $250K - $500K listed in the Capital Plan – Requires Signature PAR ONLY</td>
</tr>
</tbody>
</table>

| Capital Planning Group (CPG) | > $250K and not listed in the Capital Plan |
|                             | > $500K                                    |

| Capital Funding and Priorities Committee (CF&PC) | > $250K and not listed in the Capital Plan |
|                                                | > $5M and anything that needs to go to B&P |

| Building and Properties Committee (B&P) | > $10M |
|                                         | < $10M if the project lies within the “core campus” and will significantly change the outward appearance of a building or an area |
PAR Signatures, Routing and Responsibilities

- PARs should be submitted electronically to the appropriate inputter as listed below. After the PAR has been reviewed and accepted, the PAR will be entered into the “ePAR” system. The submitter will be notified via email that the ePAR has begun circulating for signature.

  - Wendy Hackett, wjh6@cornell.edu, 255-0120, for Real Estate, Facilities Operations and all non-Facilities Service Units/Departments.
  - Wendy Franzese, wkf4@cornell.edu, 254-2996, for Facilities Management
  - Kim Frost, klk44@cornell.edu, 255-2348, for Facilities Engineering
  - Vickie Davis, vid1@cornell.edu, 255-0279 for Energy & Sustainability
  - Jessie Dimick, ljd7@cornell.edu, 255-6658 for Capital Projects & Planning
  - Donna Sutliff, des17@cornell.edu, 255-7784 for Contract Colleges Facilities

- PAR Inputters shall transmit via email a copy of the submitted PAR as a “Word.doc” document attachment to Wendy Hackett (wjh6@cornell.edu) in the Facilities Contracts Office.

- Once the ePAR has been fully endorsed and, if required, CPG, CF&PC and/or B&P approvals have been obtained, a project approval letter will be issued on behalf of the Vice President for Facilities Services. Approval letters are generally issued within two (2) days of the final approval. All submitters and endorsers will receive a copy of the project approval letter with a copy of the approved PAR as well as any comments adding during approval and supporting date and time stamped signatures.

- PAR inputters do not routinely monitor the progress of an ePAR once it begins routing. PAR submitters (i.e. – Project Managers) are encouraged to monitor the progress of their PAR through the electronic approval process to assure its timely flow.

- Once a PAR reaches the level of the Vice President for Facilities Services, Project Manager’s should contact Wendy Hackett (wjh6@cornell.edu) if they have concern regarding the progress of the PAR document. Project Manager’s should not email or contact senior administrators regarding their PARs.