Managing Resources for Collection Storage Projects from Strategic Planning to Completion

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Agenda:

2. Managing Resources for
1. Collection Storage Projects
   From
3. Strategic Planning to Completion
Managing Resources For Collection Storage Projects From Strategic Planning to Completion
Managing Resources For Collection Storage Projects From Strategic Planning to Completion
Collections Storage
Preservation & Access

What it isn’t:
A building project

What it is:
An institution-wide operations project
Managing Resources

People

Time

Money
Managing Resources - People

You have a day job:
Who leads the effort

Internal PM/Outside PM

Agendas
Expectations
Politics
Timing for a ‘Dispassionate Process’
Managing Resources - People

Stakeholders: Some are More Equal Than Others At Certain Times.

Adapted from original work by Mendelow (1991), as cited in Johnson and Scholes (2002)
Managing Resources: Time

Building levels of information

Drivers change

Strategic Plan
  Goals/Priorities

Predesign
  Program

Design
  Cost

Construction
  Speed

Move
  Logistics

Operations
  Metrics
Managing Resources – Time

How One Defines A Problem Determines The Possibilities For Solutions  
- Stephen Hawking
Managing Resources - Money

Total Project Budget

- Construction Costs
  - Hard
    - Site & Building
  - Soft
    - Fixtures, Furniture & Equipment (FF&E)
    - Fees, Permits & Financing

- Public Program & Collection Costs
- Internal Costs
- Project Contingency
- Endowment

Cost Category

What's Included

Costs Not Attributable To Operation Of Current Programs & Building

(Everything That Sticks)
(What Disappears)
(Exhibits Programs & Research Collections)
(Museum Project Expenses)
(Scope Changes & Unknown Conditions)
(Ongoing Operations & Maintenance)

Who's Responsible

Board, Director, Steering Committee & CFO

PM A/E CM
Users Facilities A/E IT
PM CFO
Registrar Conservator Exhibit Designer Educator
Director PM Development Communications Visitor Services
Director CFO PM
Board Director Development CFO
Strategic Planning to Completion

Source: The Construction Industry Institute & Pre-Project Planning Research Team. 
Pre-Project Planning: Beginning A Project the Right Way. Austin, TX. 1994
Strategic Planning to Completion

What’s it about?

Institutional Alignment
Consensus
Resource Allocation
Strategic Planning to Completion

Activities at each phase

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<th>Design</th>
<th>Construction</th>
<th>Move</th>
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<td>Criteria</td>
<td>Solution</td>
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<td>Performance</td>
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<td>Budget</td>
<td>Preservation</td>
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</tbody>
</table>

Activities at each phase:

- Strategic Plan:
  - Set Goals
  - Predesign:
    - Criteria
    - Design:
      - Solution
      - Construction:
        - Implement
        - Move:
          - Logistics
          - Operations:
            - Performance
WRAP UP:

Thorough Predesign sets the proper table

Boards remember numbers not scope

The resources will be ‘spent’ eventually – spend early and save the trouble.
QUESTIONS

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