

Project RACI Matrix: The Architecture of Responsibility

In complex construction projects, the greatest risk to your timeline isn't usually a lack of effort—it's a lack of clarity. At **TheOwnersProject.com**, we use the **Project RACI Matrix** to eliminate the "I thought they were doing it" excuse. This document acts as the structural blueprint for project governance, mapping out exactly how every stakeholder interacts with every deliverable across the four critical phases: **Planning, Design, Construction, and Closeout**.

By defining these roles upfront, we move away from communication silos and toward a system where every task has a clear owner and every decision has a designated authority.

The Four Pillars of the RACI Framework

We assign one of four specific designations to every stakeholder for every task, ensuring there are no gaps or overlaps in the workflow:

- **Responsible (R):** These are the "doers"—the individuals assigned to actually complete the work or deliverable. One or more people can be responsible for a task.
- **Accountable (A):** This is the **Approver**—the person with final decision-making authority who signs off on the work. To ensure absolute clarity, there is strictly **only one person accountable** per task.
- **Consulted (C):** These are the subject matter experts or stakeholders who provide input before a decision is made or an action is taken. They contribute their expertise to shape the final output.
- **Informed (I):** These are the people who need to be "in the loop" once a decision is made or a task is complete, ensuring they have the context needed for their own work without being bogged down in the execution.

Comprehensive Lifecycle Governance

Our RACI isn't just for the field; it covers the entire project journey:

- **Phase 1 - Planning:** Clearly identifies who envisions the project, prepares the budget, and defines the governance matrix.
- **Phase 2 - Design:** Manages the regulatory strategy, determines the project delivery method (e.g., CM at Risk), and identifies long-lead bid packages.
- **Phase 3 - Construction:** Governs the RFI process, manages budget projections, and ensures compliance with plans and specifications.
- **Phase 4 - Closeout:** Administers the punchlist, secures warranties, and manages the financial closeout and "Lessons Learned" meetings.

Why This is the Owner's Best Defense

Without a RACI, projects stall when decisions are needed and accelerate when they shouldn't. By implementing this matrix, we ensure that stakeholders from **Legal Counsel** and **Capital Finance** to **Public Safety** and **IT Operations** know exactly when they are required to lead, when they are required to advise, and when they simply need to stay informed. It is the ultimate tool for ensuring project accountability and preventing the communication silos that lead to scope creep and delays.

Project RACI Matrix

Deliverable or Task	Status	Development Group					Department Partners										CLIENT	Other Resources				
		Vice President	Executive Director	SPM	PM - MEP	PM - Construction	Space Planning	Capital Finance	Procurement	Code Compliance	Accounts Payable	IT	Operations	Commissioning	Public Safety	EH&S	Client Services	Client Project Sponsor	Funding Source	Construction Manager	Vendors	Legal Council
Phase 1 - Planning / Project Initiation																						
Project is envisioned		C	C																			
Project Initial Assessment		C	C	A	C	R																
Site Selection		C	C	R	C	C					I			I								
Planning Documents																						
Develop preliminary Scope, Schedule and Budget																						
Prepare Project Governance Matrix																						
Phase 2 - Design																						
Manages Project Design Progress																						
Manage Design Phase Cost & Budget																						
Develop Regulatory strategy, make applications																						
Develop Project Schedule / identify long lead bid packages																						
Review public safety, utility, custodial, and equipment maintenance considerations																						
Communicates with Clients																						
Determine Project Delivery method (GC bid or CM at Risk)																						
Phase 3 - Construction																						
Construction Kick off meeting																						
RFI & Submittals process																						
Manages Project Budget / cost projections																						
Manages Project Schedule																						
Communicates with Clients																						
Monitor & manage construction progress																						
Ensures Compliance with Plans and Specifications																						
Weekly project OAC/Construction Meetings																						
Monthly Project Status Report for Client																						
Phase 4 - Closeout																						
Substantial Completion																						
Arrange for Final Walkthroughs & Training Completion																						
Administer Punchlist																						
Secure As-builts, O&M's & Warranties																						
Closeout regulatory applications																						
Confirm ALL vendor invoices / final payment have been submitted																						
Lesson Learned Meeting																						
Final Release of Budget																						
Achieve Financial Closeout																						
Procurement																						
Develop Procurement Schedule																						
Develop Bid List																						
MWLBE Requirements																						
Reach out to Vendors to Discuss Scope and Confirm Interest																						
Manage RFP Process																						
Award Decision																						
Purchase Order																						
Change Management & Invoicing & Funding																						
Contractor develops cost and schedule impact of change																						
Change Order review meeting																						
PM review/negotiates/ approves Construction PCO																						
Vendor Requisition Review																						
Finance double checks backup																						
Finance approves Invoice																						
General Responsibilities																						
Define Project Success Factors & KPI's																						
Maintain SOPs, roles & responsibilities																						
Prepare and Secure Project Document Approvals																						
Manage project sustainability goals (ie LEED)																						

- R Responsible
- A Accountable
- C Consulted
- I Informed

Assigned to complete the task or deliverable. The people who actually do the work. One or more people can be responsible

The Approver. Has final decision-making authority and accountability for completion. The person who signs off on the work. Usually, only one person is accountable

An adviser, stakeholder, or subject matter expert who is consulted before a decision or action. The subject matter experts who are consulted and sometimes contribute to creating content

Must be informed after a decision or action. The people who are informed when a deliverable is complete.