## Project Management Process Improvement

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<tr>
<th>Focus Area</th>
<th>Purpose</th>
<th>Action Steps</th>
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| Reengineer Project Initiation Through Design   | Define and map the process for various size project with approvals, milestones, and decision makers. | • Funding requirements and priorities  
• Alignment of scope and budget  
• Procurement of consultants & construction manager |
| Development of Project Budgets & Cost Estimates | Establish a process for developing reliable cost estimate and when a project budget is approved. | • Identify and define process for various sizes of projects at medical center and academic campus  
• Development of FOD project cost estimating database  
• Identification of when a budget is approved and FDC is accountable  
• Communication of process to medical center and campus leadership and stakeholders |
| Defining Roles and Responsibilities            | Develop roles, responsibilities, and authority for FDC, FOD, PARE, MC Planning Client (Deans), Ohio State Leadership, Finance, etc. | • Coordination with various stakeholders  
• Defining departmental decision makers  
• Conflict resolution when agreement is not reached |
| Decision Making & Communication of Decision    | Develop an FDC process for (a) determining and vetting decisions with clients, leadership, consultants, and contractors and then (b) implementing the decision.  
• Develop a client communications protocols and messaging plan with a feedback loop of final decisions and actions. | • Ownership of projects  
• Vetting decision with various stakeholders to achieve alignment prior to implementation  
• Process should include all phases of project development |
| Identification of Ohio State and State Policy versus Legacy Business Practices | Evaluate where current business practices are costing the University higher cost in projects without commensurate value. | • Review FDC business practices and identify what is required/not required by the university or the State of Ohio  
• Design Standards review for value, life cycle cost, and flexibility  
• Training for FOD/FDC and industry  
• Communicate to stakeholders |
| Refine Current Project Manager Engagement Standards and QA/QC | Refine Project Manager Standard Operating Processes for project management and client interaction. This will help clients to better understand the services of FDC. | • Review and refine FDC Project Management practices, follow-up with stakeholders to discuss changes  
• Define role of FDC project manager to provide QA/QC reviews  
• Provide FDC project manager scope of QA/QC reviews to stakeholders and design/construction industry |
## Enhanced Communication

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| Project Financial Reporting                    | Develop standardized financial reporting for Medical Center and Campus project regardless of project size. | • Model reporting after the Time and Change project format  
  • Reflect actual and forecasted cost                                                                 |
| FDC Staff Communication Training               | Refine communication skills including listening, understanding client expectations, and providing project information in a manner that meets expectations. | • Consistent communications with clients  
  ○ In-Person  
  ○ Verbally  
  ○ Written  
  • Training on asking questions and responding                                                                 |
| Expedited Permitting and Tracking               | Facilitate a coordinated process with DIC and design consultants/contractors for project permits and inspections. | • Architectural consultants with DIC examiners  
  • Contractors with DIC inspectors  
  • Fully utilize the DIC portal for tracking permits and inspections                                                                 |
| Transparent Selection Criteria of Design Professionals and Construction Managers | Refine the selection and evaluation criteria and process for determining design professionals and construction managers. | • Reevaluate the prequalification criteria  
  • Re-evaluate weighting of criteria  
  • Train FDC project managers in criteria evaluation  
  • Provide feedback to industry on proposals                                                                 |
| Explain Total Cost of Ownership                 | There are several factors that go into the total cost of building ownership, materials and systems make up two of these components. | • Building materials procured at volume rates  
  • Re-evaluate university Design Standards for best Ohio State and project value  
  • Revisit directions to design professionals and FDC internal review processes                                                                 |
| Relationships with OFCC and DIC                | OFCC and DIC would like to develop new processes with OHIO STATE that will strengthen business relations and streamline some of their processes and staffing requirements. | • Opportunity for bundled permits on small projects with well-defined scope  
  • University inspections by a DIC approved and qualified inspector  
  • Contract and policy revisions that are reflective of current industry practices                                                                 |
## Culture and Relationship Development

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| Factors in Developing Project Guaranteed Maximum Price (GMP) | Develop a common understanding of what is and is not included in a GMP. | • Risk profile early vs. completed drawings with sub-bids  
• How to manage risk, contingency, market conditions, mean/methods and escalation |
| Relationships with Industry Partners and Contract Requirements | Strengthen relationships with architects, engineers and construction managers to become the client of choice. | • Review of FDC business practices  
• Contract requirements that may be one-sided  
• Develop a shared risk model  
• Industry concerns and recommendations |
| FDC Culture: “OPTION THINKING” | Train FDC staff in thinking about problem solving with options, or other ways of solving the problem, that provide better value or enhance the client’s requirements. | • Current trends in the healthcare  
• Current trends in research and teaching  
• Incorporating design and operational flexibility into the project  
• Skills and knowledge development |
| Contract Innovations and Opportunities | Examine other project delivery models that are tailored to project size and complexity and may bring Ohio State greater value. | • IDIQ  
• JOC  
• Unit Cost Contract  
• Other Industry “Best Practices” |
| Organizational Structure & Effectiveness | Conduct an organizational review to determine the strengths, gaps and opportunities of the FDC organizational structure. | • Build a structure to support the needs of the University and Wexner Medical Center  
  o Create a phased implementation plan to execute the structure  
  o Build metrics that measure the structure impact  
• FDC leaders and FOD partners to ensure success |
| Leadership Development | Create a succession plan for FDC and identify high-impact roles and where there are gaps. | • Build success profiles for all leadership roles and evaluate each leader  
• Identify opportunities to leverage strengths and bridge gaps  
• Create individual development plans for each leader  
• Leverage university and medical center resources for training, coaching and mentoring |
| Staff Development | Create a philosophy and supporting framework to support ongoing development for staff. | • Train leaders to understand the basics of talent development and reward time and energy spent here  
• Provide transparency on who is eligible for development, the prerequisites and associated costs  
• Develop structure to measure the impact of development on individual growth and department succession planning |
| FDC Culture | Everyone contributes to the culture of an organization and commits to a collaborative environment with clients, within FDC and the design and construction industry. | • Complete a Gap Analysis of the culture with FDC senior leaders  
• Identify focus groups to validate and influence  
• Create and implement a culture roadmap |