



**Project Management Process Improvement**

Focus Area	Purpose	Action Steps
<b>Identify Existing Campus Large and Small Projects startup process</b>	<p>Identify the process of campus large and small projects from project initiation and design through OSU approval processes.</p> <p>This effort is not a re-engineering, but rather a documentation of the existing process with identification of areas for improvements.</p>	<ul style="list-style-type: none"> <li>• Develop flow diagrams of campus large and small projects initiation, design, and approval processes.</li> <li>• Conduct a workshop with campus, PARE and FDC staff to review the existing process flow.</li> <li>• Share the flow diagrams with the FDC Leadership team and Workshop participants of the Re-Engineering of projects from Initiation through Design.</li> </ul>
<b>Development of Project Budgets &amp; Cost Estimates</b>	<p>Establish a process for developing reliable cost estimate and when a project budget is approved.</p>	<ul style="list-style-type: none"> <li>• Identify and define process for various sizes of projects at medical center and academic campus</li> <li>• Development of FOD project cost estimating database</li> <li>• Identification of when a budget is approved and FDC is accountable</li> <li>• Communication of process to medical center and campus leadership and stakeholders</li> </ul>
<b>Identification of OSU/State Policy versus Legacy Business Practices</b>	<p>Evaluate where current business practices are costing the University higher cost in projects without commensurate value.</p>	<ul style="list-style-type: none"> <li>• Review FDC business practices and identify what is required/not required by the university or the State of Ohio</li> <li>• Design Standards review for value, life cycle cost, and flexibility</li> <li>• Training for FOD/FDC and industry</li> <li>• Communicate to stakeholders</li> </ul>
<b>Re-Engineer WMC Project Start – Initiation through Design</b>	<p>Define and map the process for various size project with approvals, milestones, and decision makers.</p>	<ul style="list-style-type: none"> <li>• Funding requirements and priorities and approvals,</li> <li>• Alignment of scope and budget,</li> <li>• Procurement of consultants &amp; construction manager.</li> </ul>
<b>Re-Engineer Campus Project Start – Initiation through Design</b>	<p>Define and map the process for various size project with approvals, milestones, and decision makers.</p>	<ul style="list-style-type: none"> <li>• Funding requirements and priorities and approvals,</li> <li>• Alignment of scope and budget,</li> <li>• Procurement of consultants &amp; construction manager.</li> </ul>
<b>Defining Roles and Responsibilities</b>	<p>Develop roles, responsibilities, and authority for FDC, FOD, PARE, MC Planning Client (Deans), Ohio State Leadership, Finance, etc.</p>	<ul style="list-style-type: none"> <li>• Coordination with various stakeholders</li> <li>• Defining departmental decision makers</li> <li>• Conflict resolution when agreement is not reached</li> </ul>
<b>Decision Making &amp; Communication of Decision</b>	<p>Develop an FDC process for (a) determining and vetting decisions with clients, leadership, consultants, and contractors and then (b) implementing the decision.</p> <p>Develop a client communications protocols and messaging plan with a feedback loop of final decisions and actions.</p>	<ul style="list-style-type: none"> <li>• Ownership of projects</li> <li>• Vetting decision with various stakeholders to achieve alignment prior to implementation</li> <li>• Process should include all phases of project development</li> </ul>



<b>Refine Current Project Manager Engagement Standards and QA/QC</b>	Refine Project Manager Standard Operating Processes for project management and client interaction. This will help clients to better understand the services of FDC.	<ul style="list-style-type: none"> <li>• Review and refine FDC Project Management practices, follow-up with stakeholders to discuss changes</li> <li>• Define role of FDC project manager to provide QA/QC reviews</li> <li>• Provide FDC project manager scope of QA/QC reviews to stakeholders and design/construction industry</li> </ul>
<b>FDC Process Improvements</b>	Identify processes for improvement within FDC that will benefit the University.	<ul style="list-style-type: none"> <li>• Project Contingency Management/ Return,</li> <li>• Increasing the Small Project Cap limit,</li> <li>• Establish level of drawings for GMP subcontract bids,</li> <li>• Workload and expenditures in project financial forecast,</li> <li>• City of Columbus permitting and relationship,</li> <li>• Additional FDC processes to be added as they are identified through Stakeholder input.</li> </ul>

### Enhanced Communication

Focus Area	Purpose	Action Steps
<b>Project Financial Reporting</b>	Develop standardized financial reporting for Medical Center and Campus project regardless of project size.	<ul style="list-style-type: none"> <li>• Model reporting after the Time and Change project format</li> <li>• Reflect actual and forecasted cost</li> </ul>
<b>Managing Plan Approvals, Permits and Inspections with DIC</b>	Facilitate a coordinated process with DIC and design consultants/contractors for project permits and inspections.	<ul style="list-style-type: none"> <li>• Architectural consultants with DIC examiners</li> <li>• Contractors with DIC inspectors</li> <li>• Fully utilize the DIC portal for tracking permits and inspections</li> </ul>
<b>Explain Total Cost of Ownership</b>	There are several factors that go into the total cost of building ownership, materials and systems make up two of these components.	<ul style="list-style-type: none"> <li>• Building materials procured at volume rates</li> <li>• Re-evaluate university Design Standards for best Ohio State and project value</li> <li>• Revisit directions to design professionals and FDC internal review processes</li> </ul>
<b>FDC Project Health Dashboard and FDC Metrics Program</b>	Develop standardized project status and forecasting dashboard for review and management of Capital Projects. Dashboard information should tie to the FDC metrics reported to the Board.	<ul style="list-style-type: none"> <li>• Develop project forecasting and risk assessment information to be presented in a project dashboard.</li> <li>• Develop a list of questions that project managers should document bi-weekly regarding project health.</li> <li>• Establish dashboard parameters for small projects and large projects.</li> <li>• Identify the QA/QC process on information presented.</li> </ul>
<b>Transparent Selection Criteria of Design Professionals and Construction Managers</b>	Refine the selection and evaluation criteria and process for determining design professionals and construction managers.	<ul style="list-style-type: none"> <li>• Reevaluate the prequalification criteria</li> <li>• Re-evaluate weighting of criteria</li> <li>• Train FDC project managers in criteria evaluation</li> <li>• Provide feedback to industry on proposals</li> </ul>
<b>Relationships with OFCC and DIC</b>	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.	<ul style="list-style-type: none"> <li>• Opportunity for bundled permits on small projects with well-defined scope</li> <li>• University inspections by a DIC approved and qualified inspector</li> <li>• Contract and policy revisions than are reflective of current industry practices</li> </ul>
<b>FDC Staff Communication Training</b>	Refine communication skills including listening, understanding client expectations, and providing project information in a manner that meets expectations.	<ul style="list-style-type: none"> <li>• Consistent communications with clients               <ul style="list-style-type: none"> <li>○ In-Person</li> <li>○ Verbally</li> <li>○ Written</li> </ul> </li> <li>• Training on asking questions and responding</li> </ul>



**Culture and Relationship Development**

Focus Area	Purpose	Action Steps
<b>Factors in Developing Project Guaranteed Maximum Price (GMP)</b>	Develop a common understanding of what is and is not included in a GMP.	<ul style="list-style-type: none"> <li>• Risk profile early vs. completed drawings with sub-bids</li> <li>• How to manage risk, contingency, market conditions, mean/methods and escalation</li> </ul>
<b>Relationships with Industry Partners and Contract Requirements</b>	Strengthen relationships with architects, engineers and construction managers to become the client of choice.	<ul style="list-style-type: none"> <li>• Review of FDC business practices</li> <li>• Contract requirements that may be one-sided</li> <li>• Develop a shared risk model</li> <li>• Industry concerns and recommendations</li> </ul>
<b>FDC Culture: “OPTION THINKING”</b>	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.	<ul style="list-style-type: none"> <li>• Current trends in the healthcare</li> <li>• Current trends in research and teaching</li> <li>• Incorporating design and operational flexibility into the project</li> <li>• Skills and knowledge development</li> </ul>
<b>Contract Innovations and Opportunities</b>	Examine other project delivery models that are tailored to project size and complexity and may bring Ohio State greater value.	<ul style="list-style-type: none"> <li>• IDIQ</li> <li>• JOC</li> <li>• Unit Cost Contract</li> <li>• Other Industry “Best Practices”</li> </ul>
<b>Organizational Structure &amp; Effectiveness</b>	Conduct an organizational review to determine the strengths, gaps and opportunities of the FDC organizational structure.	<ul style="list-style-type: none"> <li>• Build a structure to support the needs of the University and Wexner Medical Center <ul style="list-style-type: none"> <li>◦ Create a phased implementation plan to execute the structure</li> <li>◦ Build metrics that measure the structure impact</li> </ul> </li> <li>• FDC leaders and FOD partners to ensure success</li> </ul>
<b>Leadership Development</b>	Create a succession plan for FDC and identify high-impact roles and where there are gaps.	<ul style="list-style-type: none"> <li>• Build success profiles for all leadership roles and evaluate each leader</li> <li>• Identify opportunities to leverage strengths and bridge gaps</li> <li>• Create individual development plans for each leader</li> <li>• Leverage university and medical center resources for training, coaching and mentoring</li> </ul>
<b>Staff Development</b>	Create a philosophy and supporting framework to support ongoing development for staff.	<ul style="list-style-type: none"> <li>• Train leaders to understand the basics of talent development and reward time and energy spent here</li> <li>• Provide transparency on who is eligible for development, the prerequisites and associated costs</li> <li>• Develop structure to measure the impact of development on individual growth and department succession planning</li> </ul>
<b>FDC Culture</b>	Everyone contributes to the culture of an organization and commits to a collaborative environment with clients, within FDC and the design and construction industry.	<ul style="list-style-type: none"> <li>• Complete a Gap Analysis of the culture with FDC senior leaders</li> <li>• Identify focus groups to validate and influence</li> <li>• Create and implement a culture roadmap</li> </ul>