CAPITAL PROJECT PROCESS REVIEW AND ACTION PLAN

UPDATE

Bob McMains  
Vice President for Physical Facilities

Ken Sandel  
Director of Physical and Capital Planning

May 7, 2012
APPA REVIEW
• Board of Trustees level projects
  • > $2 million
• Specific projects reviewed
  • Herrick Labs
  • Bindley Addition
  • Boiler 7
  • Lilly Hall Lab Renovation
  • Marriott Hall
  • Gatewood Addition
  • C-SEL
  • ADM Ag. Innovation Center
• Pre-planning through Notice of Award
• Increase management of projects
• Communicate project information
• Develop staff
• Cost analysis
• Focus on customer service
• Ensure accountability
• Previous changes are working
• Everyone expects quality communication
• Costs may be justified
• Focus on leadership
• Communicate
ACTION PLAN & IMPLEMENTATION TEAMS
ACTION PLANNING THEMES

- Leadership
- Communication
- Project Management
- Cost Estimating and Design Standards
IMPLEMENTATION TEAMS

• Composed of key internal stakeholders; primarily PM&C and P&CP staff

• Application of subject matter expertise to implementation of action plan

• Nine implementation teams established to address near term priorities

• Implementation team work began in mid February 2012

• Implementation team leaders and Senior Administrators meet regularly for status updates
IMPLEMENTATION TEAMS

TEAM 1 – SENIOR DIRECTOR

• Fill vacant senior director of Project Management & Construction (PM&C) position

TEAM 2 – METRICS

• Develop periodic reports to track key operational metrics
TEAM 3 – SELF-EVALUATE ORGANIZATIONS

• Self-evaluate organizations for logical transfer of information, accountability, communication and effectiveness

TEAM 4 – “HAND-OFF” & STUDIES

• Develop appropriate “hand-off” documents

• Create parameters to determine which projects will undergo a feasibility and concept cost estimate study by an outside consultant early in project development
TEAM 5 – ESTABLISH EXPECTATIONS

• Establish expectations for
  • Communicating risks/issues that arise during a project and ensure that they are communicated with supervisors
  • Reporting scheduled milestones during the life-cycle of the project
  • Management of customer expectations and ownership of the process
  • Balancing campus standards with client needs/desires
  • “One-off” projects that are unique or funded from external sponsors
TEAM 6 – CHANGE ORDERS

• Manage change orders in a timely & effective manner

TEAM 7 – PROCESSES

• Ensure that processes used add value and are followed throughout the projects
TEAM 8 – COST BENCHMARKING

• Conduct a peer-to-peer benchmarking review to understand how costs are being accounted for among institutions

TEAM 9 – STANDARDS

• Conduct an external review of design standards
• Review construction standards on a biennial basis
LONG TERM IMPLEMENTATION TEAM TASKS

- Training
- BOT approval limits
- Client survey
- Website/electronic media
- Project schedules of values
REVIEWS AND TRANSITIONS

• Capital Project Process Review
• Building Services Sustaining New Synergies Review
• Service Enterprises Organizational Review
• Transportation Service Relocation Project
• Stores Operational Review
• Comprehensive Energy Master Plan (CEMP)
ENHANCING CAMPUS-WIDE & ACADEMIC PARTNERSHIPS

• Physical Facilities as a “living laboratory”

• Direct engagement of Physical Facilities staff
  • Guest teaching or lecturing in courses
  • Advising student organizations

• Collaboration for staffing/recruitment & research

• Partnerships to facilitate project delivery

• Purdue Arboretum
ACHIEVING SUCCESS

- 2011 Indiana Governor's Award Winner
  **Environmental Excellence for Recycling and Reuse**
- 2011 Big Ten and Friends
  **Mechanical and Energy Conference**
- 2010 and 2011
  **APPA Effective and Innovative Practices Award**
- **LEED Gold Certification**
- **Physical Facilities Leadership Team**
- Employee Forums
  **Your Voice, Your Answers**
- Third Year of Recognition
  **Tree Campus USA**
- Recipient of 2012 Governor's
  **Workplace Safety Award**
- 2011 Focus Award

PURDUE UNIVERSITY
QUESTIONS?