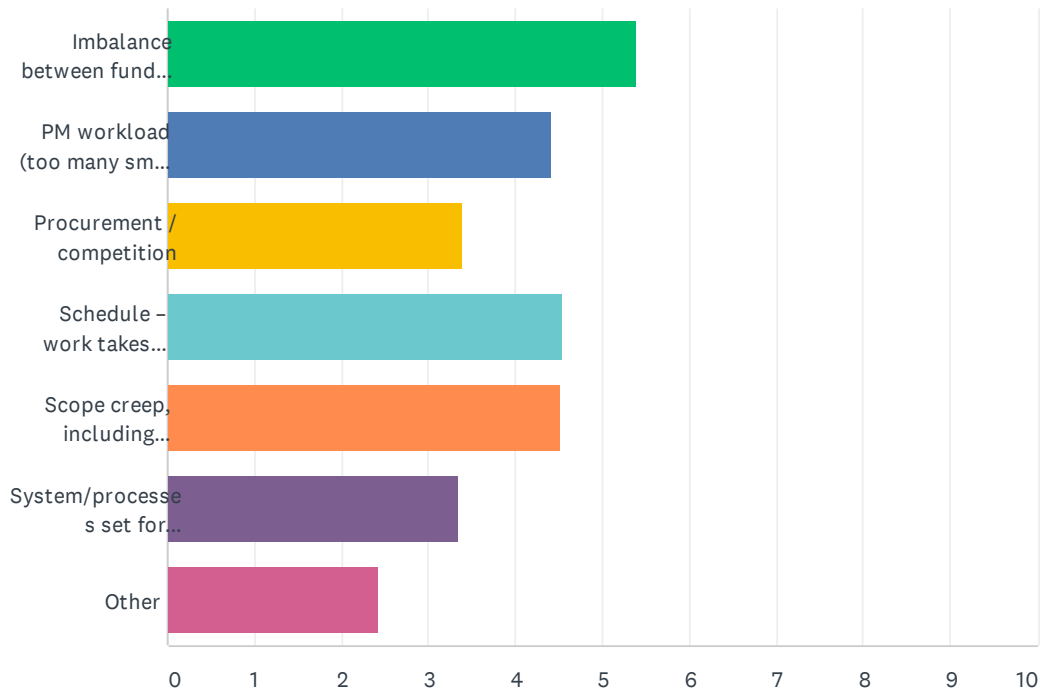# Q1 Using these choices and/or adding your own, please rank your biggest challenges or "pain points" when it comes to executing small/minor projects. Assign 1 to the biggest challenge, 2 to the next biggest challenge, and so on.

Answered: 64   Skipped: 0

	1	2	3	4	5	6	7	TOTAL	SCORE
Imbalance between funding and expectations / goals	45.31% 29	15.63% 10	10.94% 7	3.13% 2	12.50% 8	10.94% 7	1.56% 1	64	5.39
PM workload (too many small projects per person)	17.19% 11	17.19% 11	12.50% 8	18.75% 12	17.19% 11	10.94% 7	6.25% 4	64	4.41
Procurement / competition	6.25% 4	9.38% 6	6.25% 4	20.31% 13	21.88% 14	25.00% 16	10.94% 7	64	3.39
Schedule – work takes longer than it "should"	4.69% 3	23.44% 15	29.69% 19	15.63% 10	17.19% 11	7.81% 5	1.56% 1	64	4.53
Scope creep, including "while you're at it" maintenance / repairs	12.50% 8	25.00% 16	15.63% 10	14.06% 9	18.75% 12	9.38% 6	4.69% 3	64	4.52
System/processes set for large/major projects	4.69% 3	6.25% 4	17.19% 11	15.63% 10	12.50% 8	34.38% 22	9.38% 6	64	3.34
Other	9.38% 6	3.13% 2	7.81% 5	12.50% 8	0.00% 0	1.56% 1	65.63% 42	64	2.42

Q2 Please explain your Other challenges

Answered: 64   Skipped: 0

#	RESPONSES	DATE
1	Finding bidders outside the university to bid on small projects.	9/30/2020 11:55 AM
2	Expectations of how much the project costs (construction and soft costs) and the duration of the design and construction schedules.	9/24/2020 7:23 PM
3	Early/Accurate requirements definition Early/Accurate budgetary estimates Effective acquisition planning (who is the right contracted partner, what is the best project delivery method)? Stakeholder communication and expectation management Informal/small project processes and workflows Effective/Efficient project closeout and transition to operations team Data management and reporting mechanisms	9/24/2020 4:42 PM
4	Some projects are more maintenance work that could be done inhouse	9/23/2020 8:54 PM
5	Lack of skilled contractors willing to bid on small projects.	9/23/2020 7:23 AM
6	The "Small" projects are expected to be done quickly. The time allowed is usually a few weeks. Less pre-emptive planning and design go into the small projects. GC's do not seem to pay as much attention to the submittal and review process. This is where a lot of design issues can be addressed and rectified prior to construction.	9/18/2020 9:03 AM
7	Most "minor" projects, and I'm defining as projects b/n $25k and $5M, have the same hurdles and issues as "major" projects. Most times funding does not allow for additional help, such as an additional person in the field, on a project.	9/18/2020 9:01 AM
8	Squeezing projects in during the school calendar and when students are not on-site.	9/15/2020 3:20 PM
9	Client expectations - Small project should be easy and less time consuming to execute…right? Well not really some steps can't be cut out and everything has a process. Aligning client expectations to organizational and procedural realities is a challenge.	9/15/2020 1:53 PM
10	The other challenge is to make sure end users provide the information required on a timely basis. And that they have a clear idea of what they actually need vs want.	9/15/2020 12:50 PM
11	Small projects fall within an FY budget year, so must be completed within a limited timeframe. This can be a major issue for larger scope "small projects" that border on Major Project size & scope.	9/15/2020 10:04 AM
12	Unforeseen conditions of an old campus stemming from inaccurate or incomplete project documentation of past work; Lack of thorough programming efforts; Customers and Sponsors misunderstanding of construction factors for institutional settings that drive costs.	9/14/2020 6:01 PM
13	Access to the space, assistance from local contact	9/14/2020 5:14 PM
14	Contractors do not give small project as high a priority as bigger projects.	9/14/2020 4:15 PM
15	Just the top two are challenges. Looks like i need to rank to exit	9/14/2020 1:35 PM
16	No. 1 with a bullet - inaccurate or unknown existing conditions and relationships in building systems and utility systems. A small project request might be set up to modify a discreet area in a building or replace system equipment. Once the project gets started reality sets in -- what's behind that wall, where does that power come from, we can't pull one more cable into the server room. or another system requires upgrade to meet code. Suddenly that small group of rooms or that one piece of equipment is much more complex.	9/14/2020 12:55 PM
17	Disconnect between minor projects and large Strategic direction of the institution. Where do you best expend resources/capital.	9/14/2020 12:35 PM
18	It can be a challenge to attract designers and contractors to small projects, particularly in remote areas.	9/14/2020 12:14 PM
19	Project coordination with building tenants.	9/14/2020 10:28 AM
20	Efficiency scale - delivery process for small & large projects basically involves same steps resulting in higher % administrative overhead & cost	9/14/2020 10:27 AM
21	Skilled workforce for the GCs/Subs continues to be a challenge, and could be included in the procurement/competition item.	9/14/2020 9:36 AM
22	x	9/14/2020 9:30 AM

23	Letting bigger projects get in the way this allowing tasks to be overlooked and/or missed.	9/14/2020 9:28 AM
24	Additional scheduling and coordination for employees(clients) that are affected by the scope of the the small project. Example: Finding alternate work locations or the coordination of additional time for setup and take down between every shift to minimally affect the employees(Clients) work environment during the project.	9/14/2020 8:56 AM
25	N/A	9/14/2020 8:54 AM
26	The project like painting or carpet doesn't a project manager except to do the paper work. Their skills could be better used.	9/14/2020 8:49 AM
27	Setting expectations of when our faculty/ staff need to submit their requests. They often think if they ask for something in March that it can be completed over the summer. Internal estimating capabilities. We're trying to improve our historical cost data so we can produce quicker estimates in lieu of reaching out to a contractor for an estimate.	9/14/2020 8:48 AM
28	Contractor coordination / attention - difficult to keep contractors engaged on smaller projects.	9/14/2020 8:45 AM
29	Lack of preplanning from the institutions requesting funding for the projects	9/14/2020 8:39 AM
30	Small projects usually have to happen in occupied spaces and have more logistics challenges related to phasing, noise control, dust/cleaning issues, site safety, material storage/lay down/delivery areas	9/14/2020 8:38 AM
31	Work initiated outside the scheduled procurement process.	9/14/2020 8:32 AM
32	Schedule- Not getting approval to proceed on planning and design until a few months prior to when construction needs to start. Small projects still need time for design and planning which many forget.	9/14/2020 8:31 AM
33	Document management is overlooked because it is a "minor" project (ex: daily logs, meeting minutes, updated schedule).	9/14/2020 8:30 AM
34	Educating the client about procedure and contractual and procurement obligations. Setting boundaries between client and contractor. The time it takes to do these things.	9/14/2020 8:27 AM
35	--	9/14/2020 8:11 AM
36	Often times these projects are being constructed in an occupied setting. This presents other challenges as other end users who are not benefiting from the work are disturbed. So it requires more detailed planning than one might expect to minimize the impact of the on-site work.	9/14/2020 8:01 AM
37	Our systems must be locked and tagged out by our in house mechanics before a contractor can safely work on them. This can be a challenge to schedule as our maintenance group is becoming more focused on preventative maintenance and improves their scheduling.	9/14/2020 7:48 AM
38	na	9/14/2020 7:19 AM
39	Close out documents	9/13/2020 8:58 PM
40	Takes almost the same amount of time to manage but the overhead head budget is proportionally much smaller.	9/13/2020 5:49 PM
41	There is no Other challenges	9/13/2020 5:31 PM
42	Not applicable	9/13/2020 12:45 PM
43	Large projects often have the benefit of unoccupied space and a longer planning phase. Small projects are dealing with occupied space and a "get it done yesterday" attitude from the customer.	9/13/2020 11:47 AM
44	Abatement issues, work in occupied facilities	9/13/2020 10:28 AM
45	Project team training	9/13/2020 9:50 AM
46	Unknown or underestimated existing conditions.	9/13/2020 8:53 AM
47	na	9/13/2020 8:52 AM
48	Close out documentation	9/13/2020 8:14 AM

49	leadership expects them to be competitively bid.	9/13/2020 2:51 AM
50	Time involved for processes generally takes too long for projects needing short/quick turnaround.	9/13/2020 12:08 AM
51	Completing the punchlist - contractor checked out, unmotivated to finish.	9/12/2020 8:49 PM
52	The process in Government is the same whether its a small or a large project.	9/9/2020 11:53 AM
53	4. Misunderstandings about complexity of "simple" projects. 5. All projects must meet the same standard, regardless of size.	9/8/2020 3:36 PM
54	Client doesn't having funding for vision they have.	9/8/2020 11:56 AM
55	hazardous materials abatement; need to educate user on costs and sometimes how they differ than residential construction; working with and ensuring quality from the in-house facilities construction services; institutional processes & personnel are always changing.	9/8/2020 10:40 AM
56	Normal contingency budgeting (10-15%) insufficient to address potential concealed condition risks (i.e. building system deficiencies, not project-system deficiencies)	9/8/2020 8:52 AM
57	Issues with organizational desire to move work to future budgets and reorganize priorities for the work.	9/5/2020 10:35 PM
58	Requesters have unreasonable expectations on schedule and budget. Costs from contractors for small projects are very high.	9/4/2020 7:05 PM
59	Fee to administer the work is not sufficient to cover the time needed.	9/4/2020 11:54 AM
60	Often times small projects take as much PM work as large projects. What starts as something relatively small and easy on the surface or design level ends up opening a can of worms at the construction level. Also, both A/E's and contractors tend to put the smaller projects on the back burner and use them for fill-in work. This can drag the schedule and decrease ROI.	9/4/2020 9:52 AM
61	working around interruptions to daily operations explaining why it is more costly per s.f. than large projects	9/3/2020 5:11 PM
62	Na	9/2/2020 8:58 PM
63	Level of Stakeholder involvement necessary to accomplish project.	9/2/2020 5:40 PM
64	Streamlining and creating a consistent process that allows for speedy delivery and room for adjustment when appropriate.	9/2/2020 1:11 PM

Q3 Is there a particular aspect of managing small/minor projects that you (your organization) has improved or simply does well and, if so, would you be willing to share with fellow members and other Owners?

Answered: 64   Skipped: 0

Small (but mighty) Projects

#	RESPONSES	DATE
1	We are in the process of creating blanket PO's with select A/E firms as well as GC/CM firms that allows the institution the opportunity to speed up the procurement process allowing for the projects to be design and completed much faster than our current procurement process.	9/30/2020 11:55 AM
2	1. Streamlining procurement of designers and contractors. 2. Developing project managers with expertise in project type (health, lab renovations) and stakeholder relationships.	9/24/2020 7:23 PM
3	One area of improvement that we are working to implement more consistently is a phase-gate approach. This requires documentation and review of project scope, schedule, and budget/cost at specific milestones. The goal is to gain concurrence on scope, schedule, and cost from the technical POC, supported client/customer, and financial/business manager. As project definition becomes more clear, this is a documented approach to manage and agree on deliverables and expectations.	9/24/2020 4:42 PM
4	procurement and payment process,	9/23/2020 8:54 PM
5	We have an In-House Construction Crew. This balances work load and fills in the gap when outside contractors aren't available.	9/23/2020 7:23 AM
6	**Communication**Communication**Communication** Putting more emphasis on the standardized Specifications to spell out in detail what is expected. Performing detailed Pre-Construction Scope Review Meetings. And being vigilant in the submittal process, making sure construction does not begin before all submittals are reviewed and approved. This seems to work out all of the little kinks prior to construction.	9/18/2020 9:03 AM
7	Implementation of e-Builder has helped.	9/18/2020 9:01 AM
8	no real Ah-Hahs	9/15/2020 3:20 PM
9	We modify our processes for smaller project such as reducing design submittals, leveraging design assist or design build	9/15/2020 1:53 PM
10	I have benchmarked the history of our projects by type / scope on a $/SF metric down to the schedule of values. This has helped me forecast budgets on these minor projects based on historical data. Of course it always needs to be normalized to account for inflation. But I find it has worked.	9/15/2020 12:50 PM
11	We review and assign the larger "small projects" as soon as they are approved, to allow as much of the FY for completion as possible. Also have quarterly reviews with PM's to see if rebalancing of workload is needed	9/15/2020 10:04 AM
12	Dedicated Estimator position and standard processes; PM process documentation	9/14/2020 6:01 PM
13	We standardized all finishes, AV and security requirements	9/14/2020 5:14 PM
14	Bundle several "Small Projects" together to give it more economy of scale.	9/14/2020 4:15 PM
15	With the use of JOC and "on-call" contracts we manage	9/14/2020 1:35 PM
16	Even on small projects we've been trying to gather existing condition information and develop a concept before finalizing the budget and schedule. This all takes time.	9/14/2020 12:55 PM
17	Built a JOC program specifically for projects less than $1mm. Allows direct access to Contractors already approved to submit proposals upon request for minor projects.	9/14/2020 12:35 PM
18	We have developed a detailed list of project tasks and SOP that help ensure consistency across our organization.	9/14/2020 12:14 PM
19	Boston College does a good job at allowing all Project Managers to be the sole source and decision makers on the smaller projects. This allows us the ability to manage the project decisions by the available schedule demands, tenant needs and overall quality. Simply stating, it allows us the ability to cut out most of the red tape.	9/14/2020 10:28 AM
20	Designated small scale PM resources & tools	9/14/2020 10:27 AM
21	MD Anderson has created a department dedicated to "minor" Projects. We are currently running ~450 active minor projects. We have created our own PM Manual and processes for the Institutional projects, including an onboard training program. Our PMs workload is in a rage of 12-25 active projects.	9/14/2020 9:36 AM

22	x	9/14/2020 9:30 AM
23	All projects are treated equal, monthly executive report maintains focus on all projects no matter the size.	9/14/2020 9:28 AM
24	By Outlining clear expectations and frequent communications updating the progress with our Clients and Leadership.	9/14/2020 8:56 AM
25	Creating checklist to ensure all steps are taken to achieve quality.	9/14/2020 8:54 AM
26	We have preferred trade contractors who work with us to execute the small projects. We also a work order system to address small projects so they are not handled like large projects. We are working with operations trades to take over the simple and single trade projects to free up project managers and reduce subcontractor spend.	9/14/2020 8:49 AM
27	No, currently this whole process is under review for improvement. Currently all PM's do it differently and we are trying to figure out how to streamline the process.	9/14/2020 8:48 AM
28	Organization utilizes an in-house Special Projects Group to complete many smaller projects which allows for a consistent and quality completion of these projects.	9/14/2020 8:45 AM
29	Our small capital projects follow the same project milestones as the large capital projects, which provides consistency in management of all projects.	9/14/2020 8:39 AM
30	NA	9/14/2020 8:38 AM
31	We have established a set of small project processes that help with the noted pain points.	9/14/2020 8:32 AM
32	We have started a 'pre-planning' process for smaller projects. The hope is this will help us work with our 'clients' to develop detailed project scope and budgets prior to the budget call request process for all of campus. If we wait until the budget call request process we often don't have enough time to plan and design the project appropriately. This allows us more time to come up with better budget numbers, figure out if the work can actually fit into the summer months or if it needs to be phased, and also help us understand the needs so we can better prioritize all the requests through out campus. This is a fairly new process for us but we are optimistic it will help with work load during peak times as well as quality of the projects overall.	9/14/2020 8:31 AM
33	Unfortunately we have a lot of improving left to do..	9/14/2020 8:30 AM
34	Quantity and quality of communication is key.	9/14/2020 8:27 AM
35	Improvement: Delegate more to local campus to assist with oversight when travel is required from our office--hybrid model	9/14/2020 8:11 AM
36	A key is developing strong, healthy working relationships with the end users and educating them on the design and construction process. We conduct orientation sessions with end users to explain this which helps.	9/14/2020 8:01 AM
37	We recently created a small projects group within our planning & project delivery group. The intention is that these individuals are focused on quicker outcomes for projects under $100k. They are working to revamp our term contracts and look for efficiencies in our process. The pandemic has slowed their ability to affect change.	9/14/2020 7:48 AM
38	na	9/14/2020 7:19 AM
39	I believe we do well in distributing the workload.	9/13/2020 8:58 PM
40	If organization has the qualified staff it is often much more cost effective with better quality results to do the work force account with owner resources.	9/13/2020 5:49 PM
41	Worked to simplify the process and give the Project Managers the freedom do get the project completed.	9/13/2020 5:31 PM
42	Attempting to standardize "processes" involved in procuring an establishing funding.	9/13/2020 12:45 PM
43	Not at this time.	9/13/2020 11:47 AM
44	Procurement has take away sole source and direct management capabilities as a result of short staffing and telework	9/13/2020 10:28 AM
45	Annual front-end planning for Repair & Alterations projects.	9/13/2020 9:50 AM

46	We have generally been able to keep the same PM(s), contractor and contractors staff working on small projects in each major facility. The knowledge of the facility, staff and operations goes a long way to streamlining the work.	9/13/2020 8:53 AM
47	We have different processes for over $5 million and under $5 million.	9/13/2020 8:52 AM
48	Design lead person and construction lead person	9/13/2020 8:14 AM
49	established 3 different teams and different processes.	9/13/2020 2:51 AM
50	Job order contracting process helps in some instances, but it still has its limitations and drawbacks.	9/13/2020 12:08 AM
51	I wish we did!	9/12/2020 8:49 PM
52	No	9/9/2020 11:53 AM
53	Bundling small projects of a like-program into "larger" projects. - Some good success.....Happy to share.	9/8/2020 3:36 PM
54	Got and used e-Builder	9/8/2020 11:56 AM
55	We have a very robust project management process; we have a small projects team that includes designers, project managers and a construction supervisor to ensure our projects proceed well.	9/8/2020 10:40 AM
56	No	9/8/2020 8:52 AM
57	Nothing specific	9/5/2020 10:35 PM
58	UCF - Close out of projects, we have a great system tied to our project management software	9/4/2020 7:05 PM
59	NA	9/4/2020 11:54 AM
60	We have a simplified bidding process for small projects under $300K. This eliminates some of the reviews and building commission approvals that can drag out the schedule further.	9/4/2020 9:52 AM
61	a dedicated, multi-disciplinary, collaborative small projects team - PM, logistics, interiors, moves/adds/changes.	9/3/2020 5:11 PM
62	Treat them no differently than big projects and vice versa. Try to seek answers quickly, yet still comprehensive answers.	9/2/2020 8:58 PM
63	None at this time.	9/2/2020 5:40 PM
64	*Too new to my organization to answer well.	9/2/2020 1:11 PM