

RCMI - Owner's Questionnaire

The following are questions which, when answered, give RCMI an understanding of the Owner's Organization, Capacity for Capital Projects, and the scope RCMI may need to cover due to its need on the project and its absence from the Current Project Structure.

1. Provide an organization chart for your organization.
2. Have you gone through a significant capital project (other than minor renovations) within the last five years? Ten years? Briefly describe.
3. Do you have a current strategic business plan? Do you have a current strategic facilities plan that allows implementation of your business plan?
4. Do you have a long term parking supply & demand analysis and plan that addresses parking in terms of your strategic facilities plan?
5. What in-house resources are dedicated to management of facilities development? Provide names, titles and job descriptions. Include an organization chart that illustrates how this group reports among itself, to administration and the executive committee.
6. If a Facilities Development group exists, what authority do they have in terms of development of project budgets, scope, quality and schedule?
7. How are projects identified as needed? Are all projects supported by a formal business case and analysis?
8. How are budgets established for projects?
9. How are projects prioritized for development? Your answer should discuss allocation of human resources and capital budget.
10. At what level of your organization are capital projects initiated?
11. What process do you go through before a project is given a green light?
12. Once a project has been given a green light, what project related decisions must be elevated from your Facilities Development group to higher levels in your organization.
13. How are decisions related to Facilities Development made within your organization?
14. During design phase user group meetings, who has authority to control project scope?
15. Who is responsible for representing your organization on some of the technical aspects related to the project such as information technology, structured cabling, nurse call, security systems, audio visual systems, overhead paging, wireless systems, patient proximity monitoring systems, infant abduction systems? How does this person interface with the Facilities Development group? Who has authority?
16. Are design decisions related to project aesthetics formally approved at some level? What is the process for this if required?
17. Once initiated, what requirements are in place for formal reporting of project status? Who will act on information contained in status reports, if required?
18. Once a project is initiated, is there a single individual who is the gate keeper for the project and through which all information and requests must flow? How do you ensure that this procedure is followed and that this person is not side stepped by personnel who may have a more direct line of communication to senior decision makers?
19. What resources do you have to manage the procurement of Owner provided systems, equipment and furnishings?
20. What resources do you have to install Owner provided systems, equipment and furnishings?
21. How are projects funded? Cash reserves? Foundation / fund raising? Debt? If debt, private or public?
22. How long does it take to put funding together for a project once a project has been initiated and scope and budget have been established?
23. What controls are there on disbursements to pay for project related costs? What reporting structures are in place?
24. How do you establish a project within your accounting system? What is the process for obtaining approval for payments to be made on the project? How long does each step of the approval process take? Once a payment is approved, how long does it take for payment to be made to the receiving party?
25. What system do you have in place to monitor project budgets (original budget, pending budget change, approved budget change, current budget, original commitments, pending commitments, approved commitment changes, actuals)?
26. What system do you have in place for managing the flow and storage of paperwork for projects?
27. What system do you have in place to monitor project schedules?