



## TMGT 515 - Project Assignment

### Project Assignment Overview

This Project Assignment addresses program and course-level student learning outcomes (SLOs). The project assignment consists of four distinct deliverables. The first three components/deliverables are written reports on specific elements of the project. The final, culminating component is an online Presentation Video of your project using [TechSmith Capture](#)/ScreenCast, VoiceThread, or similar video-based application for creation and delivery.

SLOs this project is designed to address include:

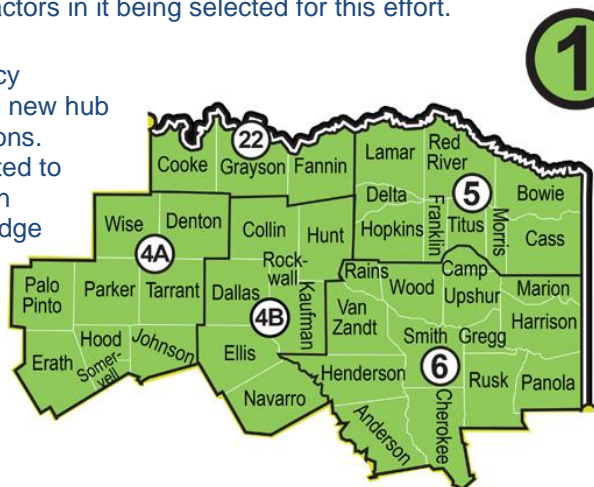
- Develop pricing, estimating, and cost control strategies, including life-cycle costing and other quantitative tools.
- Demonstrate techniques for identifying, mitigating, and managing risk in projects.
- Demonstrate the implementation of tools and techniques for managing quality in projects.
- Formulate and assemble component ideas in order to successfully execute a project plan.
- Analyze information in order to formulate effective solutions.

Your project will be your own original creation based on the scenario provided below and adhering to the guidelines specified.

### Scenario

ThUnder Productions, the commercial production company for whom you work, has just accepted a direct request from the [Federal Emergency Management Agency](#) (FEMA) to participate in a collaborative project with the [Texas Department of Emergency Management](#) (TDEM) in an organized regional response to a viral pandemic situation. ThUnder Productions (TP) is the parent company of ThUnder Construction and a number of additional related and complimentary DBA subsidiaries. TP's decades of experience in large-scale event productions and facilities planning, as well the broad range of available industrial resources under its organizational umbrella were key factors in it being selected for this effort.

FEMA has charged the Texas Department of Emergency Management (TDEM) with fast-tracking the piloting of a new hub facility concept for the administration of mass vaccinations. TDEM has determined that the pilot facility will be situated to serve communities in the northernmost three counties in Disaster District 4B in [TDEM Region 1](#), located at the edge of the greater Dallas-Fort Worth metroplex. The Texas counties targeted for service by this facility are Collin, Hunt, and Rockwall Counties. The fact that ThUnder Productions is based in this district also helped make it an obvious choice as the designated facility planner. After all, "if you've got a 'situation,' you need TP."



Since this is a new concept and a hub facility such as this has never been implemented, a primary responsibility of TP will be to identify and examine various

options, apply appropriate tools to compare them across practical and economic metrics, determine the most advantageous selection of project elements, and present the final project details to TDEM for implementation. Although slight variations might be warranted in other locations, this project is expected to establish the fundamental model for implementation that can be replicated across the nation. Because reaction time is essential in dealing with outbreaks and pandemics, this is necessarily a fast-tracked project and TDEM wishes to collaborate on the implementation of your final proposed project on May 1 with a go-live date to commence operation on June 1.

FEMA has provided a Scope of Work to TDEM that defines the parameters for responsibilities of strategic partners involved at various stages of concept design and implementation. TP's involvement is a service and advisory role only and is being fully funded by a federal grant administered by TDEM. TP will be responsible for the planning, logistics, preparation, and acquisition components of the project. TDEM will be responsible for the staffing and operations functions once the facility is completed and handed off by TP at the end of May.

### Concept Premise

The rapid spread of the virus forced an immediate reaction to implement vaccination facilities with little opportunity for planning. To meet this unique and critical need, temporary hubs were improvised at facilities designed for other purposes such as fairgrounds, sporting facilities, churches, and other similar venues. After the initial rush to respond and as the number of individuals receive at least one round of vaccinations, there is expected to be a transitional period during which the need for vaccinations on a large scale will continue, but facilities currently in temporary use for this purpose will be needed again for their primary functions. Many uncertainties exist, such as the emergence of extreme variants and possible need for future supplemental or “booster” vaccinations, making it impossible to predict how long a response effort on the current scale might be necessary. Thus, the concept for an extended-term, temporary hub model was envisioned that could serve the purpose of providing a flexible, expedient, fiscally responsible, non-permanent vaccination facility. Key elements of this hub concept include:

- Located appropriately to maximize convenience in access by residents of geographical region (counties) served.
- Utilize real estate that is presently available and of adequate size and configuration for vehicle staging and drive-through service.
- Utilize semi-permanent or temporary structures to shelter vaccination and support workers from sun and inclement weather while allowing for social distancing and the administration of vaccinations while permitting patients to remain in their vehicles.
- All structures can be quickly installed for initial start-up and removed at the time of hub decommissioning such that the property is returned to original condition.
- Ability to replicate facility model across many regions.
- Expectation of two years of operation as a baseline, with possibility of incremental extensions if warranted.

Goals to increase feasibility and fiduciary accountability include:

- Minimize Life Cycle Cost (LCC) for tangible assets and investments.
- Identify and mitigate risk.
- Ensure structural quality and facility safety.
- Maximize Residual Value (PV Residual) at the conclusion of facility operation.

**Project Vision:** The concept vision is to quickly mobilize to provide a functional hub facility to enable high volume vaccination services to be provided over a finite period without occupying existing venues and preempting normal activities while also creating minimal disruption to the neighboring communities. Upon fulfillment of the facility's purpose, it can be quickly cleared from the premises and the property returned to its previous, or better, condition. The ideal outcome is for this and similar facilities to be successful to

the extent that they render themselves unnecessary by the end of their two-year operational design and can be decommissioned.

### **The Charge to ThUnder Productions** (your project assignment)

As introduced in the scenario, ThUnder Productions' role, with you serving as the lead Project Director, is to take FEMA's new facility model from concept to completion. FEMA and TDEM are relying on you to perform all necessary due diligence for proof of concept, investigate any and all viable alternatives to best address the key elements and goals they have identified for the project, make a final recommendation based on your findings and, upon the agency's final approval, follow through with implementation. The facility will need to be at 100% completion before day one of operation. They encourage creative and innovative solutions that make practical and economic sense and can effectively achieve the goals of the project.

### **Project Parameters**

#### **Site Design Specifications**

Conduct due diligence to establish further criteria for specifications, functional characteristics, and design elements for the facility by examining regional data and existing regional hubs and identifying best practices and lessons learned during their implementation.

Considerations:

- Volume capacity (Estimate peak number of individuals that would need to be processed daily/weekly to further guide your determination of necessary scale. See county populations and other potential indicators.)
- Number of healthcare and support workers on-site during peak operation.
- Property size/acreage needed
- Traffic volume, staging, flow, and holding
- Need for utilities (electrical, water, sanitation, etc.) and related infrastructure

#### **Site Selection**

Identify a suitable parcel of real estate in an appropriate location.

Considerations:

- Accessibility
- Availability of utilities and related infrastructure.
- Topography
- Surface requirements (must be all-weather/all-condition)
- Existing facilities/structures
- Possible impact on adjacent communities
- Zoning conflicts
- Most advantageous terms of occupancy/utilization (Land purchase vs. lease vs. other option.)

#### **Facility Structures**

Consider physical structures necessary and compare various type options to determine the most suitable for this application and make a recommendation for the preferred option.

**Considerations:**

- Purpose and appropriate size of needed structures. (Must accommodate capacity and social-distancing requirements.)
- Temporary vs. semi-permanent vs. permanent structures (Must have an expected lifespan exceeding the projected facility life-cycle of two years.)
- Purchase vs. lease
- Structural integrity/quality/durability and safety features
- Lead/prep time and erection time and expense
- Recurring expenses
- Removal expense and/or residual value

**Overall Project****Considerations:**

- The facility must be finished with all construction tasks complete prior to the scheduled opening date of operation.
- Select appropriate tools or techniques to assess risk factors. Anticipate and strategically plan for the elimination or mitigation of any risks that could pose a threat to the implementation of the project or functionality of the facility throughout its duration of operation.
- The facility is not a profit center; so, depreciation of value of any tangibles needs to be minimized to maximize Residual value for recovery of investment costs through sale or liquidation.
- Analyze Life Cycle Cost (LCC)

$$LCC = C + PV \text{ Recurring} - PV \text{ Residual}$$

Where:

LCC is the Life Cycle Cost

C is the 0-year construction cost

PV recurring is the present value of all recurring cost

PV residual value is the present value of residual value at the end of the project.

Maximize PV residual

- The default expectation for the land utilized is that it be returned to the same condition after the decommissioning of the facility as it was prior to project initiation. All surfaces and structures erected for the facility are to be removed from the premises. This brings the project cycle to its conclusion.

Limitation of obligation: ThUnder Productions' service obligations on the project conclude at the time of facility turn-over to TDEM for commencement of operation. TP is not responsible for providing staffing or other operational functions.

***Deliverables (Assignment requirements to be submitted/presented)***

ThUnder Productions' agreement requires the submission of the following project status reports and a presentation of the final project for final FEMA & TDEM approval:

- **Site Design Specifications Report** – Concise, 2-page (+/- ½ page) narrative report of the site specifications determined to be appropriate and the process and rationale for their selection during the design phase of the project. The report should, at a minimum, address the considerations identified for this planning category in the preceding Project Parameters section.

Due Week 4 on Sunday.

- **Site Selection Report** – Concise, 1 to 2-page narrative report identifying and describing the parcel of property you have selected for the facility and explain the process and rationale for making this selection in terms of the considerations listed for this planning category in the preceding Project Parameters section.  
Due Week 5 on Friday.
- **Facility Structures Report** – Concise, 1 to 2-page narrative report identifying and describing the necessary structures selected for use at the facility and explain the rationale for making these selections in terms of the considerations listed for this planning category in the preceding Project Parameters section.  
Due Week 6 on Wednesday.
- **Project Presentation Video** – Intuitively organized video presentation, 4-5 minutes in duration, that provides an overview of the project work completed by ThUnder Productions from the initial proof of concept activities to the “shovel-ready” design plan and addressing how the plan aligns with and accomplishes the new hub facility conceptualized by FEMA. Your presentation must also address your analysis of Life Cycle Costing for your selected facility options in comparison to options you considered but did not select. Describe the strategy you used to plan for a minimal Life Cycle Cost for the overall project. Also, describe tools or techniques you used to identify and mitigate any risk factors that could affect the project or facility during the term of its operation. The agencies involved have a comprehensive virus response protocol in place with specific social distancing guidelines that necessitate presentations be conducted electronically through video format. You may utilize an appropriate video recording tool of your choice that supports viewing online or upload directly to courseware (e.g. [TechSmith Capture](#) [formerly Jing], VoiceThread, Camtasia, etc.).  
Due Week 6 on Sunday.

### Assignment Guidelines/Requirements

The Scenario above provides you with the framework on which you are expected to build your project design. Beyond this, creative license is extended to you to expand on any specific details you may need to generate regarding the nature and scope of your project, so long as they do not contradict defined project goals or parameters. A fair amount of outside research is expected and necessary in order to formulate realistic responses to the challenges posed. Seek and utilize actual reported data from reliable sources to the maximum extent possible to inform your decisions. A foray into the regional real estate market will be a useful exercise to equip you to adequately address sections focusing on site selection. Referencing an actual site that is available on the current market that meets the criteria for the project and designing around it would be wonderful. This project is intended to provide you an opportunity to explore aspects of project management that you may not have been aware of or considered.

Use a video-based application, such as [TechSmith Capture](#) (formerly Jing), VoiceThread, Camtasia, or similar A/V recording application to create your **Presentation Video** for the agencies' stakeholders. [TechSmith Capture](#) allows screen recordings of up to five minutes in length. Your presentation must be between four and five minutes in length. If you select a different application, you will be responsible for monitoring your time to ensure the total length falls within the four- to five-minute required time-frame.

Videos produced with [TechSmith Capture](#) may be saved to the free video server, Screencast, which is integrated with [TechSmith Capture](#). (A free account with Screencast may need to be created to complete upload.) Alternately, your video may be uploaded directly into the course if the format used is supported by the courseware. You will then be able to share the URL for your Screencast video presentation with

the class. VoiceThread recordings can be shared with the class via a direct link just as is done with a ScreenCast link. If you chose to utilize another application, you will need to determine an appropriate means of making the video available to the class and submit the appropriate link or directions in your Project link. If you are submitting your video by uploading it directly into the courseware, simply attach it to your post on the Presentation Video page.

Submit your Presentation Video assignment before midnight on the scheduled due date of Friday, April 16, 2021 in Week 6. Then, verify that your posted link or file actually works as posted. If you use VoiceThread, ensure that your video is shared and accessible to the class in the main course forum (not one of the discussion forums). You might ask a classmate to confirm that your video is accessible and works properly before the deadline.

### **Assessment Rubric Elements** (also see Course Grading Rubrics in Course Home)

- **Site Design Specifications Report** – Exhibits appropriate characteristics of a quality product (attention to detail, spelling, grammar, layout, presentation, clarity, etc.). Content appropriate for report topic and intended audience. Aligns with project parameters and addresses identified considerations. Recommendations clearly stated. Meets formatting & length requirements. Submitted correctly and on-time.
- **Site Selection Report** – Exhibits appropriate characteristics of a quality product (attention to detail, spelling, grammar, layout, presentation, clarity, etc.). Content appropriate for report topic and intended audience. Aligns with project parameters and addresses identified considerations. Recommendations clearly stated. Meets formatting & length requirements. Submitted correctly and on-time.
- **Facility Structures Report** – Exhibits appropriate characteristics of a quality product (attention to detail, spelling, grammar, layout, presentation, clarity, etc.). Content appropriate for report topic and intended audience. Aligns with project parameters and addresses identified considerations. Recommendations clearly stated. Meets formatting & length requirements. Submitted correctly and on-time.
- **Presentation Video** – Exhibits appropriate characteristics of a quality product. The major requirements are clearly, concisely, creatively, and appropriately addressed.
  - General Overview addresses primary project elements from the three status reports and ties them together in the project.
  - Life Cycle Cost analysis process and findings clearly described. Include your estimated Life Cycle Cost along with expected construction cost, recurring costs, and residual value.
  - Risk identification process and mitigation procedures clearly described.
  - Audience Appropriate - Appropriate for, and directed to, intended audience.
  - Coherent Organization - The content of the presentation and supporting materials are organized in a logical, coherent fashion.
  - Clear and Concise Delivery - The verbal delivery of the content is presented effectively, in a professional manner, and with positive tone.
  - Appropriate use of Technology - An appropriate presentation platform and any other necessary supporting technology is selected, integrated, and utilized for presentation delivery. Audio levels balanced appropriately.
  - Effective use of Time - Presentation is organized to fit and flow appropriately within the allotted four to five minutes.
  - Submitted correctly and on-time.

## Completion & Posting

- Upload your three project files to the designated locations on the Course Project page before midnight on the scheduled due dates. The following filename formats are to be used for the deliverable components of this project:

Last,First-TMGT515-Specs.docx  
Last,First-TMGT515-Selection.docx  
Last,First-TMGT515-Structures.docx

- Submit the link or file for your Presentation Video to the designated location on the Course Project page before midnight on the scheduled due date, Sunday, April 18, 2021. If a video file is uploaded, use a filename format consistent to those required for the previous file submissions.

Last,First-TMGT515-Video.*ext* (.ext represents the native extension of the application used.)

- Begin Peer Evaluation component of the Presentation Project Activity using the Peer Eval Form provided on the Course Project page (due on Sunday of the following week). Completed evaluation forms will be submitted at the same location. Additional details below....

## Self/Peer Evaluations (begins after submission of Presentation Videos)

- You will evaluate your own project and those of the five students listed below you on the evaluation form. DO NOT just pick a random five. You may evaluate more than five projects, but your evaluation grade will be based on your evaluations of the five specifically assigned to you. You may begin your evaluations after the presentation video submission deadline or when the evaluation form is provided by the instructor. Any project not submitted by one of your assigned peers by midnight on the Sunday following the submission deadline may be skipped in the evaluations and you may continue on the next peer(s) on the list until you have evaluated the first five peers with projects submitted below you on the list. If you reach the bottom of the list, continue from the top.
- Evaluations MUST be entered and submitted on the Excel spreadsheet form that will be provided on the Course Project page at, or near, the time evaluations are to begin.
- Download the file ( Last,F-ETEC515-212-ProjectPeerEval.xlsx ) to your computer and edit the filename such that "Last,F" is changed to your last name and first name or initial.
- Expectations for point values from 0 to X are provided on the form as a guide for assigning points for each required criteria. X = maximum point value available for a particular assignment element.
- Review the Project Guidelines above for expectation details for each criteria. The evaluations will focus on the Presentation Video and its content only.
- Enter your name in the evaluator cell indicated.
- Enter your evaluation scores for each of the criteria in the columns provided. The total will be summed automatically.
- Save and exit your file prior to submitting.
- Submit your evaluation file to the designated location under "Presentation Video Self/Peer Evaluation" on the Course Project page before the posted deadline on Friday of Week 7.

## Miscellaneous Information

Be sure you address this project from the proper perspective. YOUR role is that of ThUnder Production's Project Manager and company representative for this project. The audience you are addressing is the group of stakeholder representatives for the sponsoring agencies, **not** your instructor or classmates. (e.g. If you start out, "Hello Dr. Davis & classmates..." you've missed the mark.)

Evaluation Form submission may not occur until all projects assigned for evaluation have been posted. Do not submit your review form prior to the Project due date unless all assigned projects have been submitted prior to this date and you have completed all required evaluations. The form might not be posted by the instructor until near or at the time scheduled for evaluations to commence. The instructor may periodically update the form following initial posting as project submissions occur.

You are responsible for evaluating all projects assigned to you that are submitted by the cut-off date of Wednesday of Week 7. Individual's projects not submitted by this cut-off date may be omitted in your evaluations without penalty. If projects are eliminated for non-submission, you will then evaluate the project(s) of the next student(s) on the form in order to evaluate five projects, as required.

Each of these project criteria will be evaluated on a Likert scale for grading. The scale ranges from 0 (No attempt at addressing the criteria is evident) to a maximum value (Criteria is fully and successfully executed or implemented to or beyond the highest standard of expectation. Has "wow factor."). A detailed breakdown of expectation criteria for each point value on the scale is provided on the form itself. Participation in and feedback from peer evaluations will also be factored in for the determination of final project grade. Keep in mind that assignments must be submitted by the deadlines shown on the official Class Schedule to be eligible for full credit. In the event of a due-date discrepancy herein or elsewhere, refer to the Class Schedule for the presiding date. Points will be deducted for assignments posted after the deadline as described in the syllabus.

Now, let your creativity and innovativeness shine!

*Disclaimer: This project and the facility concept described was conceived and devised entirely by Jason Lee Davis, PhD. for use as an instructional class project in Project Management. Dr. Davis has no connection to and has received no compensation from FEMA or TDEM. Their inclusion in this scenario is for educational purposes to enhance simulation realism only. Any similarities between the specific facility concept or collaborative arrangements described in the scenario herein and any that may actually exist are unintentional and purely coincidental. The identity of ThUnder Productions is loosely based on Dr. Davis' own commercial enterprise, Shiloh Productions, established 1984.*

