

Planning for Program Delivery

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A single Project Manager throughout the life of a project from Concept & Environmental through Preliminary Plans, Right of Way Acquisition, Let to Contract, & Construction managing SCOPE, SCHEDULE, & BUDGET throughout the process .

Which Comes First?



- Do we Plan for Program Delivery, or do we use Program Delivery for Planning?
 - Planning should plan what is programmed.
 - We should plan what we can deliver.
 - Program Delivery should provide input.

Traditional GDOT Project Development

1. Planning Stage
2. Preliminary Design
3. Right of Way Acquisition
4. Construction
5. Operations

Problem: Information Loss

1. Planning Stage – Planner

Information Loss

2. Preliminary Design – Designer

Information Loss

3. Right of Way Acquisition – R/W Manager

Information Loss

4. Construction – Project Manager

Information Loss

5. Operations – Traffic Engineer

Information Loss Affects:

1. Project Scope – We tend to forget about the original Need and Purpose, Scope Creep becomes more acceptable, and items 2 and 3 become unpredictable and therefore uncontrollable.
2. Project Schedule – We have multiple subject matter experts, each with their own schedule, but no schedule that is concise and accurate.
3. Project Budget – We often have multiple budgets, inaccurate cost estimates, poor B/C ratios, and end up spending more for a project than it is actually worth to stakeholders.

Solution: New Project Management System

One Project Manager constantly monitors and controls:

- **Scope**
- **Schedule**
- **Budget**

From **project conception** to **construction closeout**.

Minimized Information Loss:

1. Project Scope – The Project Manager controls Scope Creep by basing decisions on the original Need and Purpose. Items 2 and 3, therefore, are predictable and controllable from the beginning.
2. Project Schedule – The Project Manager obtains information from all subject matter experts to prepare a single schedule that is concise and accurate for everyone to use.
3. Project Budget – The Project Manager maintains an up-to-date project budget through accurate cost estimates, thereby providing stakeholders the information needed to make programming decisions.

Additional Benefits

- Deliver projects “faster” and “cheaper”
- More efficient management
- Single point of contact for:
 - GDOT In-house Offices
 - Consultants
 - Stakeholders and Partners
 - Citizens

Additional Benefits (cont'd)

- Risks identified and avoided early
- Decisions made faster
- Communication improved
- Project history maintained in one source
 - The Project Manager can ensure that promises and commitments made during project development are kept and fulfilled.

Additional Benefits (cont'd)

- Dedicated Project Manager can devote time and attention to critical path and follow up with calls or visits with stakeholders and partners
 - More effective work relationships with stakeholders and partners
 - Improved customer service

Proven System

- Other State DOT's
 - CA, UT, OH, NJ, TX, FL, MO, IN, PA
- Other Industries
- Star Performers Selected as Project Managers

The Planner and Project Manager Work Together



Planner and Project Manager

- The Project Manager:
 - Fully respects the Planner and the Planning Process
 - Knows that the Planner ensures an accurate TIP and STIP
 - Is not trying to replace the Planner or do the Planner's job
 - Is not trying to suggest the Planner's role



Planner and Project Manager (cont'd)

- **No one** individually knows more day-to-day details and difficulties about a project than the **Project Manager**.
- The Project Manager wants to and is **honored** to help the MPO's.





Questions?