

# Arizona Department of Transportation Project Management



October 5, 2009

# History

- ◆ Process in place since 1995
- ◆ Based on the recommendations of a Project Management Process Team - February 1993 through October 1993
- ◆ Project Management Implementation Team formed in November 1993

# Identified Problems

- ◆ Time needed to get project to bid
- ◆ Lack of Project Ownership
- ◆ Poor Project Definition
- ◆ Scope Creep
- ◆ Lack of timely decisions
- ◆ Communications breakdowns

# Desired Outcomes

- ◆ Clearly-stated and improved Process to better serve our customers
- ◆ Project Manager's Role defined
- ◆ Functional Manager's Role defined
- ◆ Project Manager's authority defined
- ◆ Reduced time to bring project to bid
- ◆ Scope and cost control

# Questions to be Answered

- ◆ Does it apply to all projects
- ◆ Concept of cradle to grave project management
- ◆ Issue resolution process
- ◆ Training Requirements
- ◆ Development of a Project Management Manual

# Results

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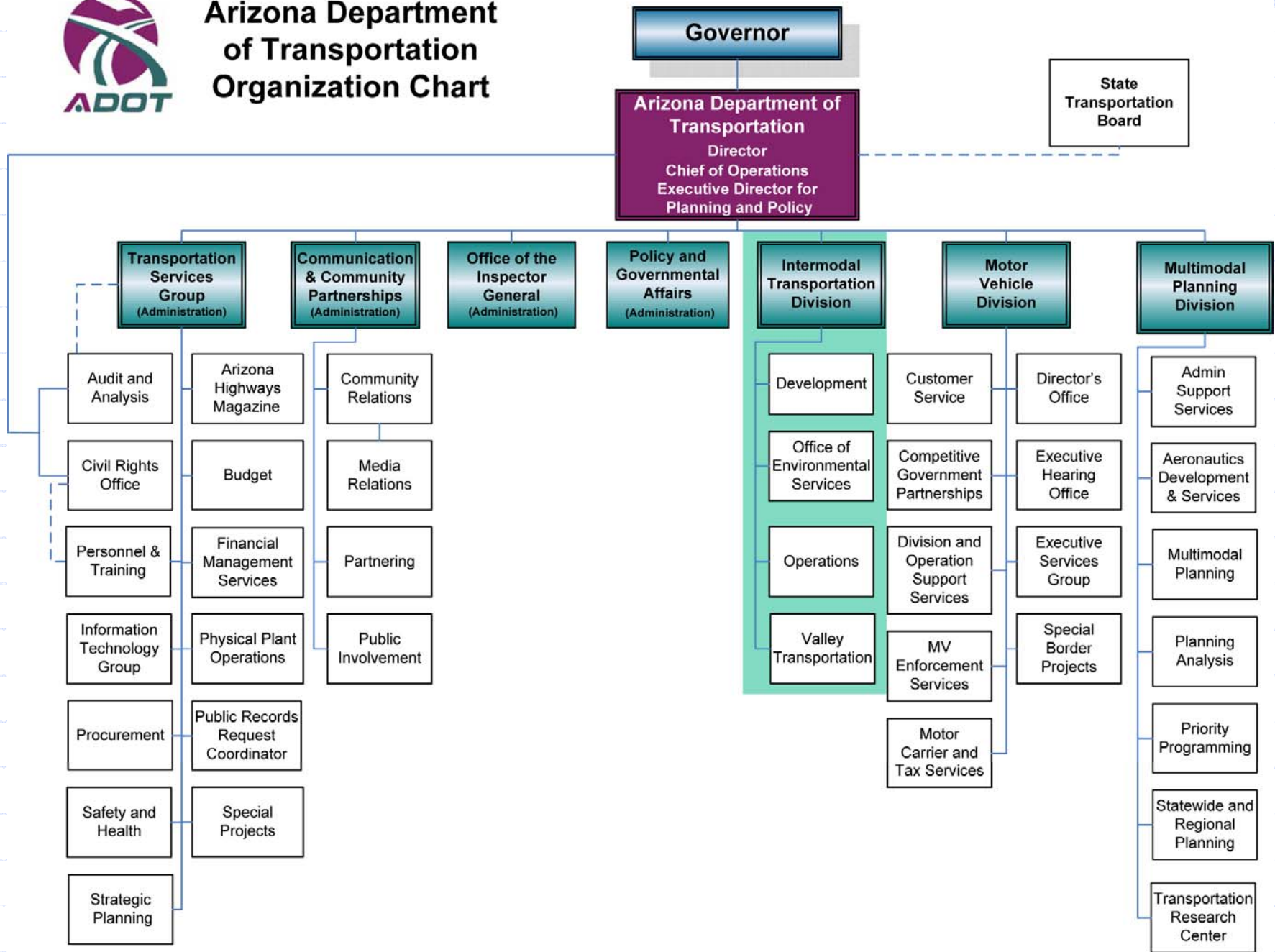
- ◆ Project Development Process Manual – February 1995
- ◆ Project Manager Team Training – August 1995
- ◆ Identification of a pool of Project Managers in the Valley and Statewide Project Management Groups

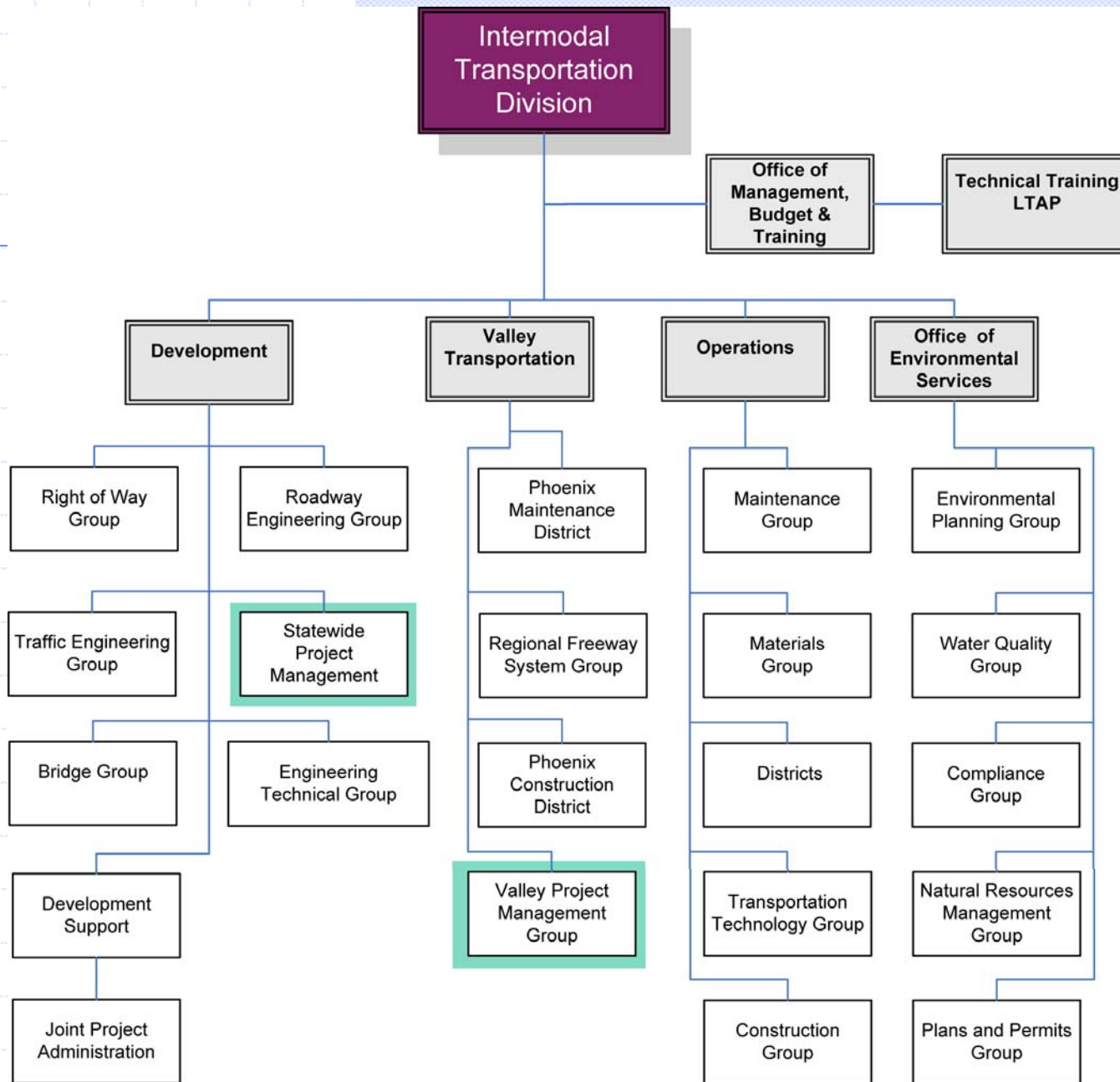
# Organizational Structure

◆ Centralized Organization



# Arizona Department of Transportation Organization Chart

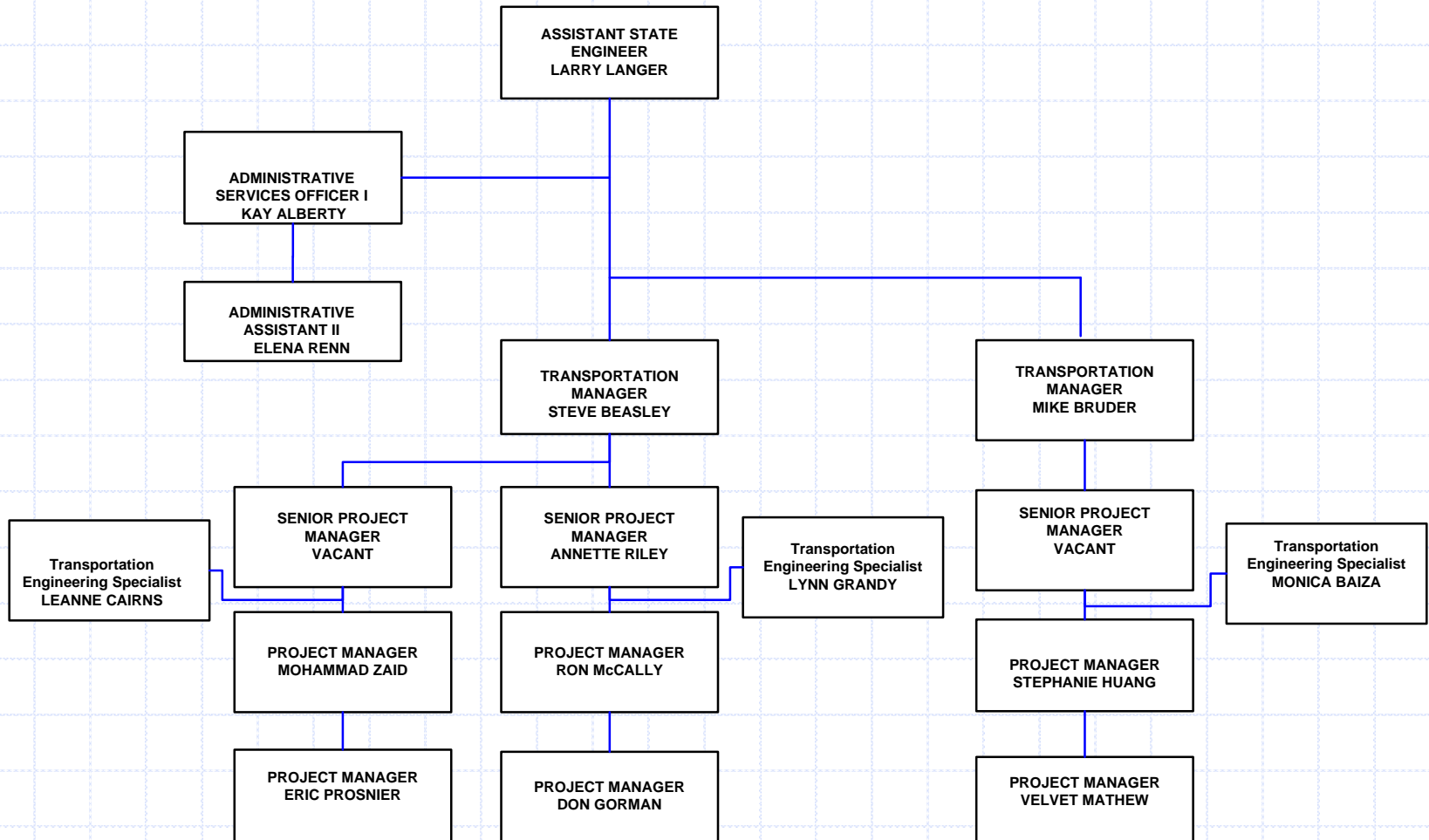




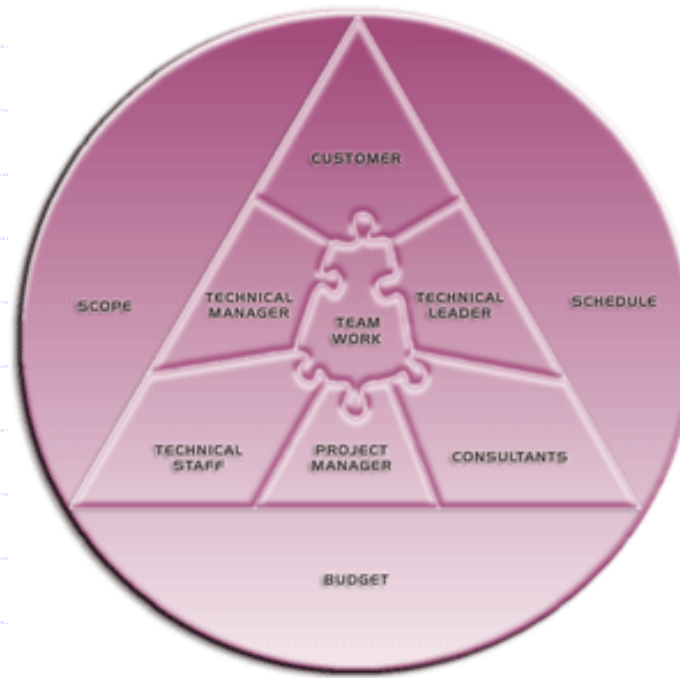
# Project Management

- ◆ Most projects managed by Valley or Statewide Project Management Groups
- ◆ Sub-program projects managed by the technical area
- ◆ Matrix organization with project team representation from each technical area
- ◆ 80% of design by Consultants

# Valley Project Management



# ARIZONA DEPARTMENT OF TRANSPORTATION PROJECT DEVELOPMENT PROCESS MANUAL

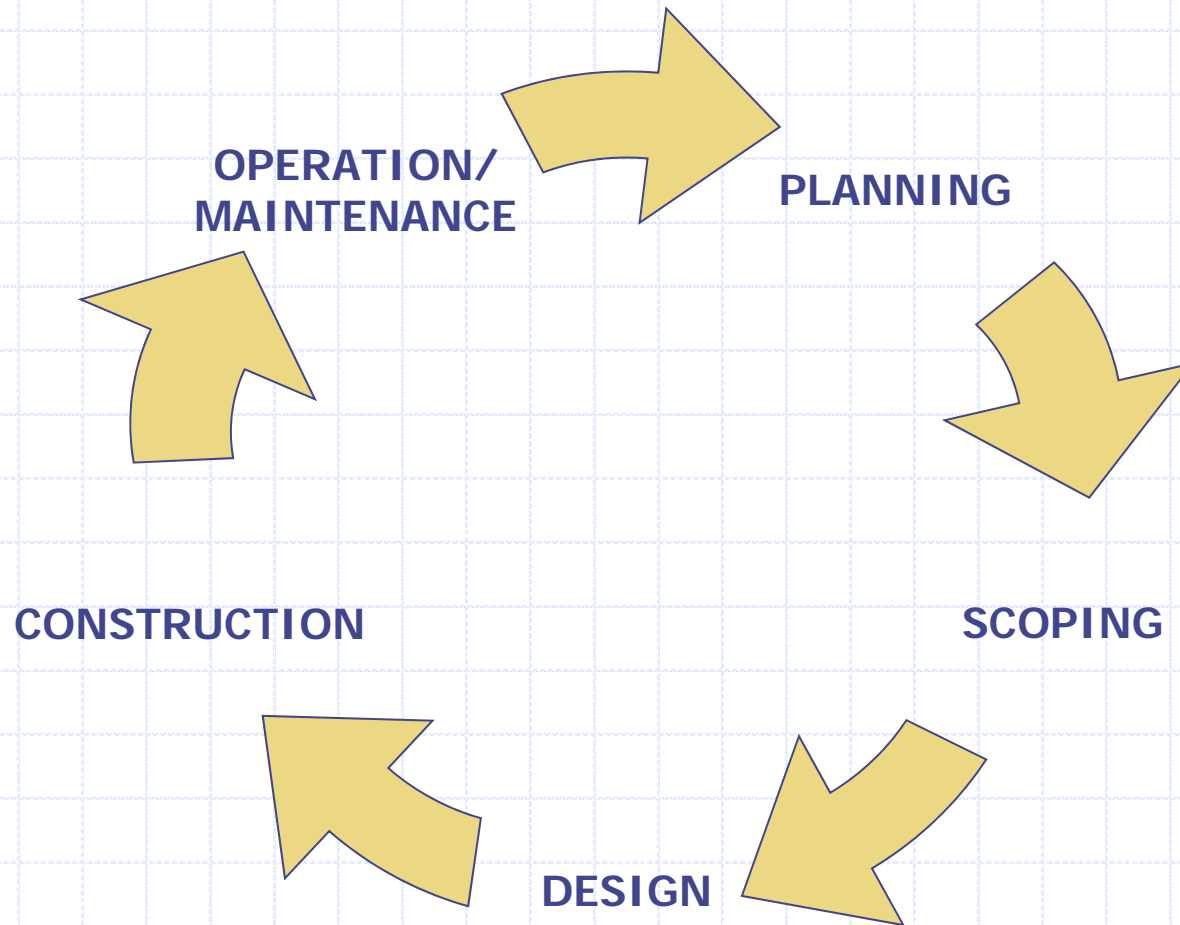


TRANSPORTATION

# What is a Project?

- ◆ A project is defined as any temporary effort having scope, schedule and budget, and desired outcome satisfactory to the customer to address the *purpose and needs* for the transportation facilities.

# Project Development Process



# Project Manager Roles and Responsibilities

- ◆ Ensures all Project Development steps are followed
- ◆ Delegates and coordinates work efforts
- ◆ Monitors progress and takes corrective action
- ◆ Coordination and communication with internal and external stakeholders
- ◆ Negotiates project agreements

# Project Manager Roles and Responsibilities con't

- ◆ Manages scope, schedule and budget
- ◆ Resolution of project issues not resolved by team consensus
- ◆ Responsible for obtaining approvals for all project changes
- ◆ Manages consultant contracts
- ◆ Coordinates Public Involvement with CCP (Communication & Community Partnerships)

# Project Manager Authority

- ◆ Limited Authority
- ◆ Empowered to make scope, schedule and budget decisions with team consensus
- ◆ Communication and consensus building skills essential

# Project Manager Accountability

- ◆ Ensure Process is followed
- ◆ Project Scope
- ◆ Timely escalation of issues

# Project Tracking

- ◆ PPMS tracks all project schedules – Primavera
- ◆ Project Work Plans are to be developed for every project (This is one area we don't do well and need to do differently)

# Performance Measures

- ◆ Project Delivery – Percentage of projects and dollar value delivered each quarter
- ◆ Construction – Final cost growth compared to the bid amount
- ◆ 5.75% Incentive Pay for meeting goals

# Reasons for Success

- ◆ Corporate Culture of Project Delivery
- ◆ Dedicated Project Managers
- ◆ Well defined Five-Year Program
- ◆ Early Planning and Scoping
- ◆ Extensive use of Consultants

# Things to Improve

- ◆ Training
- ◆ Project Manager guidance
- ◆ Better maintenance feedback

# Questions?

