



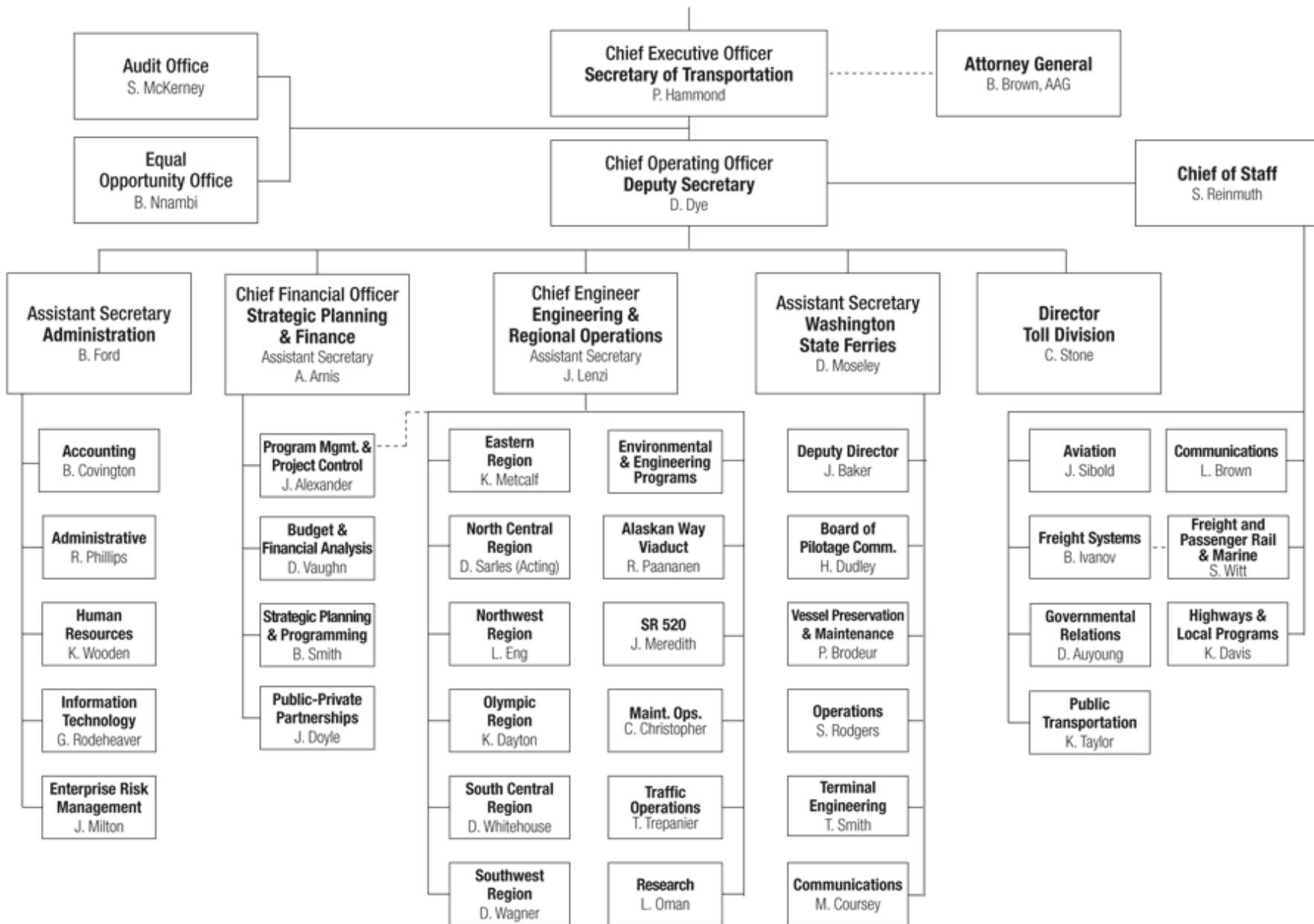
# Project Management @ WSDOT

Project Management Peer Review

Minnesota DOT

October 5, 2009

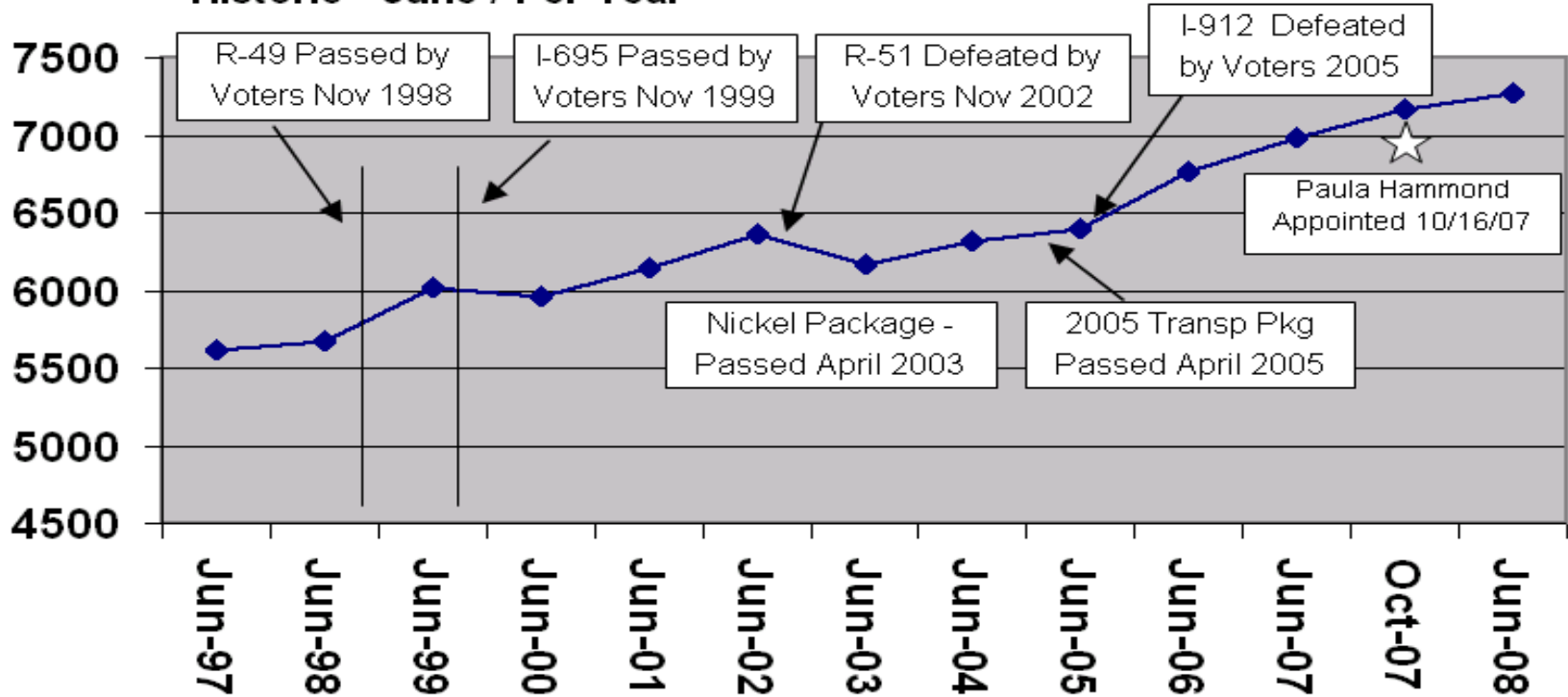




# WSDOT Background and History

## Permanent Full Time Employees

Historic - June / Per Year



# Urban Corridors

## Westside Corridor Projects

- Alaskan Way Viaduct & Seawall Replacement
- I-5 Reconstruction Projects
- SR 519 – S. Seattle Intermodal Access
- I-5/SR 161/SR 18 Triangle Projects
- I-5/SR 509 Freight and Congestion Relief Project
- SR 518 - Corridor Improvement Projects


## Eastside Corridor Projects

- I-405 Congestion Relief Projects
- SR 167 Valley Freeway Projects

## Cross-Lake Corridor Projects

- SR 520 Bridge Replacement and HOV project
- I-90 Two-Way Transit and HOV Operations



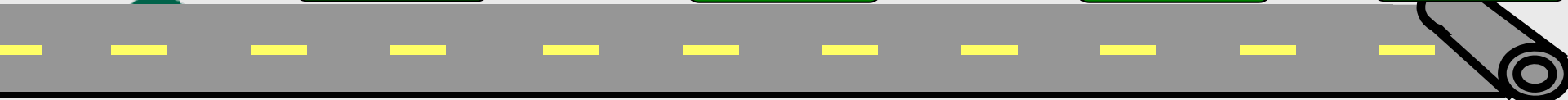
 Prior to 1995	1995 – 2000	2000-2005	2005-present
<p><b>Project Management was more incidental</b> than intentional.</p> <p>Project Engineers managed their offices.</p> <p>Project management type activities were performed when deemed necessary.</p>	<p>Project Delivery Systems Training Provided (CH2MHill)</p> <p>WSDOT Master Deliverables List, <b>MDL is Developed</b></p> <p><b>Project Management begins to become deliberate and intentional</b>, not incidental.</p> <p>Principles of TQM were examined.</p>	<p>WSDOT develops “Managing Project Delivery”, <b>MPD and training</b></p> <p>Project Management Online Guide (<b>PMOG</b>) is <b>developed</b></p> <p>WSDOT develops the Cost Estimate Validation Process, <b>CEVP (2002)</b>.</p> <p><b>WSDOT Executive order</b> mandating project management</p> <p><b>JLARC review (2005)</b>.</p>	<p><b>Cost Estimating becomes more prominent</b> in project management, including development of manual and newer tools.</p> <p><b>Expanding use of Risk Assessment and Risk Management.</b></p> <p>WSDOT/SPMG develop strategic plan for Project Management Reporting Systems (PMRS) now being implemented.</p> <p>WSDOT and SPMG Develop and deliver <b>Project Management Academy</b></p> <p>Executive order mandating project management is updated</p>

1995

2000

2005

Ahead





# Benefits of the PMP

- Developing the Project Management Plan
  - The process produces focus and understanding.
  - The process *is* communication
- PMP Document
  - Memorializes the understanding of the project at that moment.
  - Serves as a tool for internal and external communication.
  - Provides continuity to the existing team, and as team members change.





# Project Management On-Line Guide

## Project Management Online Guide

### Pre-Construction

### [Construction](#)



- [Project Description](#)
- [Team Mission/Assignment](#)
- [Major Milestones](#)
- [Boundaries](#)
- [Team Identification](#)
- [Roles/Responsibilities](#)
- [Measures of Success](#)
- [Operating Guidelines](#)

- [Work Breakdown Structure\(WBS\)/Master Deliverables List \(MDL\)](#)
- [Task Planning and Scheduling](#)
- [Budget](#)
- [Risk Planning](#)
- [Communication Plan](#)
- [Change Management Plan](#)
- [Quality \(QA/QC\) Plan](#)
- [Transition and Closure Plan](#)

- [Project Team Commitment](#)
- [Management Endorsement](#)

- [Manage the Scope, Schedule and Budget](#)
- [Manage Risks](#)
- [Manage Change](#)
- [Communicate](#)
  - Progress
  - Issues
  - Lessons Learned

- [Implement Transition Plan](#)
- [Review Lessons Learned](#)
- [Reward & Recognize](#)
- [Archive](#)



# Project Management Training

- WSDOT Training
  - Scheduling Basics
  - Project Management Process
  - Advanced Project Management
  - Introduction to Cost Estimating
  - Risk Based Cost/Schedule Evaluations
  - Project Management Academy
  - Primavera and Enterprise Content Management (ECM) Training







# Project Management Academy

## Topics include:

- Project Management Processes and Value
- Managing Scope, Schedule, and Budget
- Delivery of WSDOT Capital Projects
- Situational Leadership and Team Building
- Contract Negotiations
- Change Management
- Risk Management
- Earned Value Methodology
- Project Forecasting
- Project Rescue and Recovery
- Project Management and Reporting System (PMRS tools)





# Project Management Reporting System (PMRS)

WSDOT refined its PM processes for delivering projects. PMRS.....

- implements industry-standard best practices
- integrates methods and tools with existing WSDOT legacy systems

WSDOT has provided policies and guidelines to communicate expectations regarding implementation and use of the system.





# Quarterly Project Report

- Delivery Challenges

- No Surprises

<b>Project Title &amp; Location</b> I-5 - Mellen Street to Grand Mound	<b>Project Description</b> This project will widen sections of I-5 between Mellen Street in Lewis County and the Grand Mound interchange in Thurston County to increase traffic flow and safety. The project will be constructed in two stages - Stage 1: Blakeslee Junction to Grand Mound, Stage 2: Mellen Street to Blakeslee Junction.
<b>Contractor/Consultant</b> David Evans and Associates, Inc. is performing a portion of the environmental reports for Stage 2.	

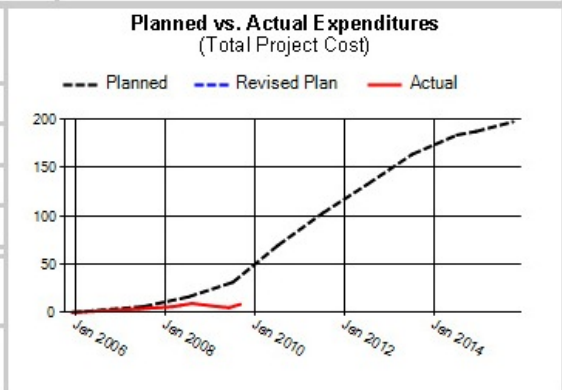
**Recent Progress**  
 Stage 1: Environmental DCE is complete for Blakeslee to Grand Mound. Environmental permits have been received. The project team is completing the 100% PS&E package for review. Right of way acquisition is taking place.  
 Stage 2: The project team is advancing preliminary design and environmental documentation.

**Design Construction Impacts**  
 Stage 1: Construction is currently scheduled for 2010. Close coordination of construction staging is on-going with Olympic Region's Grand Mound to Maytown project.  
 Stage 2: Construction is currently scheduled for 2012. Anticipated construction impacts will be assessed as the design phase is advanced. Constructability is a major element in the design of this complex portion of I-5.

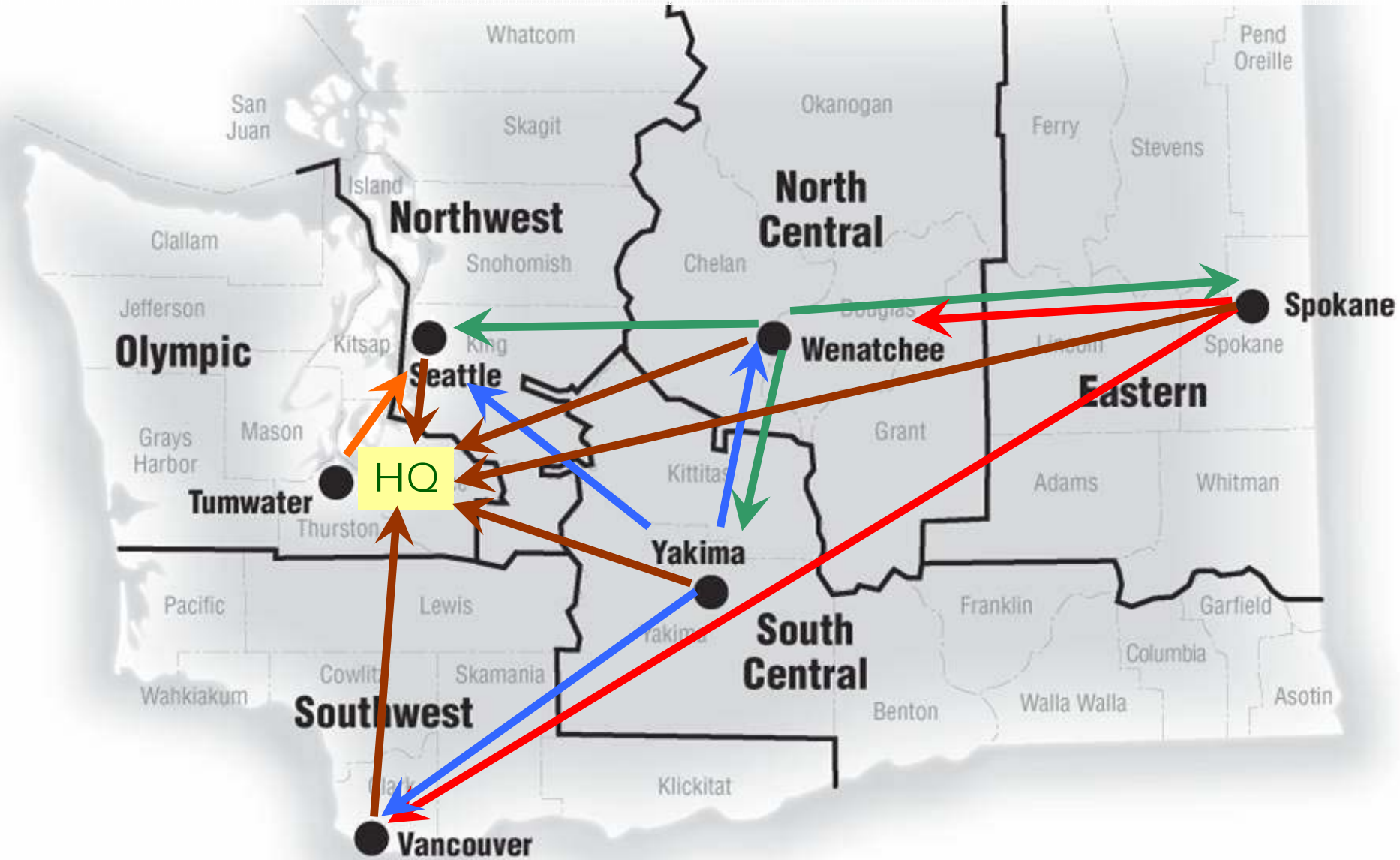
<b>Environmental Impacts / Compliance</b> Stage 1: Stormwater treatment for flow control will require off-site mitigation and right-of-way acquisition. Stage 2: Potential environmental impacts are being evaluated as part of the environmental documentation process.	<b>Impacts to Traffic</b> Stage 1 & 2: The design team will generate effective staging plans to minimize construction impacts to the traveling public.
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Project Milestones	Scheduled	Attained	Milestone Outlook
Preliminary Engineering	December 2005	December 2005	
Environmental Documentation Complete	September 2008	February 2008	
Right of Way Complete	February 2010		On schedule for October 2009
Advertisement	February 2010		
Operationally Complete	December 2014		

Project Cost Summary:	Dollars in millions	Percent of Total
Preliminary Engineering	\$23.5	12.5%
Right-of-Way	\$16.0	9.2%
Construction	\$174.8	78.3%
Funded Project Costs	\$196.6	100%
Nickel funds included in above costs		
2005 Transportation Partnership Account	\$196.6	100%



# Six Regions but One DOT





# CRA/CEVP Benefits

- Transparency and Accountability
  - Challenges, risks and uncertainties about the project are openly identified, discussed and made known.
  - The probability that we are actually able to deliver a project is estimated.
- Risk Management
  - We are doing more and we are doing it better
- Cost, schedule and delivery
  - We are more thoughtful about what we say we can deliver, when we can deliver it and at what cost





# CRA/CEVP Benefits – cont.

- **Subject Matter Expertise**
  - They know the challenges and issues associated with their discipline.
  - They can estimate the probability and impacts associated with the challenges.
- **Cross-functional relationships and impacts**
  - The workshop provides a venue for specialty groups to discuss their issues, related impacts across disciplines (i.e. structures, utilities, geotech, environmental) are also revealed.
- **Better project understanding by all**







# Railroad and Environmental Liaisons

- WSDOT prioritization of projects
- Consistent application of policies, processes, and regulatory requirements
- More efficient agreement negotiation
- Process Improvement/Lessons Learned
- Dedicated Staff
- Career Development Opportunities





# Project Management Links

- [www.wsdot.wa.gov/Projects/ProjectMgmt/](http://www.wsdot.wa.gov/Projects/ProjectMgmt/)
- [www.wsdot.wa.gov/Projects/ProjectMgmt/Risk Assessment/](http://www.wsdot.wa.gov/Projects/ProjectMgmt/RiskAssessment/)
- [www.wsdot.wa.gov/projects/](http://www.wsdot.wa.gov/projects/)
- [www.wsdot.wa.gov/Design/ValueEngineering](http://www.wsdot.wa.gov/Design/ValueEngineering)



# Questions

