

# Looking Back at the First S.A.M.E. Infrastructure Forum Project Management Best Practices Training Seminar

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# Opening Remarks (Don Holzwarth)

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- Infrastructure Forum designed for public agencies to:
  - Improve coordination
  - Build relationships
  - Seek understanding of each others processes and issues
  - Open channels of communication
- Each agency has their own unique approach to project delivery and Project Management (PM)
  - Goal is to learn from each other
  - Understand lessons learned
  - Future directions for PM to improve project delivery

## Opening Remarks (Don Holzwarth)

- Afternoon session for more-in-depth discussions with lively question and answer sessions
- Luncheon speaker Mr. Dick Sherwood will provide insights on critical topic of leadership in Project Management
- As with any professional development opportunity, the more you invest in time and effort, the greater the benefit.
- We owe it to the taxpayers, whose investments we are spending, to forge the best possible delivery systems in our organizations.

# **Infrastructure Forum**

## **AGENDA June 16, 2000**

### **PM Best Practices Training Seminar**

- **0930 -- 0955 Gather, network**
- **0955 -- 1000 Overview of Seminar**
- **1000 -- 1200 Six 20 Minute presentations**
  - **Dallas County**
  - **City of Dallas**
  - **Corps of Engineers**
  - **DART**
  - **NTTA**
  - **TxDOT**
- **1200 -- 1:15 Lunch, Speaker is Mr. Dick Sherwood**
- **1:15 -- 1:30 Break**
- **1:30 -- 3:00 Round table discussions where participants go to each agency and discuss anything that came up in the morning, to follow-up, exchange notes, get information, network, etc**

# Dallas County

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- Emerging from Functional to Weak/Balanced Matrix
- Project Engineers have changed titles to become PMs and we are giving them more authority
- Lessons learned from 1991 Bond Program
  - Politics are an integral part of the process
  - Seek to fund high priority projects with multiple local stakeholders only
  - With hundreds of projects submitted for a 5-7 year Bond cycle, evaluation, assembly and project initiation were extremely challenging.
  - Did not do sufficient up-front engineering on geotechnical or existing utilities
- Insights applied
  - Planning and preliminary design
  - Primary design
  - Design completion & ROW initiation
  - Construction

# City of Dallas

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- Moving from Weak/Balanced Matrix to Balance/Strong Matrix
- Meeting challenges in public expectations
  - Keeping Public informed is the key
  - Make certain contractor is tuned in to the public's concerns
- Utility coordination – rules have changed, we need to work together
  - Develop new ordinance for Public Utility use of ROW
- Informational demand – we must communicate
- Competition for resources – we must all work smarter and not harder
  - Partnering on projects over \$500K
  - Project Manager development
- Meeting schedule and budget – the essence of project management

# Corps of Engineers

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- History and origin of Corps of Engineers
- Technical Structure and District team staffing
- Project Management Business Process (the way the Corps does business) key elements
  - Project Manager – primary representative; manages resources
  - Teamwork – must exist at corporate and project levels
  - Customer care – “One Door to the Corps”
  - Imperatives
    - Each project has one PM who is primary point of contact with customer
    - Every project will be managed with a Management Plan
    - All work will be managed using the PM Automated Information System and PMBP

# Dallas Area Rapid Transit

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- Project Management Department organizational structure
- Process governed by Program Management Plan (PMP)
- Project Controls (budget & schedule development & monitoring, cost & change control)
- Lessons learned process (identification, documentation, incorporation)
- Lessons incorporated
  - Consultant contracting approach
  - Change control tracking process
  - Point of contact for contractor
  - Electronic documentation – drawings & correspondence
  - Real estate identification process



# North Texas Tollway Authority

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- Organizational type varies by department; overall balanced matrix
- Engineering is a project oriented matrix organization
- Culture Supports PM's
  - Decision making resides with PM
  - Encourages risk taking/creativity
  - Limited policies to permit flexibility and negotiation
  - Encourage innovative techniques/experimentation
- Lessons Learned
  - Contracts must be actively managed – delegation cannot be absolute
  - Key consultants as extensions of staff
  - Clearly defined scopes of work with defined final goal
  - Time is money
  - Always retain expertise internally
  - All problems or decisions can be changed. There are no bad decisions, just lessons learned.

# **Texas Department of Transportation**

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- Organizational structure of District
- Project development process
- Different project management processes required for differing scale of projects.
- Flexibility is key to future due to varying projects, federal influence, state requirements and local commitments.

# **Luncheon Speaker: Dick Sherwood**

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## **Leadership in Project Management – How Will You Get It All Done?**

- Leadership and thought leadership constructs
- Leading through teams
- Your personal leadership style
  - Where to begin – fundamentals of leadership
- Breaking Paradigms
  - Details vs 80-20 rule
  - Risk averse vs risk takers
  - Process vs results
  - Measuring success