



2012 Texas APCO/NENA Joint Conference

Successful Projects: How Does That Work?

Planning and managing projects requires understanding and structure.



Mart D. Nelson – Consulting Principal – Avistas
P.E., ENP, CISSP

Why are We Here?

- ◆ Understand the rationale for new projects
- ◆ Examine project conception and planning
- ◆ Review the central communications and management tool - The Project Charter
- ◆ Discuss project management tools in the marketplace
- ◆ Ask questions and discuss individual situations.

Agenda

- ◆ The Project Process
- ◆ Project Conception
- ◆ R. A. C. S.
- ◆ Small Steps – Near, Rather than Far
- ◆ Project Charter – This is How it Works!
- ◆ Project Execution & Management
- ◆ Results Documentation
- ◆ Examples of PM Products

The Project Process

Conception & Approvals



Execution & Management



Project Conception Considerations

- ◆ **Set clear and understandable rationale** for the proposed project.
- ◆ **Review logical and rational alternatives** to accomplish the intended goals.
- ◆ **Assure that critical requirements** are addressed by the project.
- ◆ **Evaluate the functional improvements** for those that are “nice to have” vs. those that are really required.

Project Conception Considerations (continued)

- ◆ **Examine life-cycle costs carefully** for the project. That is, the total of all costs (one-time and ongoing costs) over the expected life of the project.
Be sure to include any indirect cost reductions in the life cycle costs such as staffing or future cost avoidance.
- ◆ **DO NOT** get caught up in or confused by technology or sales pitches, but focus on delivering Emergency Communications services to the citizens that depend on you.

R.A.C.S. – a Simple Project Evaluation

Right

- ✓ The right thing to do?
- ✓ The right timing?

Adequate

- ✓ Accomplish the critical goals?
- ✓ Provide for functional requirements?

Cost Effective

- ✓ Acceptable initial and ongoing costs?
- ✓ Reasonable as compared to alternatives?

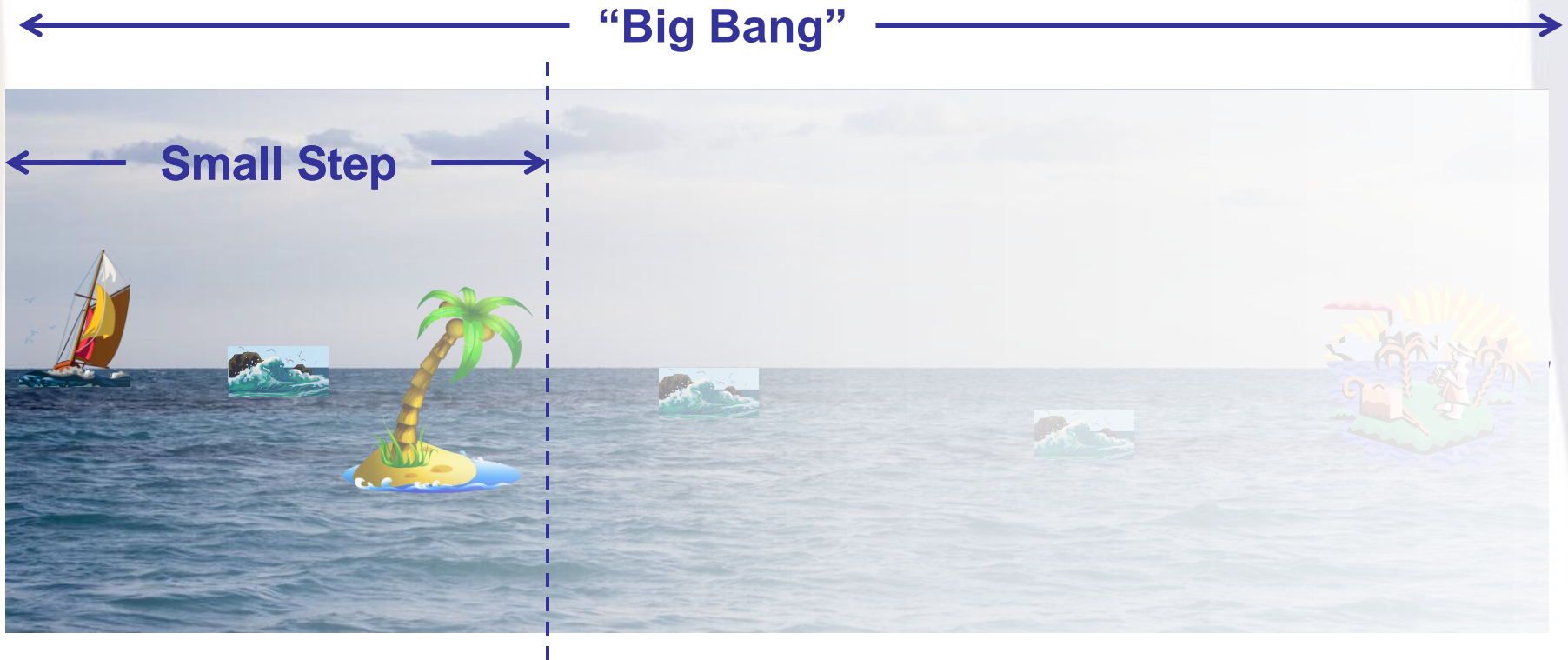
Sustainable

- ✓ Effective long term support?
- ✓ Based on standards to allow extension/expansion?

Small Steps are Better

- ◆ Projects result in changes that alter the environment, resulting in a new set of circumstances.
- ◆ Small projects allow successes with reasonable costs and risk.
- ◆ Small projects cause less ancillary changes in the environment.
- ◆ Adjustment to the changes is easier.
- ◆ The next project may be different because of unanticipated alterations in the environment.

Near, Rather Than Far



Goal and Hazards are easy to see.

Goal is far away and Hazards are hidden in the fog
- and -
there may be a bad storm before we arrive.

Project Charter

This is How it Works!

- ◆ Gathers key information items on a proposed project.
- ◆ Requires thinking through the results and consequences.
- ◆ Allows open communication among the parties.
- ◆ Requires input and approval from the end users.
- ◆ Allows Senior Management to make judgments:
 - At project suggestion
 - After initial consideration
 - When various considerations have been examined
- ◆ The Charter is one page, with appropriate attachments.

Project Name		Program	
Descriptive Project Title x.yy		Provide a program outline to allow an assessment of the complexity of the project.	
Project Priority			
Project Objective(s)			
List clear objectives that relate to business and/or operations.		Schedule	
		Provide a start date, duration and end date	
Benefits		Investment	
Provide benefits related to Revenue, Profitability, Human Development, etc.		Document CapEx and OpEx requirements and internal resources required to accomplish the project. Are these costs part of existing budgets?	
Risks	Project Sponsor	Project Manager	
Identify the project risks, if any and the <i>risks of taking no action</i> , if any.	Senior Management Sponsor	Project Manager	
Dependencies	Project Team		
List other projects that must be accomplished before, during or after this project.	Key Team members		

The Charter concept should be applied even to small projects to assure that the project is a good one and will accomplish something meaningful.

Project Charter (continued)

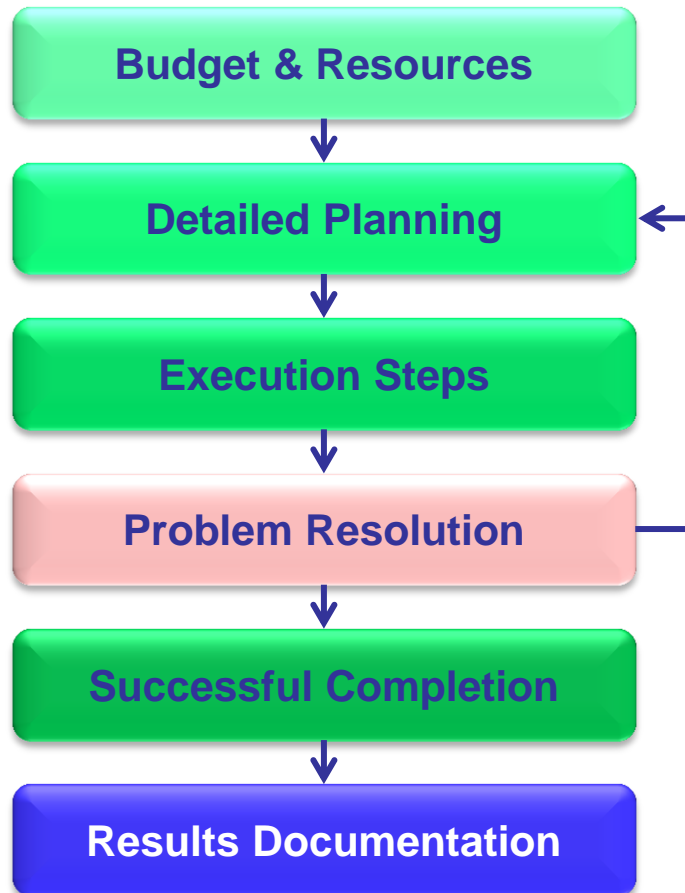
Conception & Approvals



Project Charter (continued)

Project Name	Program	
Descriptive Project Title x.yy	Provide a program outline to allow an assessment of the complexity of the project.	
Project Priority		
Before, after or during other activities?		
Project Objective(s)	Schedule	
List clear objectives that relate to business and/or operations.	Provide a start date, duration and end date	
Benefits	Investment	
Provide benefits related to Revenue, Profitability, Human Development, etc.	Document Initial Costs and Ongoing Costs requirements and internal resources required to accomplish the project. Are these costs part of existing budgets?	
Risks	Project Sponsor	Project Manager
Identify the project risks, if any and the <i>risks of taking no action</i> , if any.	Senior Management Sponsor The One who Pays!	Project Manager
Dependencies	Project Team	
List other projects that must be accomplished before, during or after this project for success.	Key Team members	

Project Execution & Management



- ◆ Assure that resources are being used as anticipated.
- ◆ Assure that the detailed plans track with the intent.
- ◆ Control “**scope creep**”!! Accomplish desired goals and then examine additions projects to address new needs.
- ◆ Be prepared to make changes in the execution if unforeseen problems arise.
- ◆ Good documentation assures that if questions are asked in the future, you can describe the circumstances and rationale for of the project.

Results Documentation

◆ Results:

- Revenue/Income
- Costs
- Risks

◆ Lessons Learned

- Was this project a good one? Why?
- Did the planning and execution go well? Why?
- What could have been done better in the project?
- Could project communications be improved?
- Etc.

◆ Follow-on Opportunities

- Did changes occur and open new opportunities?
- Did any problems disappear as a result of this project?
- Are there further incremental improvements that have value?
- Etc.

Examples of Project Management Products

- ◆ Microsoft Project
- ◆ OpenProj
- ◆ Intuit QuickBase Online
- ◆ ProjectManager.com
- ◆ Basecamp.com
- ◆ EasyProjects.net

Listing of software or services does not represent an endorsement or recommendation by Avistas for any product.

Selection of a Project Management tool must be the result of internal needs analysis and evaluation of alternatives within your organization.

Open Discussion



Thank You.

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AVISTAS

Contact: Mart D. Nelson, P.E., ENP, CISSP
214-597-2851
mnelson@avistas.com

AVISTAS
The Summit at Las Colinas
545 E John Carpenter Fwy, Suite 300
Irving, Texas 75062
Tel: 214-544-0400
Fax: 214-242-2311
www.avistas.com