

# Project Failures and Delays

# Presentation Agenda

1. Define project failure and delay in context to what we want to learn today.
2. Discuss some common failures and strategies to avoid them. With some example projects. (all names and locations changed to protect the innocent but they are real projects)
  - a. Team
  - b. Design
  - c. Common Practices

# What is a project failure?

- If public funds are committed to a specific project the project is born.
  - If the project delayed to a future letting year. (The taxpayer loses capital cost of money, the project will cost more with inflation, while the traveling public is denied safety and capacity benefits during the delay.)
  - Project is abandoned. (The public is out the cost incurred, and could have benefited from a different project.)
  - Excessive project cost overrun. (Unpredictable costs require more working capital and less money for other projects.)
  - Built project fails to meet goals. (Safety or Capacity not increased)

# Common Team Failures

- Rotating PMs
  - Handling the Transition
- Not Considering Public/Politically sensitive projects prior to committing to them.
  - Good Engineering can be unpopular with elected officials.
  - Commit to public match and property acquisition.
  - Underestimating difficult parcels. You have to assume you'll have some. Have an attorney in mind, Stick to the book.
- Poor public Outreach.
  - Public Meetings.
  - Do a little extra.

# Common Design Failures

- Poor Initial Project Direction
  - Spend the time on a good scope
  - Get proper concurrence
- Incomplete Design Information
  - Inadequate survey, geotechnical, SUE
- Underestimating the Importance of Utility Coordination
  - Easements and Reimbursables
  - Where will utilities in conflict go?
  - Relocation requirements and durations
- Missed Pay Items

# Common Cost and Delay points in a project

- RFP
- Contracting
- Survey
- 30% plans / SS&T
- Environmental
- ROW
- UTIL

# The making of a well managed project team

- A good team focuses on the end goal.
- A good team is willing to talk about problems early.
- The Client, Consultants, INDOT, and elected officials work together.

QUESTION?