



Project Management: Initiation Phase Case Study

Presented to PMI

By

Wayne E. Watts, MPA

Project Initiation: Planning Emergency Services Projects

- Today's Emergency Service Manager is pulled in many directions, project management is but one. Developing solid long-range vision is a crucial action in planning the initiation step of project management.
- This presentation discusses; justification of the project, conducting a needs analysis, developing clear objectives, and development of clear and viable options.
- We will explore several recent projects undertaken by the fire department and the impact and result each of these steps had on the outcome.



THE PROJECT

- Replace an existing Fire Station when little or no local funds are available



Project Initiation Processes

- *Step 1 - Create Business Case*
- *Step 2 - Make Feasibility Study*
- *Step 3 - Develop Project Charter*
- *Step 4 - Assign Project Management Team*
- *Step 5 - Perform Review*



CREATE A BUSINESS CASE

- Fire Station 2 is old and becoming unserviceable
- Possible Solutions
 - Replace Station 2
 - Renovate again
- Potential Cost \$1M



Make a Feasibility Study

- Demolish and replace Station 2
 - Most expensive
 - Brings facility to current compliance
- Renovate Station 2
 - Less expensive
 - Cannot bring facility to current compliance.



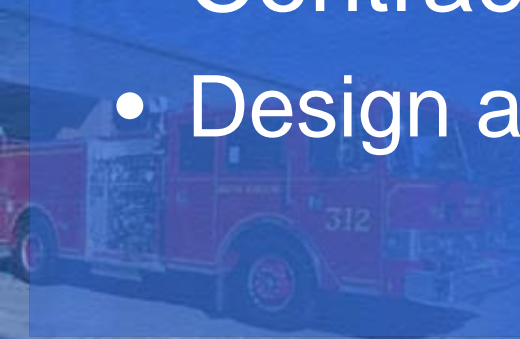
Develop a Project Charter

- Solves facility hardening and equipment housing issues
- Primary boundaries are funding available and time to full funding
- Deliverables: hardened facility, on budget, meets all specifications



Assign a Project management Team

- Fire Chief and Staff
 - Funding: (grants / general fund)
 - Design build concepts
- City Engineer and Staff
 - Project vetting and oversight
- Contractor
 - Design and execution



Perform Review

- All principles meet
- FD Staff and Engineering: Weekly
- Contractor and City Staff: Monthly
- Site checks: Daily



Return on Investment

- Old facility replaced
- Maintenance and upkeep reduced
- Energy savings
- Emergency support for ALL City functions.
- Hardened facility



Ref: <http://projectmanagementblog.com/five-steps-initiating-project>
Watts, W.E. *Project Management and its Impact on Good Government* (2009)

QUESTIONS

