

PROJECT MANAGEMENT:

The art + science of efficiently completing projects

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IT'S AS EASY AS BAKING A CAKE...

If you don't:

Use the right ingredients
(Resources)

Measured in the right
proportions
(Resource Allocation)

Added in the right sequence
(Project Plan)

And baked for the right
amount of time
(Project Schedule)



**YOU MAY
JUST END
UP WITH:**

A BUST.



**WITH
SOMETHING
QUITE
DIFFERENT
THAN
INTENDED.**



**WITH SOMETHING
UNRECOGNIZABLE.**



...HARDER THAN BAKING A CAKE

- There's no project-specific recipe to follow.
- You have to work alongside and co-create with a team of other people.
- It requires estimation based on a set of known and unknown parameters.
- It requires flexibility to navigate hiccups, roadblocks and other unforeseen disruptions.

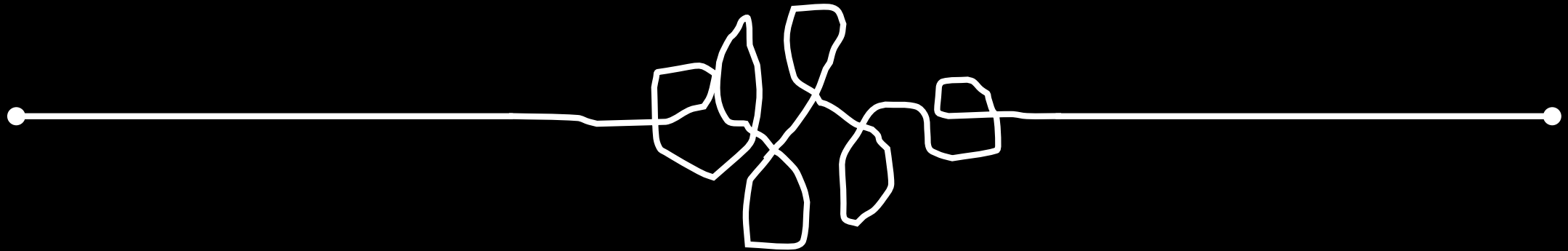
Muddle through *verb*

:to achieve a degree of success without much planning or effort

Beginning

Muddle

End



PROJECT ROLES IN THE MUNICIPAL ENVIRONMENT

Elected Officials

- Funding Approvals
- Hold municipal staff and contractors accountable
- Maintain communication channels to ensure constituents are kept up to date

Planning + Zoning Boards

- Regulatory Review + Approvals

Municipal Staff

- Project Ownership and Execution
- Consultant / Vendor Management

BEGIN WITH THE END

**Identify the
challenge /
opportunity**

- Define your “why”
- Orient actions and efforts toward your goal.

**Define Project
Objectives**

- Define your “what”
- Be S.M.A.R.T. [specific / measurable / attainable / relevant / time-bound]

MAKE A PLAN

Define Tasks, Deliverables, Key Milestones

- Define the tasks and task-specific deliverables required for project execution
- Define key milestones (approvals, enabling work, public meetings, etc.)
- Chart out task interdependencies

Define Communication Strategy

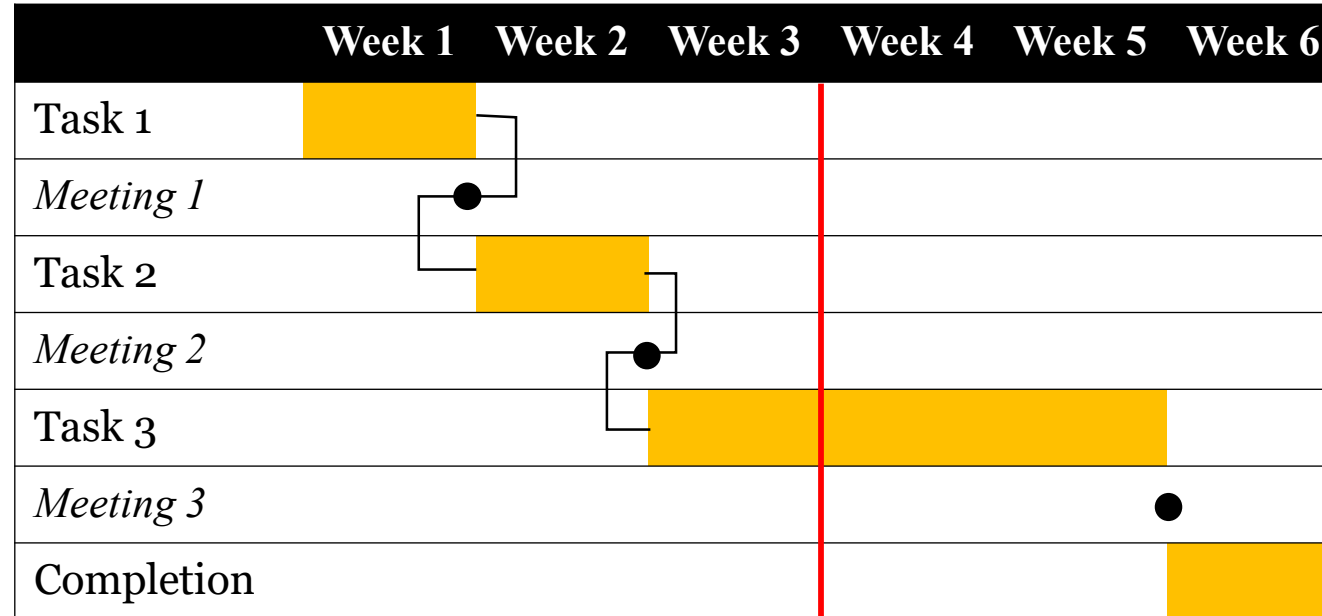
- Map out your intra-team check-in schedule
- Develop intra-team protocol for conveying delays / setbacks / changes
- Map out your public-facing strategy (channels and key milestones)

Identify + Allocate Resources

- Funding / Budget
- People power and technical expertise
- Time

A NOTE ON TOOLS

**Time-bound
Project Plan**



Budget

	Labor Cost	Material Cost	Overruns (Savings)	Total Cost
Task 1	\$20	\$35	(\$14)	\$41
Task 2	\$50	\$25	\$40	\$115
Task 3	\$25	\$45	(\$10)	\$60
Total Cost	\$95	\$105	\$16	\$216

PROJECT EXECUTION

Put your plan to work!

- You invested time and effort into a project plan - enjoy the fruits of your labor!
- The plan is a “living” tool – it may need to be updated to reflect emerging conditions.

Communicate Within

- New parameters, roadblocks and other unforeseen disruptions are inevitable – we’re not working in a vacuum. Stick to your intra-team communication plan to make sure team members are aware of emerging issues.

Communicate Out

- Community members are your “client” – communicate accordingly!
- Multiple departments and agencies are likely involved in your project – keep communication channels intact for efficient and effective coordination.

AFTER-ACTION REVIEW

Document and Deliver

- Document a job well done so that you can learn from it the next time around (project plan, key correspondence, as-builts)
- Take a minute to summarize the project in whole – you never know when this will come in handy.

Debrief

- Take time for an after-action review with your team. Celebrate wins and consider what could be improved upon next time.

Thank You!

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