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The Project Delivery Vision

Welcome to the first edition of Project Delivery's new publication, **Project Delivery Notes**. As the Department's Chief Engineer my intent for this newsletter is to periodically share information vital to achieving the Department's mission. I plan to deliver this publication to you regularly throughout the year to provide you with current information on the state of the Department's project delivery activities. In this edition I want to discuss my vision for Project Delivery and how you are key to implementing that vision.

This is an exciting time for the Department. We have more projects in development or construction than at any time in the past. We are also developing the 2007 10-year State Highway Operations Protection Plan (SHOPP) that will guide project programming and provide a prioritized future transportation improvement project list.

All of us know the Department's mission and vision statement, "Caltrans improves mobility across California." But within that broad, overarching mission and vision statement, it is important for the individual programs at Caltrans to be clear about their role in supporting that mission and working towards that vision. For Project Delivery, our primary mission is to deliver quality transportation improvement projects that "improve mobility for California travelers in all modes . By implementing more business-minded discipline we have transformed from a transportation bureaucracy to a "mobility company." As part of this thriving transportation mobility company, it is also our responsibility to continue to improve what we deliver and how we deliver it. That's where the Project Delivery vision comes in.

By definition, a vision statement reflects where an organization is going and what it will look like when it gets there. For Project Delivery, our vision is "**Efficient, effective project delivery with teamwork.**" Now this may seem like a very simple statement, and some may say that we have already arrived; but as we expand on the definition for each of the words in this vision statement, we will see that we have much to do before we can say that we are where we want to be.

To begin with, let's define **project delivery**. The Caltrans mission and vision statement helps us define both internally and for the public what we do and where we are going as an organization. For Project Delivery, the target audience should be no different. As far as the public is concerned, project deliv-

ery means that construction is complete and projects are open for their use.

Project delivery, therefore, relates to all activities required to complete a project, **from project inception to construction completion**.

What characterizes **efficient** project delivery? Here are a few key aspects of **efficient** project delivery:

- Cost is low to deliver; with low support cost as well as low construction cost.
- Project is done right the first time; tasks are done once with little or no rework.
- Scope is clear, achievable and because stakeholders were involved early, does not change.
- Functional units have adequate time and are provided quality information to perform their tasks according to the schedule.
- Functional units deliver quality products on time and within planned support and capital costs.
- Construction can be completed without unplanned interruption.

How do we define **effective** project delivery? Here are a few things that indicate **effective** project delivery:

- Project is the right project delivered at the right time.
- Project meets stakeholder needs as defined by them during scoping phase.
- Low bid received is within 10% +/- of Engineer's Estimate; good competition among bidders.
- Impacts to the environment and the people traveling through the work



zone in all modes during construction are minimized.

- Contract change orders and claims are minimized.
- Project includes consideration of cost to maintain and safety of maintenance crews.
- Project features last longer than expected (high quality design, high quality construction).

The final and most important part of the Project Delivery vision is **teamwork**. You must have **teamwork** to deliver efficient, effective projects. Good **teamwork** can be characterized by:

- Team success is recognized by all as the primary goal.
- Team focus is on the final product, opened to multimodal travel.

- Delivery is a team effort from the beginning to the end; team recognizes that everyone's part is important.
- Issues that affect scope, schedule, cost, and/or quality are resolved quickly.
- Team sees importance of internal and external partnerships to ultimate success of the project; team is responsive to stakeholders, involving them early and often.

If the vision for Project Delivery involves efficient, effective delivery and teamwork as defined above, you can see that we have a number of things we need to focus on to get there.

During the 2005-2006 Fiscal Year we demonstrated our ability to successfully produce what we said we would produce, and when we would produce it,

using the Ready-To-List (RTL) milestone as a checkpoint. By achieving RTL on 99.4% of the projects, we re-emphasized the importance of meeting our commitments internally and enhanced our credibility externally. I am convinced we can continue to improve. We can do better by focusing on our commitment to the entire process of delivering the project to the public, from scoping through construction completion. We can be more efficient. We can be more effective. We can work better together as a team. That is our vision; that is where we want to be. ***Efficient, effective project delivery with teamwork.***

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