Change Management for Local Improvement Projects
Surface Transportation and Local Bridge
April 2013
Background

- Congress and the state legislature provide annual funding for eligible local roads/bridges/multi-modal projects statewide.
- WisDOT responsibility — to provide resources, encourage sound investments and promote the importance of the local system to Wisconsin’s transportation network.
- Local responsibility — to successfully design and construct approved local road/bridge/multi-modal improvement projects (as scoped, within reasonable estimates/caps, and within the timeframe provided).
- Change management is a key strategy for ensuring projects are completed by locals in a timely and cost effective manner.
Goals

- Identify issues complicating program delivery
- Identify alternatives/processes
- Encourage changes that improve program stability
  - Reduce scheduled program volatility
  - Reduce over-scheduling (set reasonable targets)
- Increase alternatives to address fluctuations in funding (advanceable projects)
- Provide much greater certainty that design projects will be eligible for construction (highly likely to be funded) — no more standalone design projects
Monthly Letting Goals

- July: 14%
- August: 14%
- September: 14%
- October: 14%
- November: 14%
- December: 14%
- January: 13%
- February: 8%
- March: 5%
- April: 3%
- May: 1%
- June: 1%
Managing Estimate Changes

- Years five and six added to allow for delivery of complex projects and advanceable projects.
- Project approval establishes benchmark estimate. Changes made after this point must reconcile using change management procedures.
- Reasonable flexibility to deal with changes in years 3-6. Very limited flexibility for changes in years 1-2.
- PY2–Risk factors must be largely eliminated to progress to years 1 or 2.
- If projects are ready, they will move to year 2 and are locked. Scope and schedule changes after projects are in years 1 and 2 will lead to delays.