

## Problem Statement

Public agencies are not structured in a way to manage specialized construction projects effectively and efficiently

- Lack of accountability in the current agency model
- Information passes through too many people, adding delay and losing details
- Delays increase costs, frustrating everyone involved

## Goals & Objectives

### Goals

Improve communication structure  
Improve accountability among the agency

### Objectives

Decrease the occurrence of delays and added costs  
Accommodate but minimize schedule changes  
Decrease the time duration to receive and resolve conflicts  
Increase stakeholder involvement  
Increase the role of checks and balances

## Project Approach

### Research

- Background research on:
  - Baltimore public construction practices
  - Inefficiencies within the current process
- Follow up research on:
  - Baltimore and D.C. DOT and DPW's current department structure
  - Average salaries
  - Delay statistics

### Interview

- Held interviews with professionals from Baltimore City DOT and the construction contracting company Allan Myers

### Design

- Designed a specialized agency team structure
- Outlined the teams standard practice plan

## Our Recommendation

### Our Example Model

- The model promotes accountability and efficient communication
- The model adds a new level of command to facilitate information faster, similar to a private business

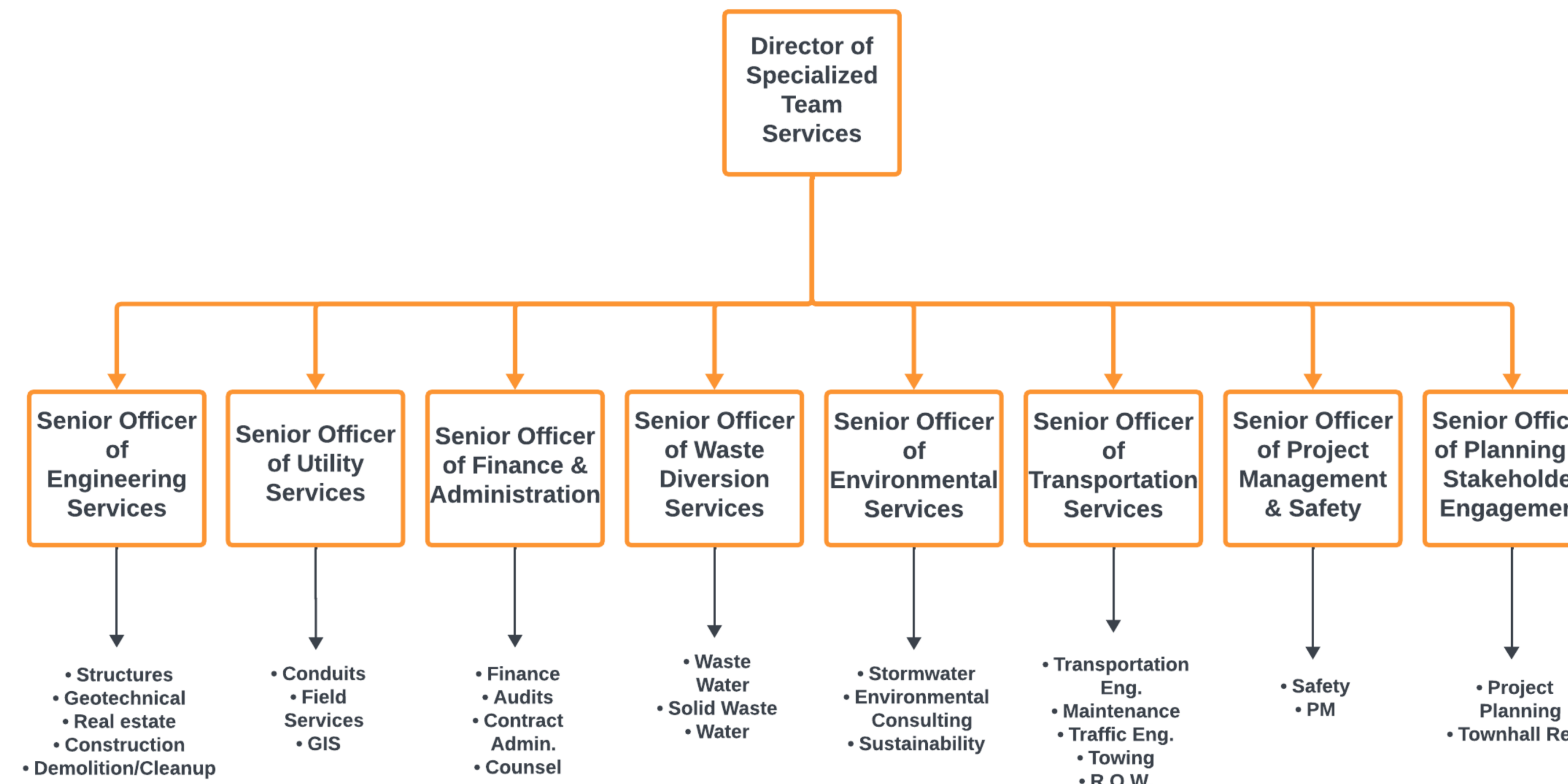
### Meeting Structure

- Meetings occur weekly to discuss all current projects
  - Director presents a status report on the project at hand
  - Senior Officers give progress updates on critical tasks and discuss issues and solutions
- Meetings held in person
- Director has final authority to approve/disapprove decisions

### Budget

- \$1,000,000 annual budget
- Director salary \$120,000 per year
- Senior Officer salary \$110,000 per year

## Our Recommended Team



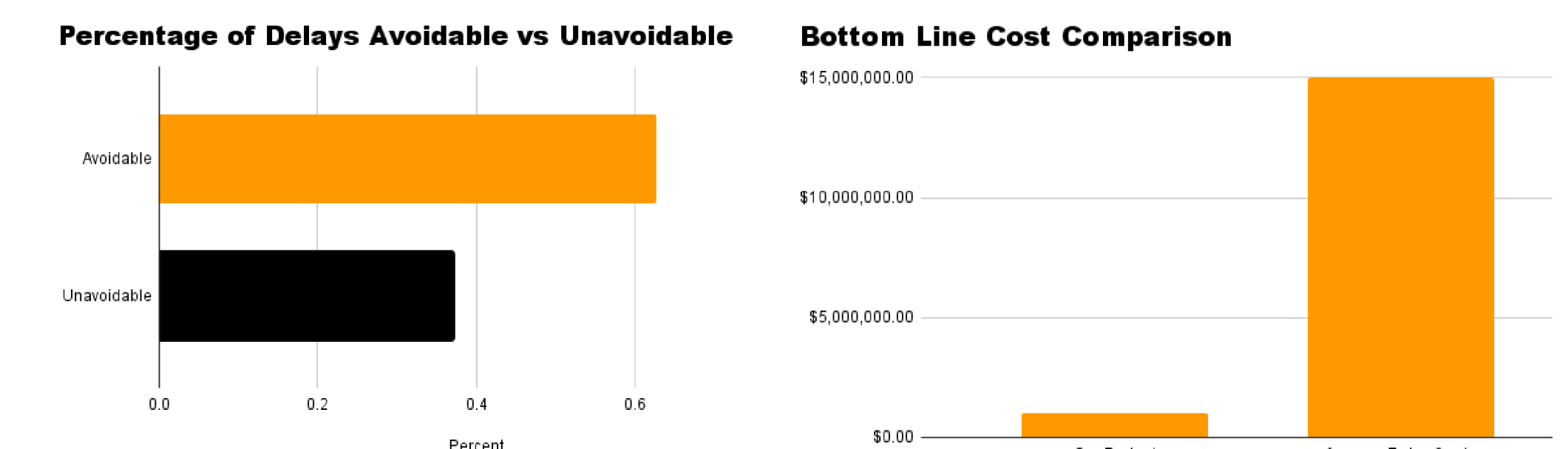
**Director:** Reports to head of the public entity. Communicates with contractor to determine problems and delegates them to senior officers for resolution. Facilitates weekly meetings and decides how to proceed with the project once the team is updated.

**Senior Officers:** Reports to director. Meets with other senior officers to resolve concerns from director. Provides a weekly update of progress, proposed resolutions, and achievements at meetings.

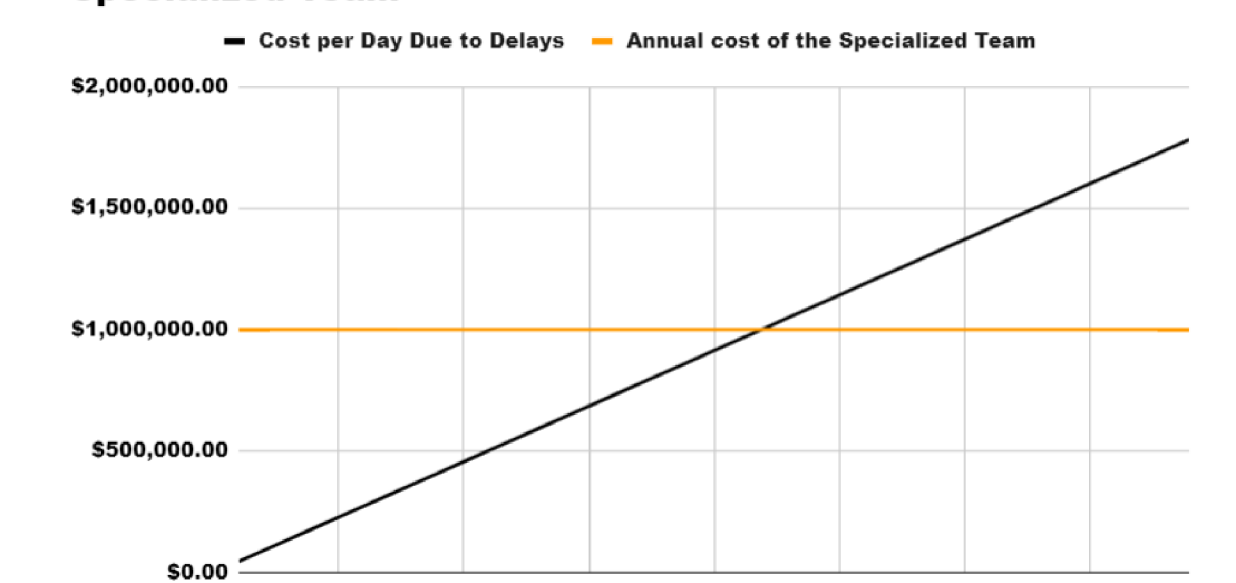
**Specific Department Subordinates:** Reports concerns to senior officer and works to resolve problems. Not a part of the specialized team and don't attend weekly meetings.

**Contractor:** Communicates with senior officers and reports the issues to the director. Writes weekly situation report stating current problems and open RFIs.

## Cost Analysis



Cost per Day Due to Delays and Annual cost of the Specialized Team



### Delay Statistics for a \$50 Million, 3yr Project

- 62.8% of delays are avoidable
- \$43,622 per day of delay
- Our budget is equivalent to 22 days of delay or 1.5% of total project duration
- On average, projects incur a 30% delay of the timeline (\$15 million)