



Leveraging the PMO: *Doing More with Less*

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Dallas Area Rapid Transit

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Dallas Area Rapid Transit

DART operates in America's fourth largest metropolitan area



Service Area and Ridership

- 700 square miles
- 220,000 fixed route riders daily



Light Rail Service

- 155 Light Rail Vehicles
- 75 miles of rail (90 miles by 2014)



Bus Service

- More than 700 buses
- 130 routes



Commuter Rail Service

- 47 Commuter Rail Cars
- 35 miles of rail



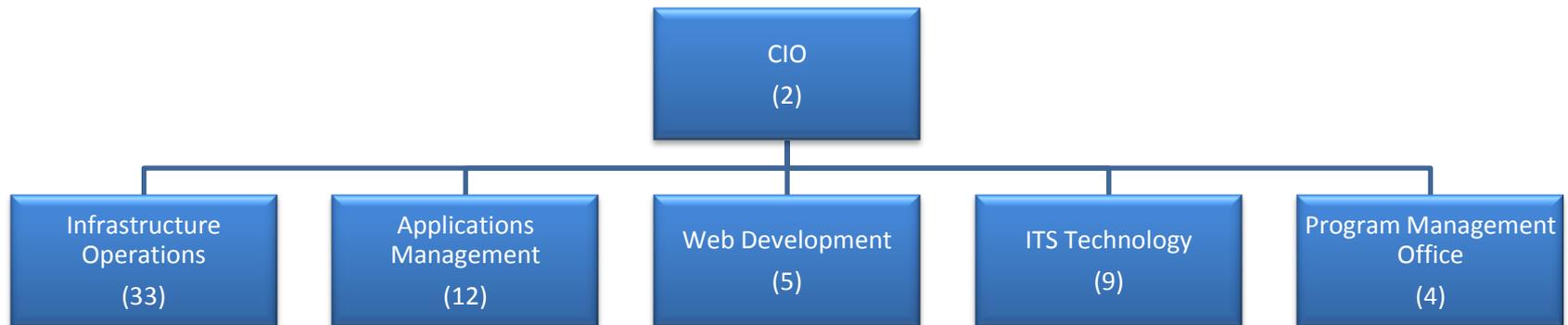
Paratransit and Van Pool Service

- 186 Paratransit vehicles
- 175 van pools



Technology Department

65 people, \$11M Operating budget



2009 Challenge: Project Demand

- Didn't know what projects were being worked
- Projects were prioritized using the "Squeaky wheel" method
- Little control over project scope or schedule

Technology Governance

Technology Steering Committee

- All TSC members are from the Executive Management Team
- Review all projects over \$50,000
 - >\$250,000 requires Board approval
- Review grant applications for technology
- Realign unsanctioned projects
- Resolve priority conflicts
- Via sub-committees, approve:
 - Technology standards
 - Operational service levels
 - Enterprise Architecture



IT Program Management Office

“Doing the right things and doing things right.”

Objective

To improve Technology service delivery through project management principles and best practices

Functions

- Support projects and project managers
- Implement project management tools
- Develop standards for consistent project delivery
- Provide project management services

Established: November 2009

Staff: 4 FTEs; PMO Director (new hire), 3 PMs (reassigned to PMO)

Technology Program Management Office

“Doing the right things and doing things right.”



2010 Focus

- Implementing project management software and loading all projects into it
- Rationalizing the project backlog and ensuring project information is realistic and up-to-date
- Developing scheduling skills and establishing schedule standards and templates
- Managing project requests and negotiating priorities against resource constraints
- Further developing the project management capabilities of the department

Realizing the Benefits . . .

Secondary Data Center Project

- Objective
 - Build a disaster recovery site for DART's core data network, data storage, and telecom services
- Challenges
 - Two years into the project and it was projected to take at least another year
 - All required work and their interdependencies were not clearly understood
 - Critical resources were assigned to multiple projects
- Approach
 - Ensure strong project sponsorship and project leadership
 - Work together to define a plan and develop a realistic schedule
 - Monitor the critical path and resource constraints to prevent delays
- Results
 - ***Reduced projected duration by 6 months without burning out resources and delaying other projects unnecessarily***

Conclusions

A Program Management Office helps IT to do more with less through

- Standard processes and PM best practices
 - Helps the team better understand the work and commit to a schedule
 - Enhances the quality of deliverables and reduces non-value added work
 - Improves project performance with more realistic schedules
- A Common Project Repository
 - Reduces over commitment of resources assigned to multiple projects and/or deliverables
 - Enables management to assess impact of project delays to current and future projects
 - Allows to management to negotiate priority between competing projects and work on efforts that deliver the most value

Planning and managing projects well, in the context of overall project portfolio management, results in a more efficient use of resources and higher productivity for the department

