



PIMA COUNTY PROJECT TRACKING REPORT

[DEPARTMENT NAME]
[PROJECT NAME]

Revision Date: [03/18/09]

The Project Tracking Report document will provide a single source document where the Project Charter can continue to grow and change with the Project; where communications change and quality management are planned and monitored; and where critical Project information is stored, tracked, and evaluated on an ongoing basis.

This information is intended to be used for future project planning efforts, for informational purposes during or after a project, and to provide continuity in the case of personnel changes during the course of a project.

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1.0 Project Overview and General Information

Map of the Area

[Insert Map of the Area]

Project Statement

⇒

Project Background

⇒

Project Justification

⇒

Project Description Summary Information			
Project Name:			
Project Location:	<i>Include address, limits</i>		
Department:		Design PO #:	
Project Number:		Construction PO #:	
Fund/Center #:		PM/CM PO #:	
CIP #:		IGA PO#	
Delivery Method:		Artist PO#:	
Supervisor Dist.:		Other PO#:	
Project Goals:			
Background Info or Comments:			

Photos:	<i>Insert photo, and include digitally on CD in appendix.</i>

2.0 Project Organization & Team Members

Stakeholders

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Project Contacts

Please use project contact list to ensure all project contacts are listed. Minimum required:

For County: include PM, Department Representatives, Division Managers or Deputy Directors, or other significant stakeholders.

For Design Professionals: include Primary Designer and any critical sub consultants.

For Contractor: Key contact, field supervisor, and any critical sub contractors.

For PM/CM: lead PM plus any critical staff assigned to project.

Role/ Date Involved	Name	Dept/Company	Phone	Email

Project Communications Plan

The communication plan for a project can be considered in two sub areas, Internal and External communication. All communication must be use a timely and accurate flow of information in order to achieve effective delivery of the project. The charts below identify primary contact, how the information moves, and when it happens. Effective communication demands effective listening and viewing project decisions from the customer's perspective.

External Communication:

Timely and meaningful exchange of information external to the project team is critical to secure a positive commitment from stakeholders and the general public. As indicated in the table, that flow may be written or oral, formal or informal.

What	Who	How	When
With Stakeholders			
Conduct Local Agency or Utility briefings	[Assign team member]	Agency briefings will be conducted as needed	As appropriate
What future work is anticipated or planned by Local Agencies and/or Utilities?	[above]	Obtain information from local jurisdictions or utility companies.	As appropriate
With the Public			
Public Involvement Policy		Board, Department or other Policy plan for public outreach	As needed or required
Project Website		Establish a website for the project based on public outreach level	On-going
Project Contact with Public	[Dept Public Information contact]	Coordinates media releases, newsletters advertisement, or other public contact	As appropriate

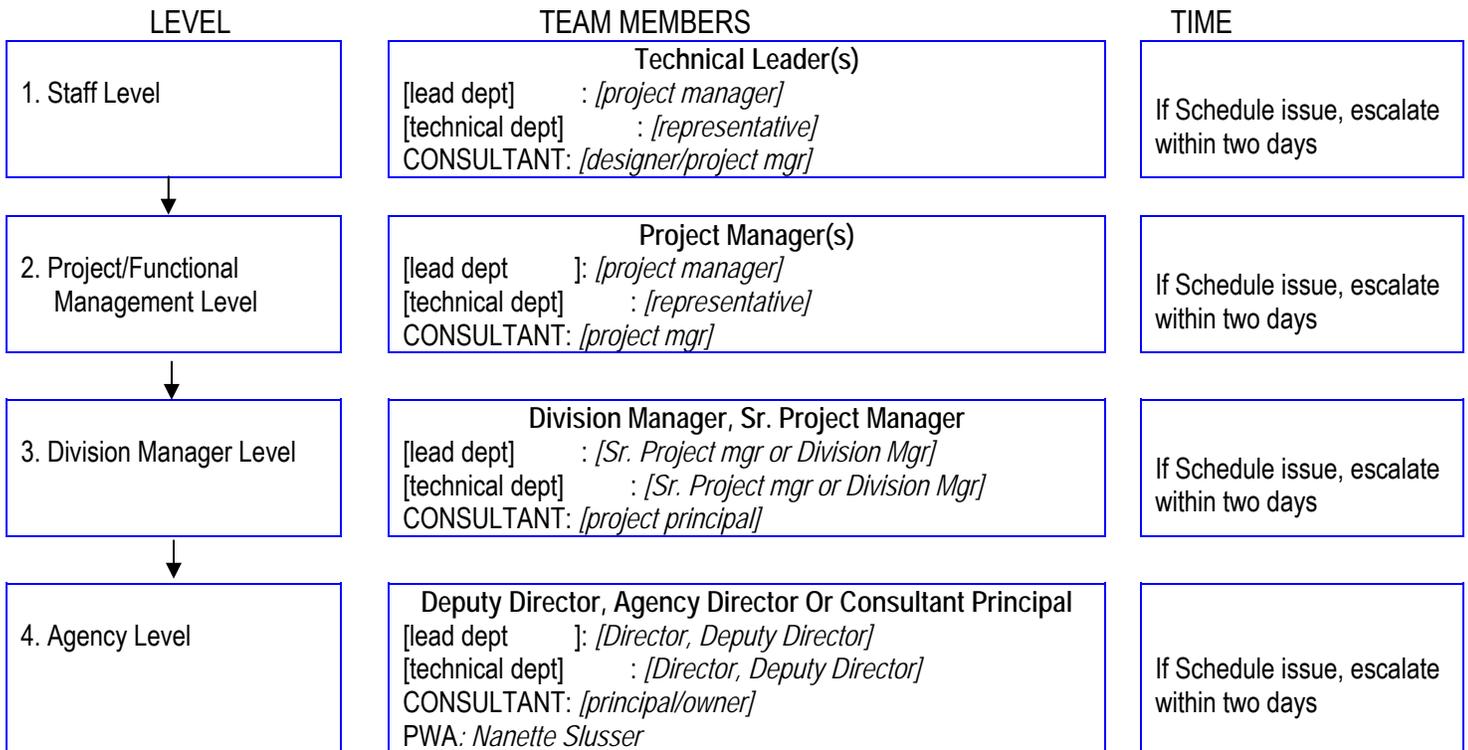
Internal Communication:

Effective internal communication is open, honest, continuous and efficient. The table below addresses communication between and among the teams as well as communication protocols.

What	Who	How	When
Communicate project progress to senior management	Project Manager	As requested	As appropriate
Communication among all teams			
Distribute & Maintain schedule	Project Manager	Post and maintain in Project Management Application	On-going

Create an organizational chart that identifies team structure	Project Manager	To be circulated to all team members	As appropriate
Set Guidelines			
Clarify chain of command guidelines	Project Manager, Division Manager	To be defined and circulated to all team members	As needed or required
Set Protocols	Project Manager	Outline typical methods of communication expected throughout project	Provide timeline

Project Escalation Ladder



***Time begins as soon as information needed to make a decision is received.*

Escalation Rules

Issues need to be clearly defined by all parties. Deal with all pertinent facts; consider alternate options, separate the technical and policy issues from project issues (scope, schedule and budget) maintaining the original definition throughout the resolution process. Once defined, document what the issue is and give a status review for the next level to consider, utilize the appropriate form at every level.

The issue resolution process shall be used to: resolve technical disagreements (philosophical and policy); communication issues (lack of or inadequate); relationships (no one is allowed to impede progress); role and responsibility issues. Individuals shall make decisions that are within their expertise, technical authority and comfort level. If you don't feel comfortable with the decision you're being asked to make, escalate it.

Any of the parties may initiate "escalation" but, acknowledgment and signatures are required. Once "escalation" is initiated, the issue should be transmitted jointly by those involved from one level to the next level, to eventual resolution. Once an issue is in the process, it should be resolved at the level closest to the issue. Keep in mind that resolution requires communication. Communication requires all team members to be kept informed.

The person(s) that reached the resolution will contact the Project Manager and communicate the decision in writing, including the rationale (technical, scope, schedule, budget, policy) for the resolution. The Project Manager represents the project team and acts as a resource during escalation for levels 2 and 3. The Project Manager assures that the decision and rationale for the resolution of the issue is communicated in writing to all team members.

3.0 Recommended Project Concept & Project Parameters

Recommended Solution

⇒

Scope Statement

⇒

Delivery Method

⇒

Define Project Assumptions

Recommended	Assumption:	
	Implication:	
	Assumption:	
	Implication:	

	Assumption:	
	Implication:	
	Assumption:	
	Implication:	

Define Project Constraints

Recommended Alternative	Constraint:	
	Impact:	
	Constraint:	
	Impact:	
	Constraint:	
	Impact:	
	Constraint:	
	Impact:	

Major Tasks and Milestones

Task	Completed [Date]
Approach:	
Deliverables:	
Task	Completed [Date]
Approach:	
Deliverables:	

Task	Completed [Date]
Approach:	
Deliverables:	
Task	Completed [Date]
Approach:	
Deliverables:	
Task	Completed [Date]
Approach:	
Deliverables:	

4.0 Scope Management:

Attach to index: Change Management Log

Scope changes shall follow Change Management procedure in the Project Management Process Map.

This section is to track Scope changes or requests throughout the project at a summary level.

Initial Project Scope:	<i>Detailed description of scope requirements</i>
Built Project Scope:	<i>Detailed description of scope built, including variances.</i>
Comments:	

This table reviews changes as summary rollup during phase. These are scope adds or changes generated by the County. For complete review, see change request log in appendix.

Scope Change Management					
Phase	Approved?	Quantity*	Budget Cost	Actual Cost	Impacts: time, etc.
PLN	Proposed				
PLN	Approved				
DES	Proposed				
DES	Approved				
CON	Proposed				
CON	Approved				

*Quantity refers to the number of official change requests per phase, either total proposed or total approved.

Background Info or Comments:	
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5.0 Project Schedule Tracking:

A Gantt Chart incorporating a preliminary schedule has been attached as a baseline. Updates to the schedule shall be attached as they are developed.

Project Schedule Information:

Schedule Summary Information:

SCHEDULE	Baseline	Actual	Difference	Comments
Exit Gate 1.1				
Exit Gate 2.1				
Exit Gate 3.1				
Exit Gate 3.2				
Exit Gate 4.1				
Exit Gate 5.1				
Exit Gate 6.1				

Schedule Performance Review:

Baseline Schedule:		<i>Attached to appendix -</i>	Yes: <input type="checkbox"/>	NO: <input type="checkbox"/>
Actual Schedule:		<i>Attached to appendix -</i>	Yes: <input type="checkbox"/>	NO: <input type="checkbox"/>
Substantial Completion Date:		<i>Form Attached to appendix -</i>	Yes: <input type="checkbox"/>	NO: <input type="checkbox"/>
Final Completion Date:		<i>Form Attached to appendix -</i>	Yes: <input type="checkbox"/>	NO: <input type="checkbox"/>
Schedule Changes/Controls:	<i>Intended to outline major schedule adjustments resulting in new Baseline Schedules. Should outline issues requiring each change, efforts to recover, and outcomes.</i>			
Evaluation of Schedule Performance:	<i>Intended to summarize overall schedule performance:</i>			

6.0 Financial Controls & Contract Summary Information

Financial Schedule / Funding Sources

Provide CIPAce planning report with information from initial project startup. Provide new planning report with updated information at each exit gate approval.

Cost Management:

Attach to appendix: Baseline Cost Model, Final Cost Model, Engineering Estimate and Construction Schedule of Values. Also attach Project Cash flow summary (export from synergen/database); Change Order Log

Budget:	Per Charter	Actual	Comparison/Comments
PLN	\$	\$	
DES	\$	\$	
RWY	\$	\$	
UTL	\$	\$	
CON	\$	\$	
PRT	\$	\$	
CTG	\$	\$	
Total Project:	\$	\$	

Project Budget Variance Tracking				
Date:	Baseline Cost	New Baseline	Δ Cost	Justification
	\$	\$	\$	
	\$	\$	\$	
	\$	\$	\$	
	\$	\$	\$	
	\$	\$	\$	
TOTAL			\$	

Cost Management Issues & Corrective Actions:	
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Value Engineering Summary			
Description	Accepted?	Savings:	Project Impacts:

Construction Change Order Performance				
CO #	Date Approved	Type*	Cost	Days
			\$	
			\$	
			\$	
			\$	
			\$	
			\$	

*Type, use: 1= Owner Requested, 2= Design Document Change, 3= Unforeseen/Changed Conditions, 4= Other
List all Change Orders (Typically BOS approved).

Not all Projects will have Contingency or Force Account usage.

Construction Contingency Performance					
CO #	Owner/Contractor	Date Approved	Type*	Cost	Days
				\$	
				\$	
				\$	
				\$	
				\$	
				\$	

*Type, use: 1= Owner Requested, 2= Design Document Change, 3= Unforeseen/Changed Conditions, 4= Other
List all Approved Contingency items, including designation for Owner Contingency, Contractor's Contingency or FA.

Overall Construction Change Order Performance							
Approved Change Orders				Change Order Management			
Type	Cost	Days		Quant	Cost	Days	
1	\$			Total Proposed		\$	
2	\$			Total Approved		\$	
3	\$			Type Contingency	Initial		Balance
4	\$			Owner's	\$		\$
TOTAL	\$			Contractor's	\$		\$

Construction Contract Administration			
Total # of RFI's:		Average RFI Response*:	
Total # of Submittals:		Average Submittal Approval*:	

*Average days for response or approval turnaround time.

7.0 Project Risk Management

Assessment of Risks

1. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							
2. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							
3. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			

Mitigation Strategy:							
4. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							
5 [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							
6. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							
7. [RISK – name or description]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							

Project Risk Management Evaluation:

The Project Plan identified risks, and outlined mitigation strategies. For this subject, please identify risks that were either unidentified or required additional mitigation over the course of the project. Include as many as required.

Risk Management Evaluation			
Risk Name:	1.	New or Changed?	
Risk Description & Mitigation:			
Outcomes or Impacts to Project			
Risk Name:	2.	New or Changed?	
Risk Description & Mitigation:			
Outcomes or Impacts to Project			

8.0 Quality Control and Quality Assurance

Each project will typically have an individual plan and approach to QC/QA issues for design and construction. The Project Manager shall submit a summary narrative here regarding their QC/QA approach using the table below.

QA/QC Item	Lead	Date Completed

9.0 Permits/Regulation Tracking:

Attach to appendix: a copy of any Permits or Certificates of Occupancy, Approvals, etc., relating to project.

Agency	Permit #, Description	Date Issued*	Date Accepted/ Completed*.

**Issue date should be on permit; Date Accepted refers to acceptance by regulatory agency.*

Background information or comments:	
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10.0 Right of Way / Property Purchase:

Attach to index: spreadsheet with complete ROW listing per parcel including same info as below.

Overview of process.						
Type	Total # Parcels	Method *	Area	Cost	Start Date	Finish Date
ROE						
Drainage Eas.						
TCE (constr.)						
Slope Eas.						
Utility Eas.						
Fee Take						
Full Relocation:						
Other:						
TOTAL Take:						

**Method: Condemnation or negotiated*

Summary of ROW Process/Issues:	
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11.0 Public Art:

If applicable

Artist:		Initial Budget:	
Artist PO#		Actual Cost:	
Location:		Supervisor Dist.:	
Narrative or Description:			
Impacts to project:			
Photos:	<i>Insert photo, and include digitally on CD in appendix.</i>		

Complete table above for each artist on the project, if multiple contracts are issued.

12.0 Lessons Learned/Project Evaluation:

Lessons Learned:

Select 2-4 topics for project, select based on impact; ability to apply to future projects. These may: make recommendations for process improvement, increase ability to adapt new process to other projects or consist of review of successes, shortcomings or issues within the project.

Lesson 1: (title or description)	
Summary of Issues	
Description of Actions	
Outcomes, Application as a training tool.	
Lesson 2: (title or description)	
Summary of Issues	
Description of Actions	
Outcomes, Application as a training tool.	
Lesson 3: (title or description)	
Summary of Issues	
Description of Actions	
Outcomes, Application as a training tool.	
Lesson 4: (title or description)	
Summary of Issues	
Description of Actions	
Outcomes, Application as a training tool.	

Performance Evaluation:

Attach to index: Department Evaluation of Project, PM/CM Eval, Designer Eval, Contractor Eval.

Project Scope, Schedule & Budget Conformance Summary	
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Operational or Client group comments on performance	
Awards*	

**Awards may be added post project report.*

13.0 Project Closeout Information:

Project transitioning or commissioning plans, if applicable to the project, shall include additional information to be added to this area. The following information is the minimal requirement for a typical project without commissioning.

Warranty Information:

Contact Information, add more as needed:

<u>PM/CM:</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address) (Contract #) (Contract Amount)	<u>Design Professional:</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address) (Contract #) (Contract Amount)
<u>General Contractor:</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address) (Contract #) (Contract Amount)	<u>Sub Contractor: (Specialty)</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address)
<u>Sub Contractor: (Specialty)</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address)	<u>Sub Contractor: (Specialty)</u> (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address)

Supplier: (Specialty) _____ (Name, Title) (Company) (Address) (Address) (Telephone, Fax) (Email Address)	Supplier: (Specialty) _____ (Name, Title) (Company) (Address) (Address) (Address) (Telephone, Fax) (Email Address)
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Warranty			
Warranty Start Date:		Warranty End Date:	
Date for 11 mo. Review:		Attendees:	

Maintenance Period Information			
Maintenance Start Date:		Maintenance End Date:	
Contact Information			
Quality/Performance Comments			

SWPPP or other Monitoring Requirements			
Monitoring Start Date:		Monitoring End Date:	
Contact Information			
Quality/Performance Comments			

Appendix Materials:

- a. Project Description form from Framework
- b. Overview plans, site plan, or basic plan of improvements (location plan from GIS)
- c. Initial Cost Model
- d. Final Cost Model
- e. Engineer's Final Estimate
- f. Construction Schedule of Values (contractor's break down)
- g. Baseline Schedule
- h. Actual Schedule
- i. Certificate of Substantial Completion (signed copy)
- j. Certificate of Final Completion/Acceptance (signed copy)
- k. Photos of Project:
 - i. Before, During, After
 - ii. Include Disk for digital files
 - iii. Some must be sized for publication quality (and submitted digitally)
 - iv. Include team process photos
- l. Right of Way tracking spreadsheet.
- m. Project Cash Flow Summary (exported from Synergen or Database)
- n. Change Order Tracking Log
- o. Change Request Tracking Log (scope management)
- p. Evaluation Forms: PM/CM; DP; Contractor using Procurement Form
- q. Copy of any permitting info: Certificates, etc.
- r. Copy of any Awards