   • Assignment: Case Studies

October 12. Wicked Problems: Defining the Problem, Vision, Goals and Process
   • Guest: Brad Hermanson, PE, PMP; Environmental Practice Leader/Western Region, GEl Consultants
   • Readings:
     o Text, Pages 43-53
     o James Lewis, Fundamentals of Project Management, pp. 31-68
     o Terry Clark, Project Management for Planners, pp. 1-10, 25-

October 19. Planning the Project: WBS; Scope, Schedule, Budget; Risk Assessment
   • Readings:
     o Text, Pages 96-122

October 26. Managing the Project: Reflective Practitioners - Communications, Relationships, Scope/Budget Creep, Changing Expectations; Project Completion
   • Readings:
     o Text, pp. 125-130, 223-254
     o Terry Clark, Project Management for Planners, pp. 64-108
   • Case Study assignment due
Case Study Assignment

A variety of city and county planning project proposals were prepared recently for funding consideration by Metro. To guide an advisory committee’s review and recommendations of which projects to fund, Metro developed a set of criteria (handout).

Working individually or in small groups (2-3 people), review the proposals and prepare a two-three page critique/analysis (due October 26). After briefly describing the project, your review should address questions such as:

- Are the purposes and goals clear, understandable and realistic/implementable?
- What is missing/needed to implement the project that is not contained or referenced in the proposal - research, resources, skills?
- What do you think are the major risks involved in implementing this project as described?
- How well do you think the project meets Metro’s criteria? Would you recommend it be funded by Metro? Why? Why not?
  - How would you restate, clarify or reorganize the project or add anything to the scope in order to increase its effectiveness in addressing Metro’s criteria? What information is needed or questions would you ask to make these changes?
  - Do you think the budget is adequate/realistic or too high, given the scope of work as defined in the proposal?

Suggested Reading List:

- Clark, Terry, Project Management for Planners, 2002
- Portney, Stanley, Project Management for Dummies, 2007 edition
- Weifling, Kimberly, Scrappy Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces, 2007