



PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



TAPPAN 'ZEN' BRIDGE: CASE STUDY OF THE NEW NY BRIDGE PROJECT

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MS Eng. Mgmt.*

2016 Project Management Symposium

Tappan 'Zen' Bridge: Case Study of the New NY Bridge Project

- ◆ Project Details/ Background
- ◆ Why is this a 'Zen' Project?
- ◆ Risk Management
- ◆ Stakeholder Management
- ◆ Conclusions...

The New NY Bridge Project

◆ Tappan Zee Bridge

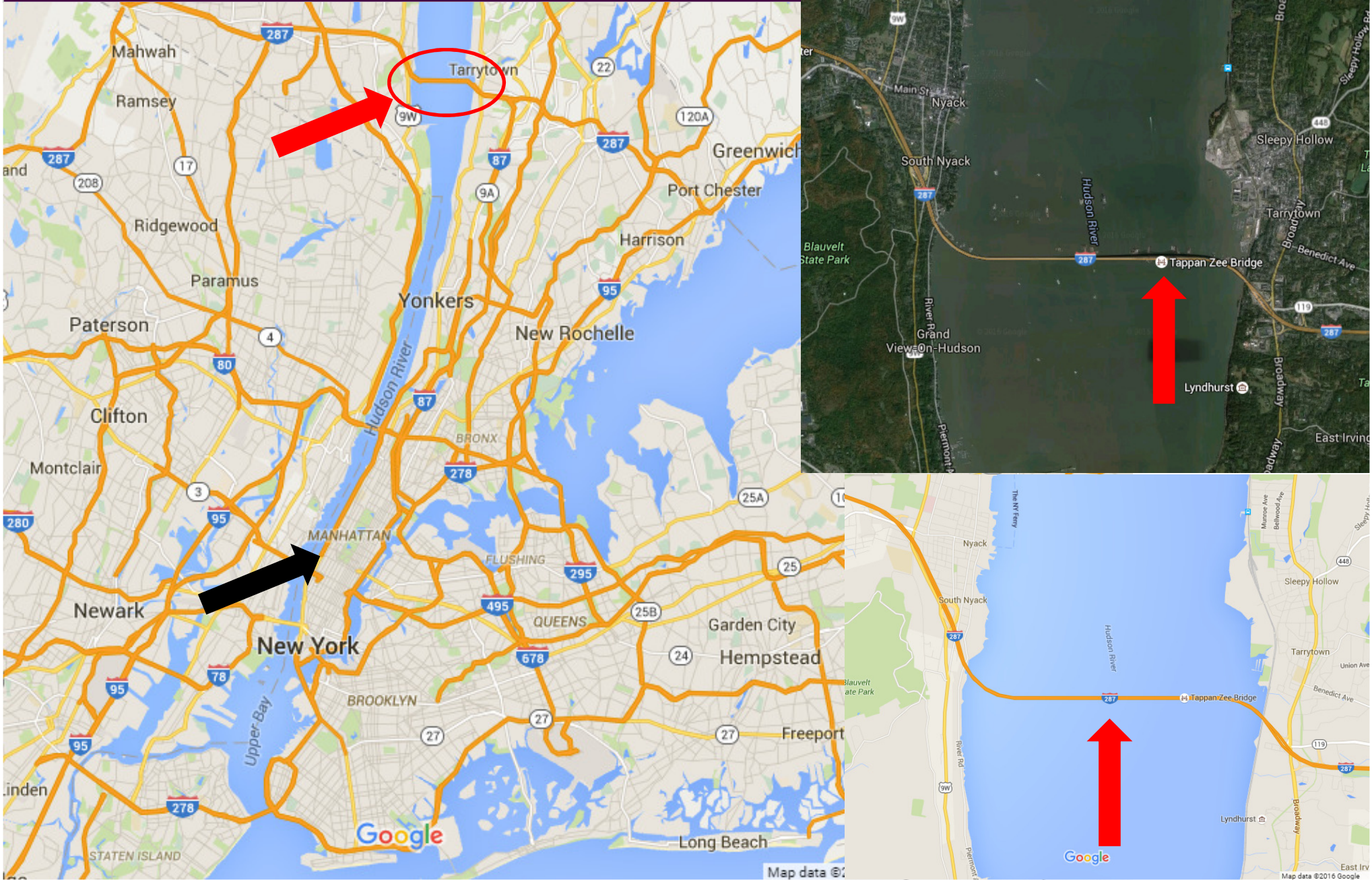
- 64 years old (built in 1952)
- Crosses the Hudson River (longest NY bridge)
- Temporary Bridge, deteriorated
- Outdated: at over 2X capacity!!!

◆ New NY Bridge

- Will be one of the world's longest & widest bridges
- One of the most expensive bridges (~\$4 Bil)
- Start 2013 --- Planned Finish 2017 (open 2018)

1st NY bridge in 50 years!

Tappan 'Zen' Bridge: Case Study of the New NY Bridge Project



The New New York Bridge



Zen



The New NY Bridge Project

The New NY Bridge

- ◆ Twin Bridges
- ◆ Cable-Stayed
- ◆ 8 Lanes
- ◆ Bike and Pedestrian Lanes
 - Scenic views, Changing light display



Tappan 'Zen' Bridge



◆ Zen (*coexistence*):

- “State of focus which involves a **togetherness** or **oneness** of body and mind” (*Ref: Urban Dictionary)
- A *way of being* and a *state of mind*
- “Approach to an activity which emphasizes **simplicity and intuition** over traditional thinking or focus on goals.”
- The New NY Bridge project seeks to create harmony with the community and project stakeholders...

Tappan 'Zen' Bridge: Case Study of the New NY Bridge Project

◆ Case Study

- Both **risk management** and **stakeholder management** support project management and the achievement of project objectives.
- A Project model of effective project risk and stakeholder management.
- Coexistence of:
 - ❖ Time
 - ❖ Cost
 - ❖ Scope
 - ❖ Quality...



Tappan 'Zen' Bridge: Coexisting with Stakeholders

Inspired by New Yorkers, Built by New Yorkers, For New Yorkers



The New NY Bridge Project: Inspired by New Yorkers, Built by New Yorkers...

Coexistence: The New NY Bridge Design

- ◆ “...minimizes the amount of environmental & visual impacts by having a less intrusive pier support system.”
- ◆ “...reduces the amount of dredging and pile driving”
- ◆ Provides clean horizontal lines
- ◆ For New Yorkers, by New Yorkers (spur economy)
- ◆ A Signature Landmark
- ◆ Coexists with:
 - Environment of the Hudson Valley
 - Local businesses (reduced traffic and accidents)

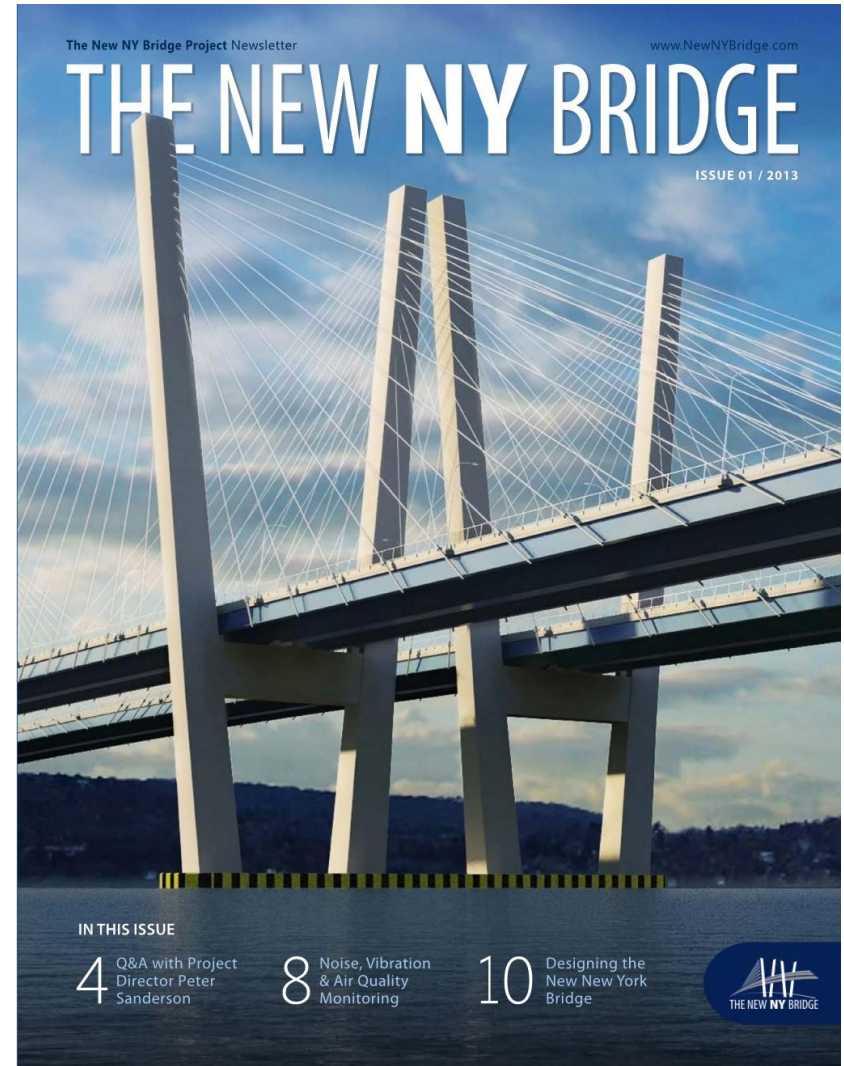
The New NY Bridge Project: Inspired by New Yorkers, Built by New Yorkers...

Coexistence: The New NY Bridge

- ◆ New New York Bridge Outreach Centers in Nyack and Tarrytown
- ◆ Cashless tolling
- ◆ Built by New Yorkers
- ◆ Supports Local Business
- ◆ Supports Local Culture

Tappan 'Zen' Bridge: Zen of Stakeholder Management

- ◆ Project Magazine
- ◆ Monthly Newsletter
- ◆ Presidential Visit
- ◆ Lego Bridge Building @ local Elementary school
- ◆ Status
 - Webcams
 - Signs on bridge
 - Ahead of schedule
 - On budget



Tappan 'Zen' Bridge: Zen of Stakeholder Management

- ◆ Project Update Videos
- ◆ Website...

The screenshot shows the website www.newnybridge.com with the following sections:

- QUICK LINKS:**
 - Boater Safety
 - Community Benefits Program
 - Environmental Monitoring
 - Peregrine Falcon Webcam
 - Construction Cameras
 - Progress Gallery
 - Thruway Traffic Information
 - Report Fraud, Waste & Abuse
- PRESS RELEASES:**
 - MAY 05:** Tarrytown Toll Plaza Demolition Continues
 - APR 28:** Triple-Lane Closures On Tappan Zee Bridge This Weekend
 - APR 22:** Update: Cashless Tolling Activation Rescheduled for Sunday, April 24
 - APR 14:** Foundation Work Occurring This Week
 - APR 14:** Triple Lane Closure Coming To Northbound Tappan Zee Bridge During Overnight And Morning Hours Weekend Of April 29
- LATEST TWEETS:**
 - The New NY Bridge @NewNYBridge:** Tom Deely Jr. Was 15 & walked across the Tappan Zee with his friends from Tarrytown on DEC 15, 1955...very cool Tom

At the bottom, there is a banner for the **LATEST PUBLICATION** titled "THE NEW NY BRIDGE".

Tappan 'Zen' Bridge: Zen of Risk Management



Risk Management Process

► Identification

- Discovery of a potential risk

► Assessment

- Review, analysis, and prioritization

► Response Planning

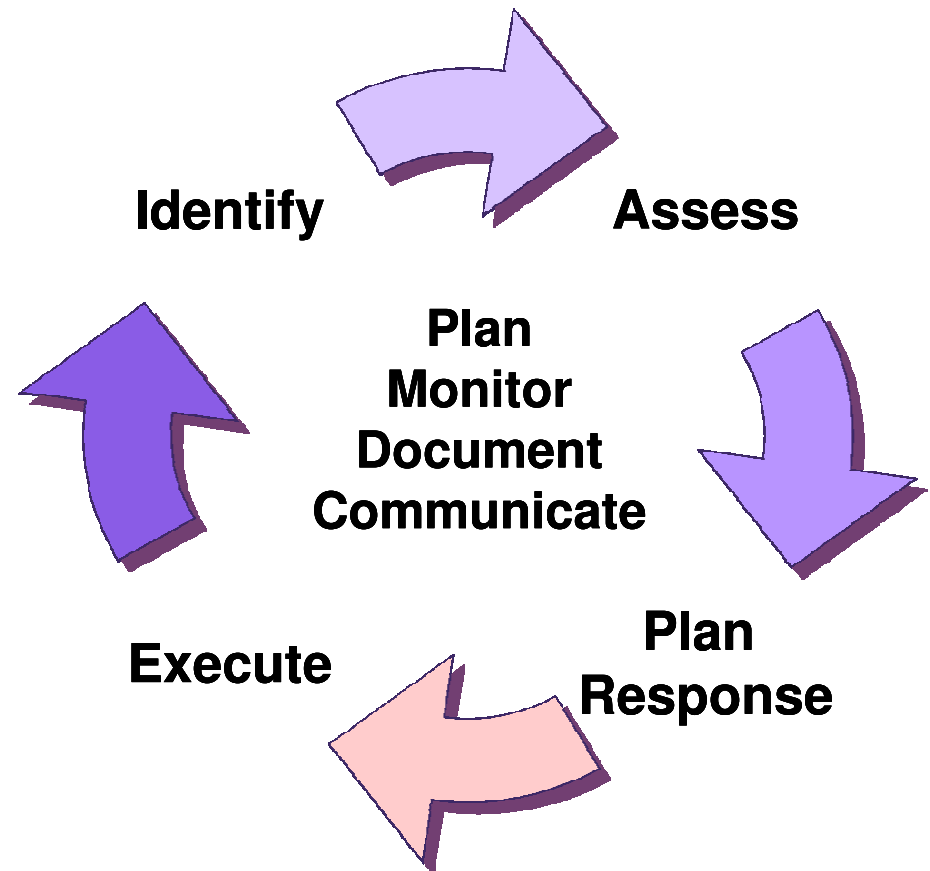
- To mitigate, avoid, transfer or assume assessed risks

► Execution

- Of response strategies, as determined in response planning

► Planning, Monitoring, Documentation and Communication

- Foundations of the RMP, essential to all phases
- Part of continuous process improvement for the RMP



Tappan 'Zen' Bridge: Zen of Risk Management

- ◆ Designed for the uncertain future
 - Express Bus Service
 - Extra wide shoulder (for emergency vehicles)
 - Capacity for future rail service
 - 8 Lanes
 - Built to last for over 1 century
 - Designed for no major repairs
- ◆ Environmental Coexistence
- ◆ Supporting the local economy (workers and businesses)

Conclusion

- ◆ We **CAN** meet schedule, budget and scope requirements while supporting stakeholders
- ◆ Plan for the future
- ◆ Stakeholder Management is an **essential** part of risk management and project success!
- ◆ Incorporate risk management **into the design** (plans) not after
- ◆ Create **inspiration** for your project

Tappan 'Zen' Bridge: The New NY Bridge

Consider Coexistence...



Tappan 'Zen' Bridge: Case Study of the New NY Bridge Project

References:

- ◆ “New NY Bridge – Conceptual Rendering”, Retrieved from <https://www.youtube.com/watch?v=RvKM4bYg6DU>
- ◆ “New NY Bridge – Time Lapse, 2013 to 2014”, Retrieved from <https://www.youtube.com/watch?v=MSDubmkoAeA>
- ◆ “The New NY Bridge”, Retrieved from <http://www.newnybridge.com/>
- ◆ Urban Dictionary, “Definition of Zen”

RM Case Study: Arthur Ravenal Jr. Bridge

For discussion and resources on Risk Management and Implementing Risk Management...

Please join me on **LinkedIn** in the

Very High 5	L	M	H	H	H
High 4	L	M	M	H	H
Medium 3	L	M	M	M	H
Low 2	L	L	L	M	H
Very Low 1	L	L	L	L	H
	1	2	3	4	5
	Minimal	Moderate	Significant	Extensive	Severe

Risk Management Implementation Group

<http://www.linkedin.com/groups?mostPopular=&gid=3442533>

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Additional Information

PMI-RMP® Certification

PMI-RMP® Certification

PMI Risk Management Professional (PMI-RMP)®

- ◆ “PMI’s Risk Management Professional (PMI-RMP)® credential is a response to project management’s increasing growth, complexity and diversity. Globally recognized and demanded, the PMI-RMP® fills the need for a specialist role in project risk management.”
- ◆ “It recognizes your unique expertise and competency in assessing and identifying project risks, mitigating threats and capitalizing on opportunities, while still possessing a baseline knowledge and practical application in all areas of project management.”

Reference: PMI, “*PMI Risk Management Professional (PMI-RMP)*” Retrieved from:
<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>

PMI-RMP® Certification

Who should apply:

- ◆ Risk management specialists and Project Risk Managers
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- ◆ To highlight your specialized expertise to employers

PMI-RMP Requirements:

- ◆ A 4 year degree (bachelor's or the global equivalent), with at least 3,000 hours of project RM experience and 30 hours of project RM education.

OR

- ◆ A secondary diploma (high school or the global equivalent) with at least 4,500 hours of project RM experience and 40 hours of project RM education.

Reference: PMI, "PMI Risk Management Professional (PMI-RMP)" Retrieved from:
<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>

PMI-RMP® Certification

How to Apply:

- ◆ Online at www.pmi.org
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 - PMI-RMP Exam Preparation

Maintain Your PMI-RMP:

- ◆ Earn 30 PDUs/ 3 year cycle in project risk management
- ◆ Learn more at: <http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>

Reference: PMI, “PMI Risk Management Professional (PMI-RMP)” Retrieved from:
<http://www.pmi.org/en/Certification/PMI-Risk-Management-Professional-PMI-RMP.aspx>