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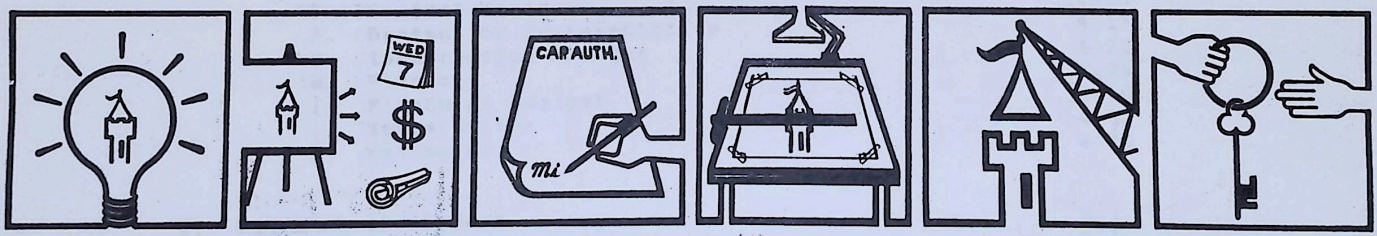
PROJECT MANAGEMENT GUIDE



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EXECUTIVE SUMMARY

The Walt Disney Productions objective is to provide the finest quality entertainment, products and services to worldwide markets, with special emphasis on families, and to bring joy and enrichment to those reached by the name "Disney."

The WED objective is to be the undisputed leader in master planning and creating quality, cost effective, and innovative new entertainment projects and products for Outdoor Entertainment. WED also continues to support and enhance the Disney foundations now in place at Disneyland, Walt Disney World and Tokyo Disneyland, and looks to create new opportunities for the company to meet changing markets.

This handbook describes the basic guidelines for WED in pursuing its major function of developing and completing additions or improvements to existing or new outdoor recreation parks, transportation systems, and resorts.

It further describes WED project relations internally, with other Walt Disney organizations and with external organizations.

Virtually all projects differ. This handbook is not an absolute set of rules, but a guide for the management of projects from which managers may deviate, provided the intent is still covered and those who interrelate concur. This handbook is an excellent checklist for use by all those with responsibilities on the project team.

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CHAPTER I. INTRODUCTION TO PROJECT MANAGEMENT

This booklet is an introduction to the philosophies and objectives of Project Management at WED. WED is a creative organization -- we design, plan, engineer and build, with certain goals in mind as to the final product's purpose, schedule, and cost. The execution of these projects -- control of costs, schedules, and final quality and appropriateness -- is "Project Management." Virtually everyone at WED has a part in project management. In this booklet, we shall describe the balance that must be maintained between line management, the project management group, and upper management at WED and at the corporate level. Further, we shall explore the interfaces that must be established between WED and sponsors, participants, vendors and end users.

In The Beginning

Prior to achieving project status, a development idea is defined and tested in what we shall call Phases 0 and I. Here the Program Developer solidifies requirements and opportunities into feasible projects. When a program is approved as a project, project management begins, slowly at first, and then building as the development and approval process progresses. This is shown graphically on Page 4-3.

The Project Management Group guides all aspects of a given project from start to finish. It does not direct the interior functions of departments relative to their functional expertise. It does guide and coordinate each department's efforts, relative to others and to the overall goals of the project. The Project Management Group creates a framework wherein conflicts can be addressed and resolved as they occur. This booklet will describe that framework -- the policies and procedures which constitute it, and the players who inhabit it.

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CHAPTER II. WED ORGANIZATION and FUNCTIONS

Since WED's mission is in large part to create major new outdoor recreation projects for Walt Disney Productions, WED can fairly be called a "project-driven" organization.

WED is organized into five major divisions:

Creative Development
Engineering
Production and Manufacturing
Project Management
Administration/Finance

Three functional divisions design and fabricate: Creative Development, Engineering, and Production and Manufacturing.

The Program Developer, working under the President of WED, crystallizes reasonable opportunities or requirements into feasible and definable courses of action. The role of the Project Management Division is to work closely with Program Development in the early consideration of program requirements and opportunities, and then, as projects are approved, to responsibly lead the development of new projects through completion. Project Management's primary goal is to attain corporate objectives for these projects in terms of quality, performance, cost and schedule.

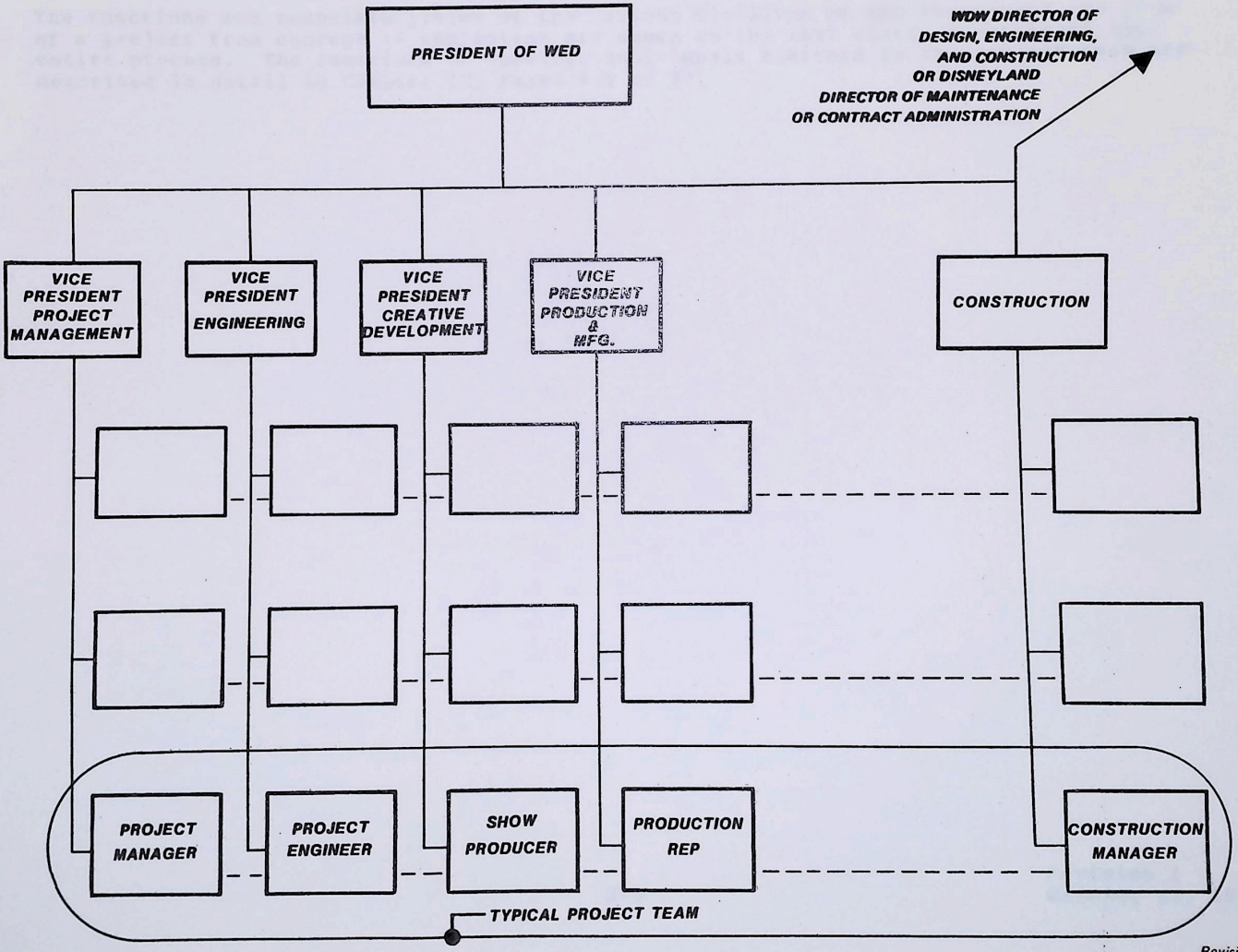
The relationship between the Project Management Division and the functional divisions is made possible by WED's matrix organization.

The Matrix Organization

In the matrix organization, personnel in each functional division report upward to their divisional managers and vice presidents (vertical hierarchy). Functional personnel assigned to a specific project also are responsible along project lines to a Project Manager (horizontal hierarchy). This is classic project management.

The following page shows the matrix organization, applied to WED and how a project team organization relates to all the divisions of WED.

WED/MAPO MATRIX ORGANIZATION



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DIVISIONAL FUNCTIONS

The functions and responsibilities of the various divisions of WED throughout the flow of a project from concept to completion are shown on the next chart, a matrix of the entire process. The functions of specific individuals assigned to the project team are described in detail in Chapter IV, Pages 4-1 to 37.

WED DIVISIONAL FUNCTIONS

	0 PROGRAM DEVELOPMENT	I CONCEPT DEVELOPMENT	II PRELIMINARY DESIGN	III WORKING DRAWINGS	IV PRODUCTION/ CONSTRUCTION	V DOCUMENTATION/ EVALUATION
OBJECTIVE	.Establish project need, goals, objectives, and planning criteria	.Develop project elements to meet program objectives .Define scope of work	.Define, refine and develop all concept elements through preliminary designs and drawings	.Perform detailed design and engineering required for production, manufacturing and construction	.Accomplish all work required to bring to project completion	.Document project "as-built" .On-going project evaluation, and periodic rehab
PROGRAM DEVELOPER (PD) / PROJECT MANAGER (PM)	.Development responsibility (PD) .Assemble preliminary business plan (PD) .Ensure Design Review (PD) .Initiate project management team (PM) .Support Program Developer (PM)	.Development responsibility (PD) .Refine business plan (PD) .Establish constuction bidding strategies (PM) .Ensure Design Review (PM) .Support Program Developer with project management team (PM)	.Transfer responsibility to Project Manager after Capital Authorization (PD) .Finalize business plan (PD) .Obtain Capital Authorization (PD) .Ensure Design Review (PM)	.Implementation responsibility (PM) .Control and monitor work authorizations (PM) .Ensure Design Review (PM) .Approve contract awards (PM)	.Implementation responsibility (PM) .Control and monitor work authorizations (PM) .Establish pre-opening punchlist (PM)	.Implementation responsibility (PM) .Establish completion task list (PM) .Obtain letters of acceptance (PM) .Close-out job (PM)
CREATIVE DIVISION ACTIVITIES	.Initial design concept .Concept outline .Participant input when applicable .Participate in Design Review	.Overall treatment .Site plan .Schematic designs .Storyboards, renderings, sketches, drawings .Rough study model .Show/ride/facility layout .Review of show quality standards .Participant review .Participate in Design Review	.Preliminary designs .Preliminary base sheets - show/ride/ facility .Completed model .Special effects mock-ups .Preliminary scripts .Continued show quality standards assessment .Participant review/ final agreement .Participate in Design Review	.Detailed design and working drawings .Styling of physical design elements .Continued Show Quality Standards assessment .Participant buy-off (if applicable) .Participate in Design Reviews	.Software development .Film production .Art-direction .Aesthetic buy-off .Final show quality standards .Punch-list	.Contract close-outs .Creative Division documentation .On-going show monitoring .Assemble show quality standards
ENGINEERING DIVISION ACTIVITIES	.Consultation as required .Site analysis (as requested) .Participate in Design Review	.Area development and utility systems selection .Facility systems selection .Show and ride systems selection .Initial systems specifications .Identify technical consultants .Participate in Design Review	.Preliminary drawings or designs .Initial technical specifications for all disciplines .Design review by Project Engineer/ Systems Engineer at completion	.Detailed working and production drawings together with final technical specifications for all disciplines .Design reviews by Project Engineer/ Systems Engineer at 30%, 60%, 90% and 100% of completion (Also prior to first article)	.Shop and field assistance: Clarifications Quality Control .Test and adjust .Systems buy-off	.Engineering Division documentation .Post-mortem evaluation and documentation .Contract close-outs

		.Review of show quality standards .Participant review .Participate in Design Review	.Preliminary scripts .Continued show quality standards assessment .Participant review/ final agreement .Participate in Design Review	assessment .Participant buy-off (if applicable) .Participate in Design Reviews	standards .Punch-list	.On-going show monitoring .Assemble show quality standards
ENGINEERING DIVISION ACTIVITIES	.Consultation as required .Site analysis (as required) .Participate in Design Review	.Area development and utility systems selection .Facility systems selection .Show and ride systems selection .Initial systems specifications .Identify technical consultants .Participate in Design Review	.Preliminary drawings or designs .Initial technical specifications for all disciplines .Design review by project Realtime/ systems Engineer at completion	.Detailed working and production drawings together with final technical specifications for all disciplines .Design review by project Realtime/ systems Engineer at 100% of completion (Also prior to first article)	.Shop and field assistance/ Clarifications .Quality Control .Test and System buy-off	.Engineering Division documentation .Design Team documentation .Contract close-outs
PRODUCTION DIVISION ACTIVITIES	.Support and input to initial design concept .Identify potential production unknowns .General planning input .Participate in Design Review	.Mock-ups, prototypes, R & D support .Materials evaluation .Participates in Design Review	.Preliminary production requirements .Production strategy .Figure specification list/maquettes .AV tracks and zoning .Participate in Design Review	.Initiate bidding of show/ride elements .Production strategies finalized .Vendors selected .Long lead materials ordered .Limited production begins .Participate in Design Reviews	.Final production - all disciplines, all show elements .Show programming .Technical assistance/field installation .Test and adjust .Punch list	.Deliver spares .Tooling disposition .Production Div documentation .Contract close-outs
PROJECT OUTPUT	.Preliminary business plan - Business and marketing strategy - Operational input - Finance input - Marketing input - Participant Development input - Entertainment input - Planning criteria	.Refined business plan .Final program plan .Conceptual estimate (range) .Preliminary proforma .Preliminary timeline .Preliminary scope of work	.Final business plan .Design estimate .Project schedule .Final show, ride and facility scopes .Final proforma .Preliminary drawings	.Working drawings and/or specifications .Bid and construct estimate .Bid packages by various vendors	.Completion of production, manufacturing, construction, and installation	.Contract close-outs .Project documentation
EXECUTIVE ACTION REQUIRED	.Approval of preliminary business plan .Concept approval to meet corporate plan/ objective .Approval of preliminary business and marketing strategy and program plan .Approval of Phase I plan and budget	.Approval of Phase 2 plan/budget .Sponsor letter of intent (if applicable) .Multi-function design review begins .Approval of refined business plan	.Sponsor agreement (if applicable) .Multi-function design review continues .Creative Development Design approval .Steering Committee preliminary approval .Corporate capital funding approval	.Bid awards .Multi-function design review/ approval .Resolve exceptions to bid and construct estimate	.Buy-offs .Field inspection	.On-going operational and management evaluation and acceptance .Documentation of show quality standards

CHAPTER III. WORK FLOW

This chapter details the sequence of activities in a typical project's life cycle. The cycle is divided into six distinct phases. They are:

Phase 0 -- Program Development

Phase 1 -- Conceptual Development

Phase 2 -- Preliminary Design

Phase 3 -- Working Documents

Phase 4 -- Production/Construction

Phase 5 -- Acceptance/Documentation/Evaluation

The next few pages provide a macro or an overall view of the work flow, responsibilities, and results. They are followed by sections on design review and scope concurrence checkpoints which occur throughout the work flow.

PHASE 0 -- PROGRAM DEVELOPMENT

START: An idea, need or opportunity

STOP: Management approval of preliminary business plan

OUTPUT:

1. Preliminary Business Plan -- Program Developer with Project Management Team
   - A. Demand Analysis
   - B. Investment Range
   - C. Advocacy/Justification
   - D. Relation to Corporate Strategic Plans
   - E. Participant Strategy
   - F. Site Analysis
   - G. Theme
   - H. Venture Guidance Estimate
   - I. Design Program (Sq. Ft., Show/Ride Type, Extent of Character etc.)
   - J. Operational Input
   - K. Phase Schedule & Opening Day
   - L. Detailed Phase I Plan
   - M. Alternatives to Development

EXECUTIVE ACTION:

1. WED
   - A. Approval of preliminary business plan
   - B. Corporate communications

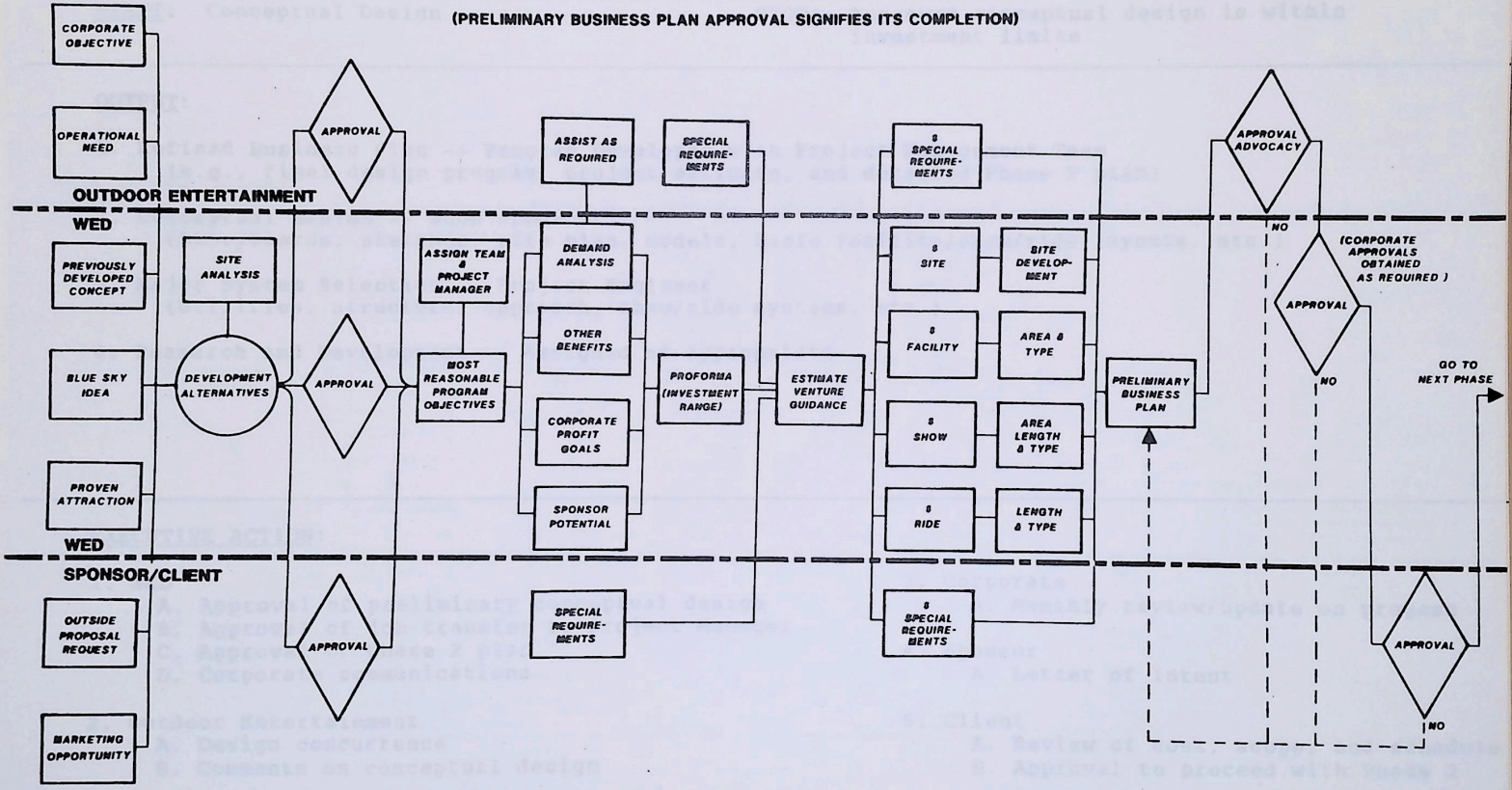
2. Outdoor Entertainment
   - A. Advocacy

3. Corporate
   - A. Monthly review/update on progress

4. Client
   - A. Soliciting of proposal
   - B. Approval to proceed with Phase 1

PHASE 0 - PROGRAM DEVELOPMENT FLOWCHART

(PRELIMINARY BUSINESS PLAN APPROVAL SIGNIFIES ITS COMPLETION)



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PLANNER | CONSTRUC MANAGI | TEAMS | PROJECT ENGINEER | SHOW PRODUCER | PROJECT MANAGER | PROGRAM DEVELOPER | TEAM CONCEPTS

PHASE 1 -- CONCEPTUAL DEVELOPMENT

START: Conceptual Design

STOP: Approved conceptual design is within investment limits

OUTPUT:

1. Refined Business Plan -- Program Developer with Project Management Team
   (e.g., final design program, project estimate, and detailed Phase 2 plan)

2. Conceptual Design -- Show Producer
   (Storyboards, sketches, site plan, models, basic facility/show/ride layouts, etc.)

3. Major System Selection -- Project Engineer
   (Utilities, structural approach, show/ride systems, etc.)

4. Research and Development -- Assigned as appropriate

EXECUTIVE ACTION:

1. WED
   A. Approval of preliminary conceptual design
   B. Approval of job transfer to Project Manager
   C. Approval of Phase 2 plan
   D. Corporate communications

2. Outdoor Entertainment
   A. Design concurrence
   B. Comments on conceptual design

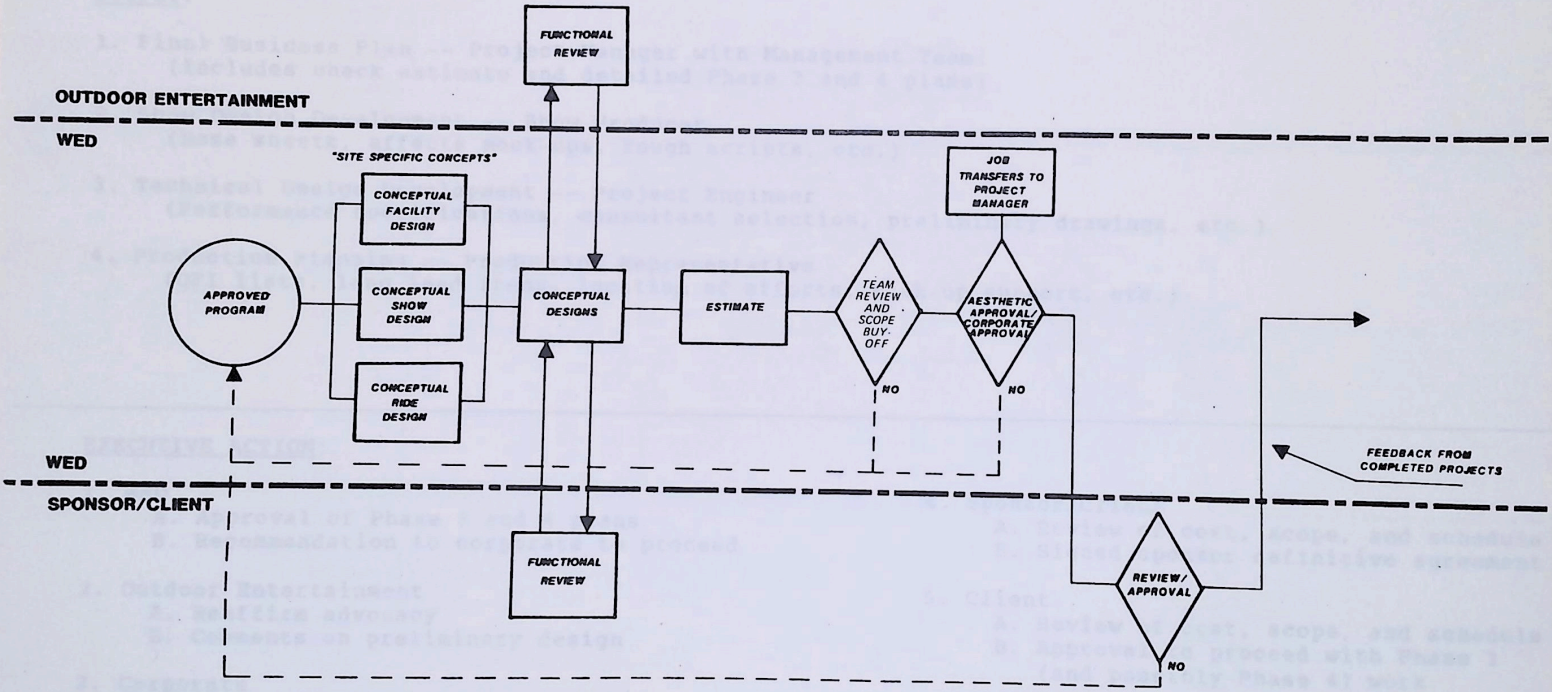
3. Corporate
   A. Monthly review/update on progess

4. Sponsor
   A. Letter of Intent

5. Client
   A. Review of cost, scope, and schedule
   B. Approval to proceed with Phase 2

PHASE 1 - CONCEPTUAL DEVELOPMENT FLOWCHART

(CONCEPT APPROVAL SIGNIFIES ITS COMPLETION)



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PHASE 2 -- PRELIMINARY DESIGN

START: Design Development

STOP: Capital Authorization

OUTPUT:

1. Final Business Plan -- Project Manager with Management Team
   (Includes check estimate and detailed Phase 3 and 4 plans)

2. Show Design Development -- Show Producer
   (Base sheets, effects mock-ups, rough scripts, etc.)

3. Technical Design Development -- Project Engineer
   (Performance specifications, consultant selection, preliminary drawings, etc.)

4. Production Planning -- Production Representative
   (OFI lists, long lead items, location of efforts, mock-up support, etc.)

EXECUTIVE ACTION:

1. WED
   A. Approval of Phase 3 and 4 plans
   B. Recommendation to corporate to proceed

2. Outdoor Entertainment
   A. Reaffirm advocacy
   B. Comments on preliminary design

3. Corporate
   A. Approval of Capital Authorization

4. Sponsor/Client
   A. Review of cost, scope, and schedule
   B. Signed sponsor definitive agreement

5. Client
   A. Review of cost, scope, and schedule
   B. Approval to proceed with Phase 3 (and possibly Phase 4) work

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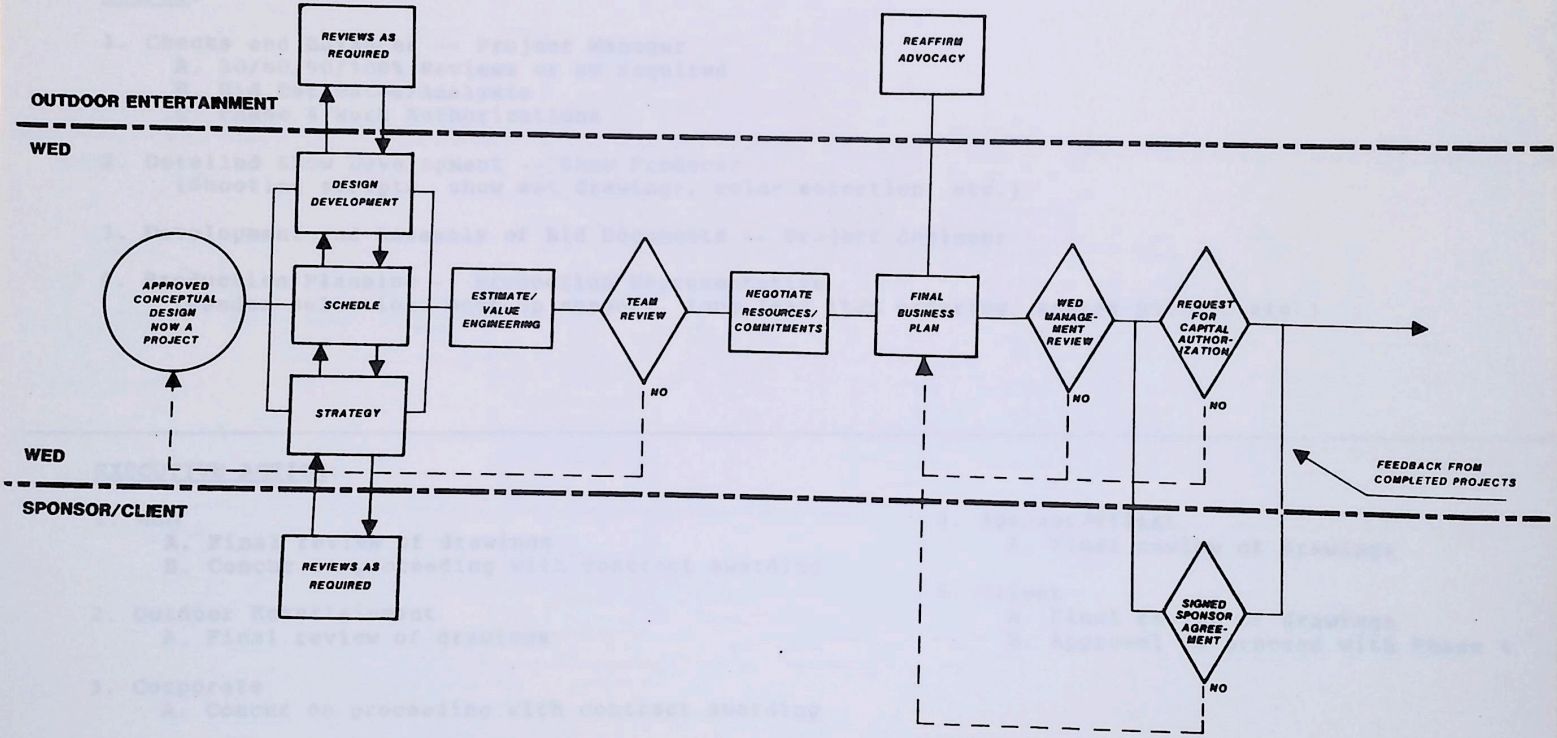
PHASE 2 - PRELIMINARY DESIGN FLOWCHART

(CAPITAL AUTHORIZATION SIGNIFIES ITS COMPLETION)



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PHASE 3 -- WORKING DOCUMENTS

START: Work Authorizations

STOP: Award Contracts

OUTPUT:

1. Checks and Balances -- Project Manager
   A. 30/60/90/100% Reviews or as required
   B. Bid Estimates/Analysis
   C. Phase 4 Work Authorizations

2. Detailed Show Development -- Show Producer
   (Shooting scripts, show set drawings, color selection, etc.)

3. Development and Assembly of Bid Documents -- Project Engineer

4. Production Planning -- Production Representative
   (Vendor selection, mock-up support, long lead item ordering, spares policy, etc.)

EXECUTIVE ACTION:

1. WED
   A. Final review of drawings
   B. Concur on proceeding with contract awarding

2. Outdoor Entertainment
   A. Final review of drawings

3. Corporate
   A. Concur on proceeding with contract awarding

4. Sponsor/Client
   A. Final review of drawings

5. Client
   A. Final review of drawings
   B. Approval to proceed with Phase 4

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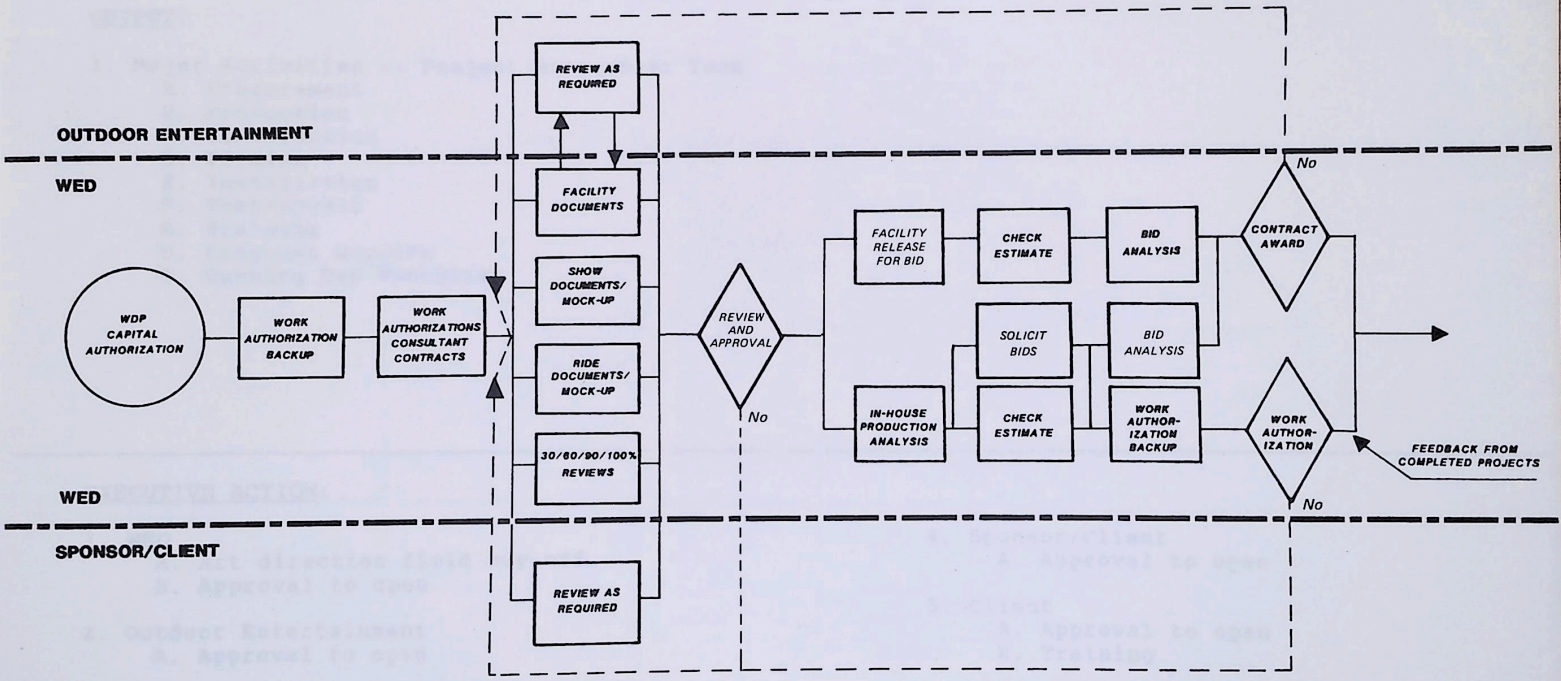
PHASE 3 - WORKING DOCUMENTS FLOWCHART

(LETTING CONTRACTS SIGNIFIES ITS COMPLETION)



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PHASE 4 -- PRODUCTION/CONSTRUCTION

START: Contractor Award

STOP: Opening Day

OUTPUT:

1. Major Activities -- Project Management Team
   - A. Procurement
   - B. Production
   - C. Construction
   - D. Filming
   - E. Installation
   - F. Test/Adjust
   - G. Training
   - H. Progress Reports
   - I. Opening Day Punchlist

EXECUTIVE ACTION:

1. WED
   - A. Art direction field buy-off
   - B. Approval to open

2. Outdoor Entertainment
   - A. Approval to open

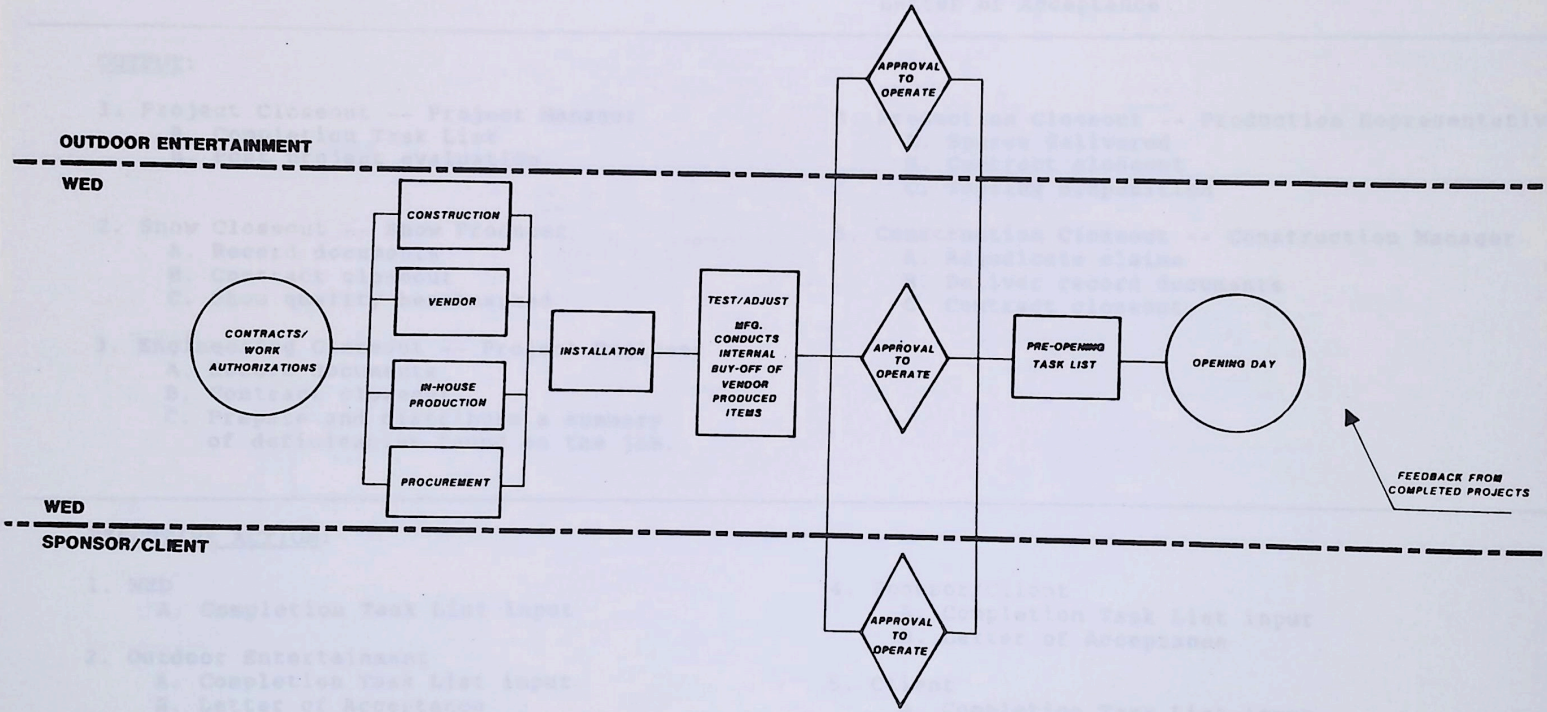
3. Corporate
   - A. None

4. Sponsor/Client
   - A. Approval to open

5. Client
   - A. Approval to open
   - B. Training

PHASE 4 - PRODUCTION/CONSTRUCTION FLOWCHART

(OPENING DAY SIGNIFIES ITS COMPLETION)



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PHASE 5 -- ACCEPTANCE/DOCUMENTATION/EVALUATION

START: Completion Task List

STOP: Completion of specific tasks cited in Letter of Acceptance

OUTPUT:

1. Project Closeout -- Project Manager
   A. Completion Task List
   B. Post project evaluation

2. Show Closeout -- Show Producer
   A. Record documents
   B. Contract closeout
   C. Show quality benchmarked

3. Engineering Closeout -- Project Engineer
   A. Record documents
   B. Contract closeout
   C. Prepare and distribute a summary of deficiencies found on the job.

4. Production Closeout -- Production Representative
   A. Spares delivered
   B. Contract closeout
   C. Tooling disposition

5. Construction Closeout -- Construction Manager
   A. Adjudicate claims
   B. Deliver record documents
   C. Contract closeout

EXECUTIVE ACTION:

1. WED
   A. Completion Task List input

2. Outdoor Entertainment
   A. Completion Task List input
   B. Letter of Acceptance

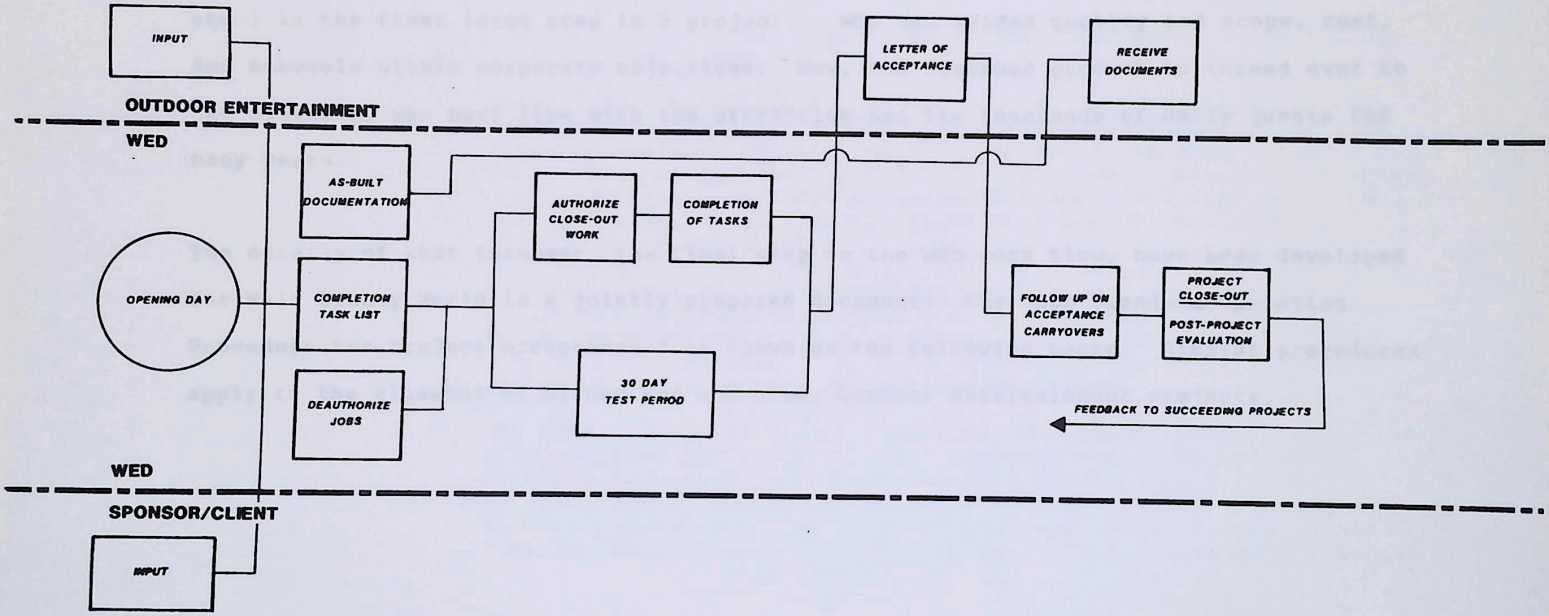
3. Corporate
   A. None

4. Sponsor/Client
   A. Completion Task List input
   B. Letter of Acceptance

5. Client
   A. Completion Task List input
   B. Letter of Acceptance
   C. Contract closeout

PHASE 5 - ACCEPTANCE/DOCUMENTATION/EVALUATION FLOWCHART

(PROJECT CLOSE-OUT SIGNIFIES ITS COMPLETION)



The End of a Project

Project acceptance by the user, usually one of the parks (Walt Disney World, Disneyland, etc.) is the final large step in a project. WED has guided quality and scope, cost, and schedule within corporate objectives. Now, the finished product is turned over to the operator, who must live with the attraction and its thousands of daily guests for many years.

The details of that turnover, the final step in the WED work flow, have been developed for Walt Disney World in a jointly prepared document: the "WDW Standard Operating Procedure for Project Acceptance," as shown on the following pages. Similar procedures apply to the closeout of Disneyland and other Outdoor Entertainment projects.

POLICY: WED will transfer responsibility for a project to WALT DISNEY WORLD as soon as practical after the attraction or facility is put into operation. Specific elements of the project that do not meet performance or operational criteria at that time and as agreed with WALT DISNEY WORLD, will remain the full responsibility of WED until they meet criteria or, when appropriate, until criteria are modified by mutual agreement.

PROCEDURES:

I. Opening Day Cutoff of All Expenditures Except for Specific Authorized Completion Tasks in Process

A. Authorized opening day scope work will be so delineated and will continue to be charged against their opening day cost centers in order to preserve the continuity of "prior to opening" charges for monitoring, audit, and capitalization purposes. These would entail open commitments (contracts, purchase orders, etc. and work tasks assigned prior to opening and limited to one of the following situations on opening day:

a. Authorized work completed but not paid.
b. Authorized work in process and not complete.
c. Work authorized but not started.

II. Demonstration of Acceptable Performance by Element

A. The acceptable performance should be 30 consecutive days of uninterrupted operation of major components with an overall Pavilion operational readiness of 98.5 percent, or a mutually-agreed lesser performance when appropriate. Should an element fail to meet the above performance criteria, the 30 day time period will start over at day one. This 30 day period begins

SOURCE: WDW STANDARD OPERATING PROCEDURES

immediately after completion of all punch list work and implementation of all engineering modifications. Each of the following elements should be required to pass a performance test before acceptance occurs.

a. All related utility systems
b. HVAC systems
c. Fire systems
d. Electrical systems
e. Security systems
f. Lightning protection systems
g. House lighting system
h. Show lighting system
i. Ride mechanical track, drive units and vehicle
j. Show electrical
k. Projectors - motion pictures
l. Projectors - special effects
m. All special effect units
n. Audio systems
o. Video systems
p. Show action equipment
q. Animation all units
r. Ride control systems
s. Show control systems
t. Landscape irrigation systems
u. All systems documentation and maintenance manuals
v. All spare parts required by opening day scope

SOURCE: WDW STANDARD OPERATING PROCEDURES

III. Mutual Agreement of Specific Completion/Warranty Items and Specific Item Responsibility

A. The WED Project Manager will:

a. Establish an opening day punch list identifying work which needs to be completed and for which no funds are authorized. Representatives from the following groups should aid in the establishment of this punch list:
   - Operations
   - Maintenance
   - Engineering
   - Art Direction

b. Establish a separate Project Cost Center for the completion task list items identified by the group shown in III.a., and not in the opening day scope items discussed in Paragraph I above. Issue authorization to appropriate departments.

c. Establish a time period (30 days) during which revisions to the unfunded punch list may be made by the team in III.a. above.

d. Establish the final completion task list at the end of the time period identified in III.c. Only work identified on Post-Opening punch lists should be charged to the Project Cost Center (except warranty work).

e. At the acceptance of an attraction or facility or elements thereof, as discussed in Paragraph II. above, transfer the related manufacturer's warranties to Walt Disney World Co.

f. Conduct a specific training program for the appropriate WALT DISNEY WORLD Maintenance personnel on all project systems.

SOURCE: WDW STANDARD OPERATING PROCEDURES

IV. Transfer Management Responsibility from WED Project Management to the Operating Organization with the Exception of the Specific Authorized Completion Tasks and Unaccepted Elements Defined Above.

A. A draft letter of acceptance of the Pavilion by Project Management for WALT DISNEY WORLD Vice President of Theme Parks or Resorts, listing the excluded elements which WED will continue to manage.

V. WED Project Management, When All Elements are Accepted, Will Close Project Accounts.

SOURCE: WDW STANDARD OPERATING PROCEDURES

CHECKPOINT - DESIGN REVIEWS

Throughout the first four phases of a project, design reviews must be held and approvals obtained. At these meetings, information is received and implementation confirmed. Certain reviews are mandatory, as they provide the formal approval to proceed to the next phase.

The Program Developer conducts all substantive reviews up to the point of Conceptual Design Approval, while the Project Manager conducts those that follow. Both individuals are expected to see that specific discipline reviews are held during the design development that occurs under their term of assignment. The input from Show Quality Standards, Operations and Maintenance, Show Design, Project Engineering, Planning, Estimating, Finance Construction, and other appropriate interests are received at these sessions. Note that Project Engineering speaks for Show & Ride Engineering, and Facility Engineering.

OBJECTIVES

The three primary reasons for design reviews are as follows.

1. Obtain input and concurrence on the direction of the design so that the process may efficiently go to completion.

2. Communicate (to those who have parallel or related tasks) the direction the design is proceeding to ensure coordination and to identify and act upon release of work to construction, production, and procurement.

3. Obtain final approval.

RESPONSIBILITIES

The division of responsibilities for design reviews is as follows.

Program Developer
- Ensures the proper combination of creative concepts, marketing needs, operational requirements and financial necessities in the early formulation (Phases 0 & 1) of a program.
- Initiates with the Project Manager and team review meetings during these early development phases.

Project Manager
- Prepares with the project team a specific schedule of project design reviews. This schedule is distributed early in the project cycle.
- Ensures design reviews occur and with all appropriate parties represented.
- Works with the Project Management Team to ensure that cost and schedule objectives are achieved.

Project Engineer
- Makes facility and technical design reviews happen (sets agenda, disseminates documents, ensures follow up).
- Documents results of reviews and ensures follow-up.
- Packages all design and engineering releases.

Show Producer
- Makes show design reviews happen (sets agenda, disseminates review documents, ensures follow-up).
- Documents results of reviews and ensures follow-up.
- Forwards approved designs to project engineer for packaging and release.

Production Representative
- Makes reviews of first article and experimental devices happen.
- Documents and distributes results.

Construction Manager
- Makes reviews of sample construction and other submittals happen.
- Documents and distributes results.

Operational Representative
- Reviews operational philosophy, standards and requirements.
- Documents and distributes results.

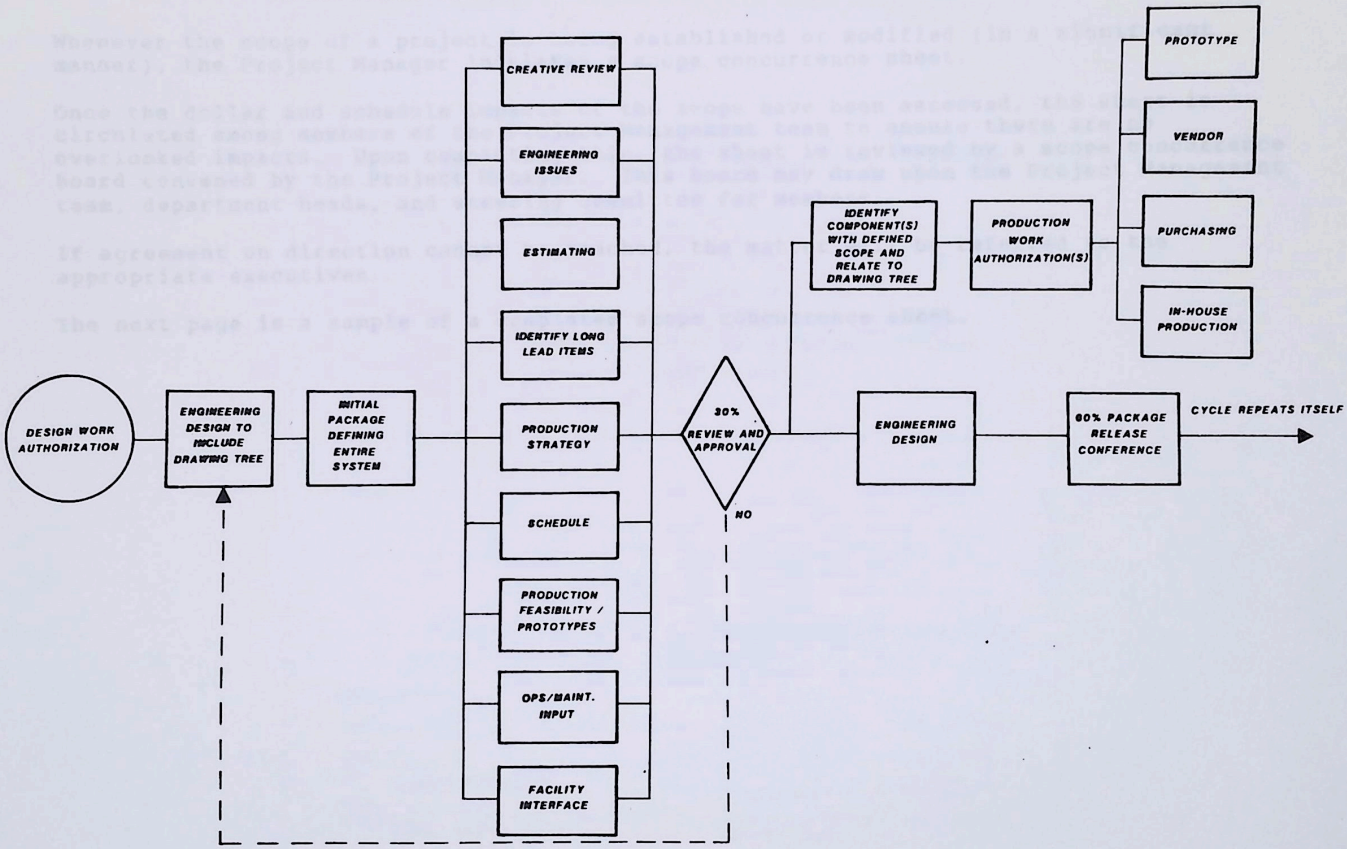
SCHEDULE

Design reviews should occur as follows.

- At the completion of the conceptual (Phase 0 & 1) and preliminary (Phase 2) phases.
- At the 30/60/90 percent milestones of the working drawing (Phase 3) phase for each of the following:
  - Facility
  - Show Sets
  - Ride
  - Show Systems
- Prior to all scheduled major package releases (used frequently on fast track projects).
- As deemed necessary to keep the project moving toward pre-determined objectives.

The detailed process for a typical review is shown on the next page. After each review, the Program Developer or the Project Manager ensures that approvals are precise and documented.

ENGINEERING/MANUFACTURING DESIGN REVIEW PROCESS



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CHECKPOINT - SCOPE CONCURRENCE

Whenever the scope of a project is being established or modified (in a significant manner), the Project Manager initiates a scope concurrence sheet.

Once the dollar and schedule impacts of the scope have been assessed, the sheet is circulated among members of the Project Management team to ensure there are no overlooked impacts. Upon completing this, the sheet is reviewed by a scope concurrence board convened by the Project Manager. This board may draw upon the Project Management team, department heads, and steering committee for members.

If agreement on direction cannot be reached, the matter will be referred to the appropriate executives.

The next page is a sample of a completed scope concurrence sheet.

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SCOPE CONCURRENCE

Number #3

PROJECT: LIECHTENSTEIN PAVILION

Responsible Person: John Smith Extension: 8801 Date: 3/21/88

SCOPE:

(☒ Check here if Scope Change. Identify Requester: Sam Jones)

SCENE 12 – ADD 5 10x10 PROJECTORS TO THIS SCENE. ASSOCIATED MOCKUP AND ENGINEERING DOCUMENT REVISIONS ARE INCLUDED HERE.

EXCLUSIONS:

NONE – ALL IMPACTS ARE INCLUDED.

ESTIMATE IMPACT:

This Scope: $72,500

Source of Funds: $23,000 FROM CONTINGENCY & $49,500 FROM TRADEOFFS.

EXHIBITS:

A. DETAILED ESTIMATE OF IMPACTS (INCLUDES SCHEDULE).
B. MEMO DETAILING TRADEOFFS.

CONCURRENCE:

User	N/A	Date:	Eng.	Mike Hayes (Proj Engineer)	Date: 3/22/88
Creative Dev.	Sam Jones (Show Producer)	Date: 3/22/88	Prod.	Tom Bench (Prod. Mgr.)	Date: 3/22/88
Project Mgmt.	J.L. Smith (Proj. Mgr.)	Date: 3/22/88	Est.	Adam Smith (Estimator)	Date: 3/22/88
			Fin.	Bill Wiring (Finance Rep.)	Date: 3/22/88

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CHAPTER IV. PROGRAM DEVELOPMENT AND THE PROJECT MANAGEMENT TEAM

This chapter reviews the team concept and the responsibilities of specific members of a typical WED Project Management Team:

- Team configurations, leadership responsibilities:
  - A. The Team Concept
  - B. Program Developer
  - C. Project Manager
- Functional Division Representatives:
  - D. Show Producer
  - E. Project Engineer
  - F. Production Representative
  - G. Construction Manager
- Staff Positions:
  - H. Planner
  - I. Financial Analyst
  - J. Scope Writer
  - K. Estimator

It should be noted that every project team might not include the complete roster of players shown above. Further, a particular team position might not be assigned as early as the charts on the following pages indicate. In such a case, the new team member picks up the responsibilities indicated at the phase the project is in when he/she is assigned.

A. Team Concept

Introduction: WED practices the team concept of project management. Before any project begins, however, a program is put together. This is the responsibility of a "Program Developer" who researches, coordinates, produces and obtains approval of a specific program that can become a project. Once this is achieved, the project becomes the responsibility of a project management team, led by a Project Manager.

This team converts a program into an operating entity by managing the many assets of WED, other WDP agencies, and outside vendors and consultants. The term "project team" is used at WED in a broad sense, to refer to anyone who participates on a project. The specific term "project management team", on the other hand, defines the limited group of assigned functional division representatives and administrative staff (e.g., Show Producer, Production Representative, Planner, Financial Analyst, etc.). The following pages are concerned with the activities of this group.

Purpose: The project management team is the primary decision body for internal interfaces, utilizing the collective expertise of many individuals to produce the best project decisions.

The individual members are further responsible for maintaining communications (information, status, priorities) between the project and those bringing resources to it.

The project management team provides single point accountability for methods used and progress made toward company goals relative to a specific project.

Organization: While the program is being coalesced or firmed, the Program Developer has close contact with a designated Project Manager who provides input on the design and build process influences on that program, important input that is used in conjunction with operational needs, marketing influences, financial realities, corporate emphasis, and show possibilities. The Program Developer jells all of this into a reasonable definable program and obtains approval for what then becomes a project. The Project Manager would then lead the project through its completion.

These leadership roles, and the roles of key project management team members, are discussed in more detail on the following pages.

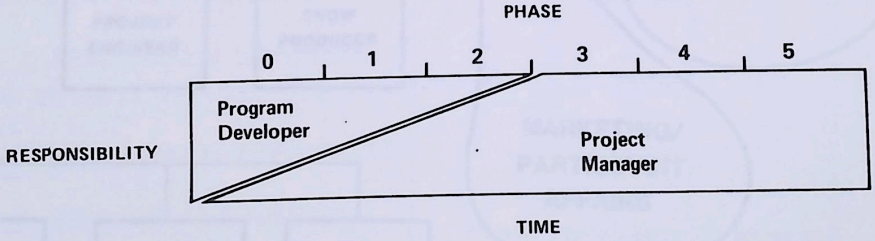
B. Program Developer

The Program Developer combines the creative concepts, marketing needs, operational requirements and financial realities of the corporation into a specific program for enhancement of Walt Disney Productions assets.

This individual is responsible for identifying scope and performance, corporate cost and schedule as they relate to a viable concept. This information is formalized into a program which is used to drive the conceptual design. The program developer also provides the checks and balances necessary to ensure that the approved conceptual design is within the program limits.

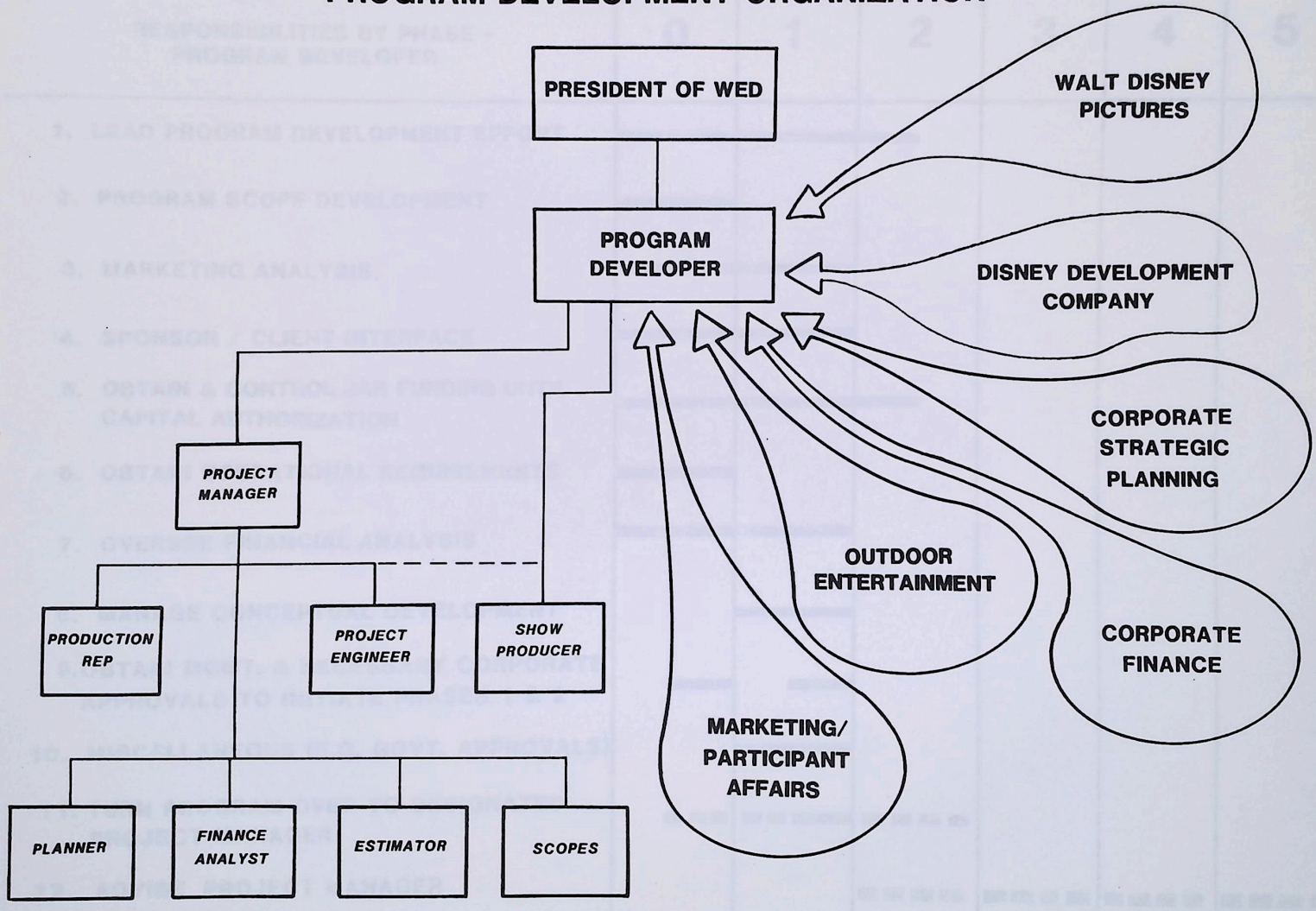
He/she reports to the President of WED or responsible executive and works with a small group drawn from within WED. Coordination efforts involve information coming from other Walt Disney divisions such as Strategic Planning, Marketing, Finance, Outdoor Entertainment, Pictures and Development.

The Program Developer's job normally continues until management approval of the capital authorization, at which time responsibility for the job is transferred to a Project Manager. Thereafter the Program Developer is available as an advisor to the Project Manager (reference the diagram below).



PLANNER | CONSTRUCTION MANAGER | PRODUCTION REPRESENTATIVE | PROJECT ENGINEER | SHOW PRODUCER | PROJECT MANAGER | SCOPE WRITER | ED Q | FINANCIAL ANALYST

PROGRAM DEVELOPMENT ORGANIZATION



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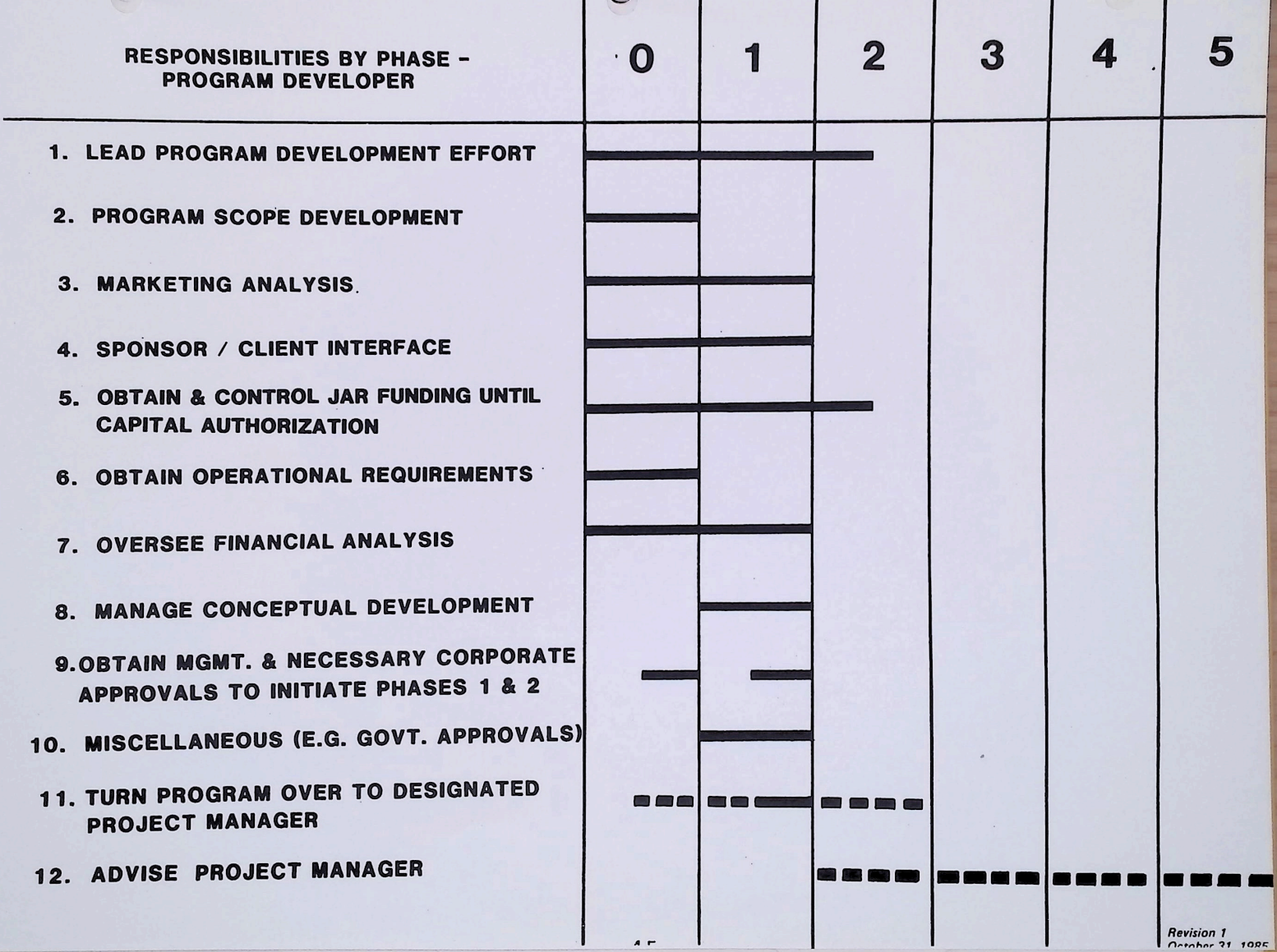
PLANNER | CONSTRUCTION MANAGER | PRODUCTION REPRESENTATIVE | PROJECT ENGINEER | SHOW PRODUCER | PROJECT MANAGER | WRITER | FINANCIAL ANALYST


RESPONSIBILITIES BY PHASE - PROGRAM DEVELOPER
0
1
2
3
4
5
1. LEAD PROGRAM DEVELOPMENT EFFORT
2. PROGRAM SCOPE DEVELOPMENT
3. MARKETING ANALYSIS
4. SPONSOR / CLIENT INTERFACE
5. OBTAIN & CONTROL JAR FUNDING UNTIL CAPITAL AUTHORIZATION
6. OBTAIN OPERATIONAL REQUIREMENTS
7. OVERSEE FINANCIAL ANALYSIS
8. MANAGE CONCEPTUAL DEVELOPMENT
9. OBTAIN MGMT. & NECESSARY CORPORATE APPROVALS TO INITIATE PHASES 1 & 2
10. MISCELLANEOUS (E.G. GOVT. APPROVALS)
11. TURN PROGRAM OVER TO DESIGNATED PROJECT MANAGER
12. ADVISE PROJECT MANAGER
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PLANNER
CONSTRUCTION MANAGER
PRODUCTION REPRESENTATIVE
PROJECT ENGINEER
SHOW PRODUCER
PROJECT MANAGER
WRITER
FINANCIAL ANALYST

C. Project Manager

Project Management leads each project from start to finish, through the WED design, production and construction processes. The Project Manager is responsible for delivery of the total project within the corporate objectives identified by the program. Involvement usually begins as early as the program development stage and continues to the end of a project. He/she works under the direction of the Vice President of Project Management.

The Project Manager's tools for achieving the program objectives are:

- Communication with executives
- The Project Management team
- The work breakdown structure
- Control of work authorization release
- Control of contingency
- Scope review board

Each of these is discussed in more detail below.

Communication with executives: Communication with executives within the company is done through regular meetings with the Vice President of Project Management, the WED Steering Committee and such other meetings as necessary. The Project Manager presents current status against goals, and elevates problems. Problems are elevated when direction from a team is beyond the scope of its authority or arbitration is required at the team level. Project teams try constantly to force decision-making to occur at the lowest appropriate level.

A formal project-by-project update is held each month, discussed with WED and corporate management, and published as a monthly report.

Communication with executives outside the company is discussed in Chapter V: External Interfaces.

The Project Management Team: This group develops, administers, and reports on division plans which fit a project master plan developed and administered by the Project Manager. The team is the decision-making body for the project. It is important the Project Manager include the entire management team in all major decisions, even though the impact is perhaps only on one division.

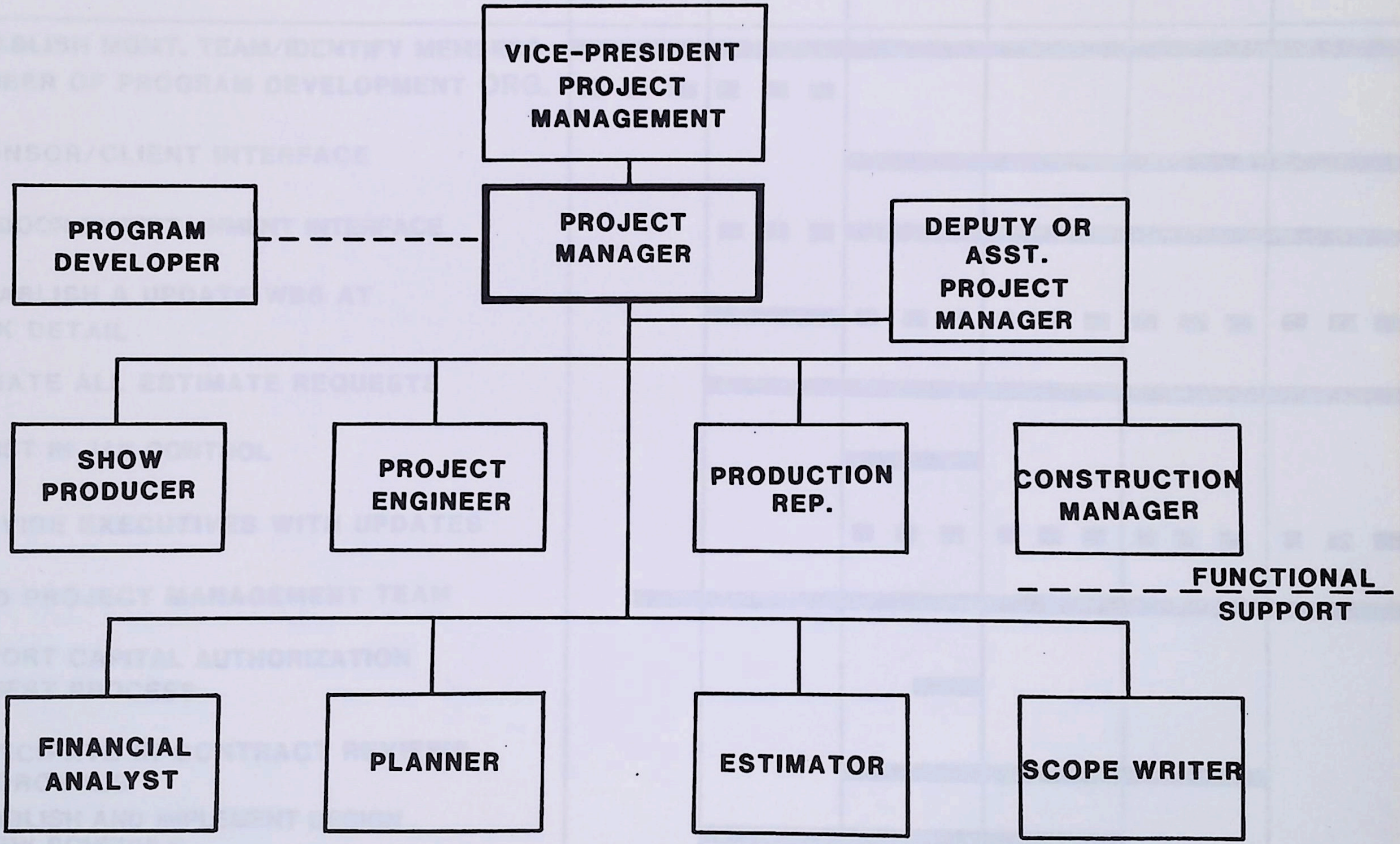
Work Breakdown Structure (WBS): This system provides--in writing, and at the outset of the project--the specific requirements to be performed by each functional manager. It is the framework for planning, budgeting, monitoring and managing the entire project.

Control of Work Authorization Release: The Project Manager's responsibility for maintaining the integrity of the project's scope, schedule, and cost demands that the individual elements of each be known and committed to prior to any authorization release. Work Authorizations are issued by the Project Manager to specific functional managers before the work is initiated, and in accord with the plan contained in the Work Breakdown Structure.

Control of Contingency: Contingency is an allowance added to a base estimate to cover unforeseen circumstances. Contingency is not intended to fund new scope. Significant allocation of contingency is only possible through executive direction. However, the Project Manager does have latitude in expanding or reducing contingency through incurred savings, allocating for minor overages, and borrowing for minor new scope. The management of contingency is the management of margin, a very effective way to control the overall project, and is a major tool to be used by the WED Project Management Team.

Scope Review Board: During the course of a project, proposals concerning new scope must be given due consideration. The Project Manager may institute a New Scope Review Board when necessary, with himself, the Show Producer, Project Engineer, Construction Representative and Production Representative as members. This board has the authority to approve minor scope changes; however, this approval depends on funds being available from tradeoffs, actual savings (not forecasted), or contingency borrowing. Adoption of any of these methods requires the Project Manager's concurrence. Items of significant cost would be elevated to executive management for decision, with the team's recommended action.

PROJECT MANAGEMENT TEAM



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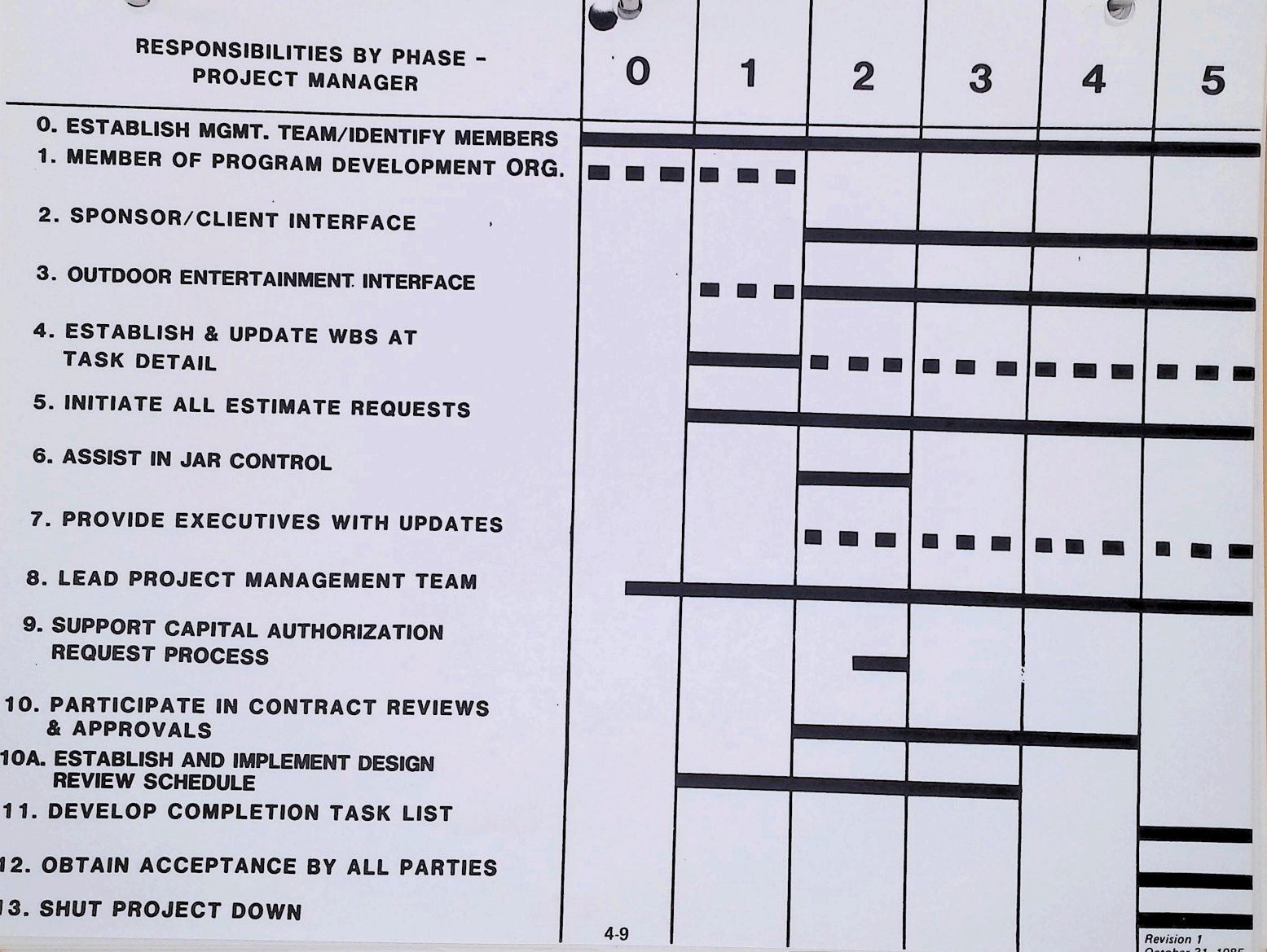
PLANNER | CONSTRUCTION MANAGER | PRODUCTION | PROJECT | SHOW | ESTIMATOR | WRITER | FINANCIAL ANALYST

RESPONSIBILITIES BY PHASE – PROJECT MANAGER



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PLANNER | CONSTRUCTION MANAGER | PRODUCTION | PROJECT | SHOW | ESTIMATOR | SCOPE WRITER | ED Q | FINANCIAL ANALYST

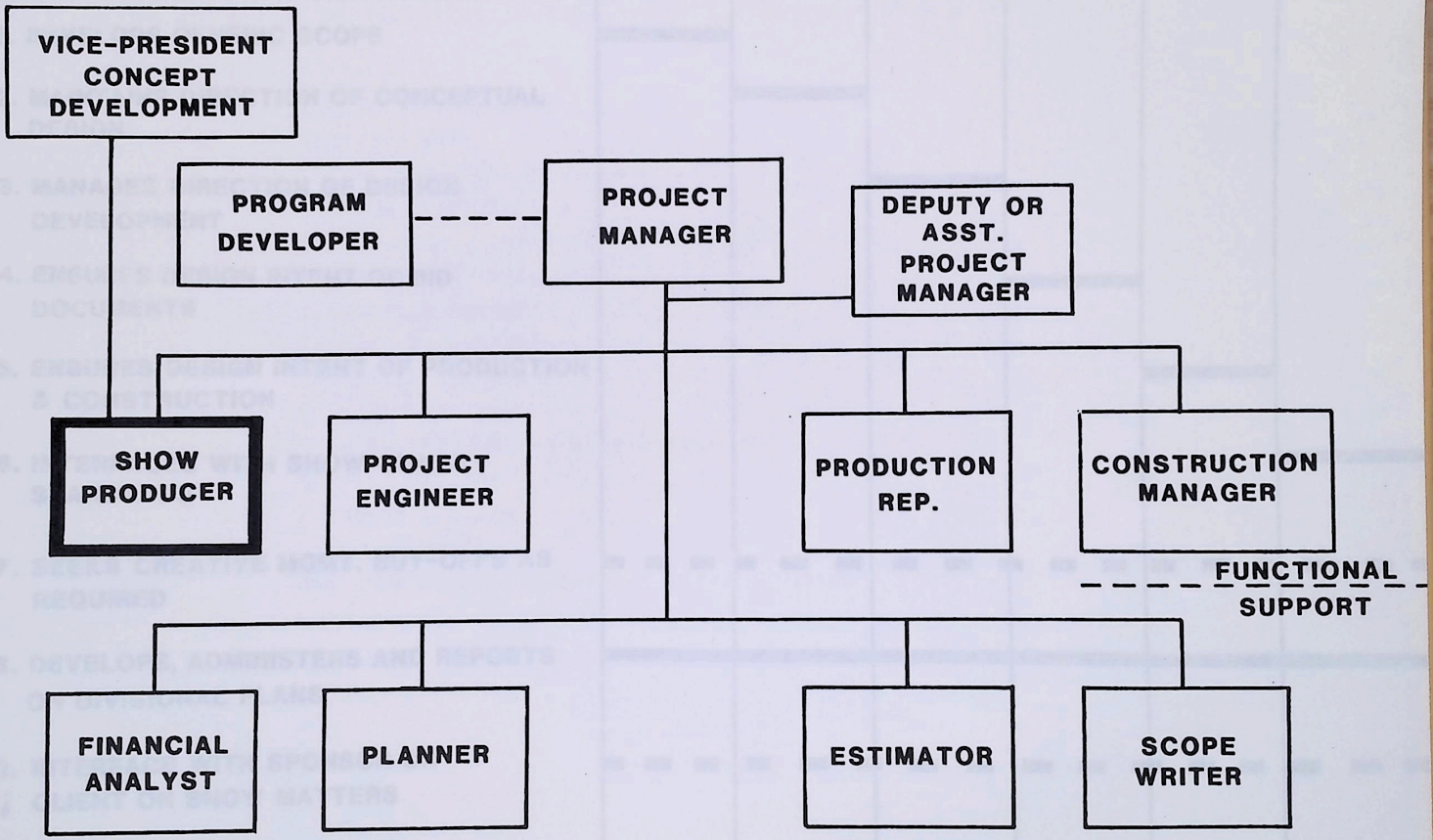
D. Show Producer

This individual is the major link between Creative Development and Project Management. He/she reports to the Vice President of Creative Development on issues related to show direction (show, ride, facility etc.) and to the Project Manager on project-related issues.

Overall responsibilities which follow a show producer throughout a project include:

- Identification and development of the show's scope within the parameters of the program.
- Planning and administration of creative development resources brought to a project.
- Communication with internal and external executives on show-related issues.
- Elevation/expediting of problems requiring direction from Creative Division executives.
- Participation in new scope review board.

PROJECT MANAGEMENT TEAM



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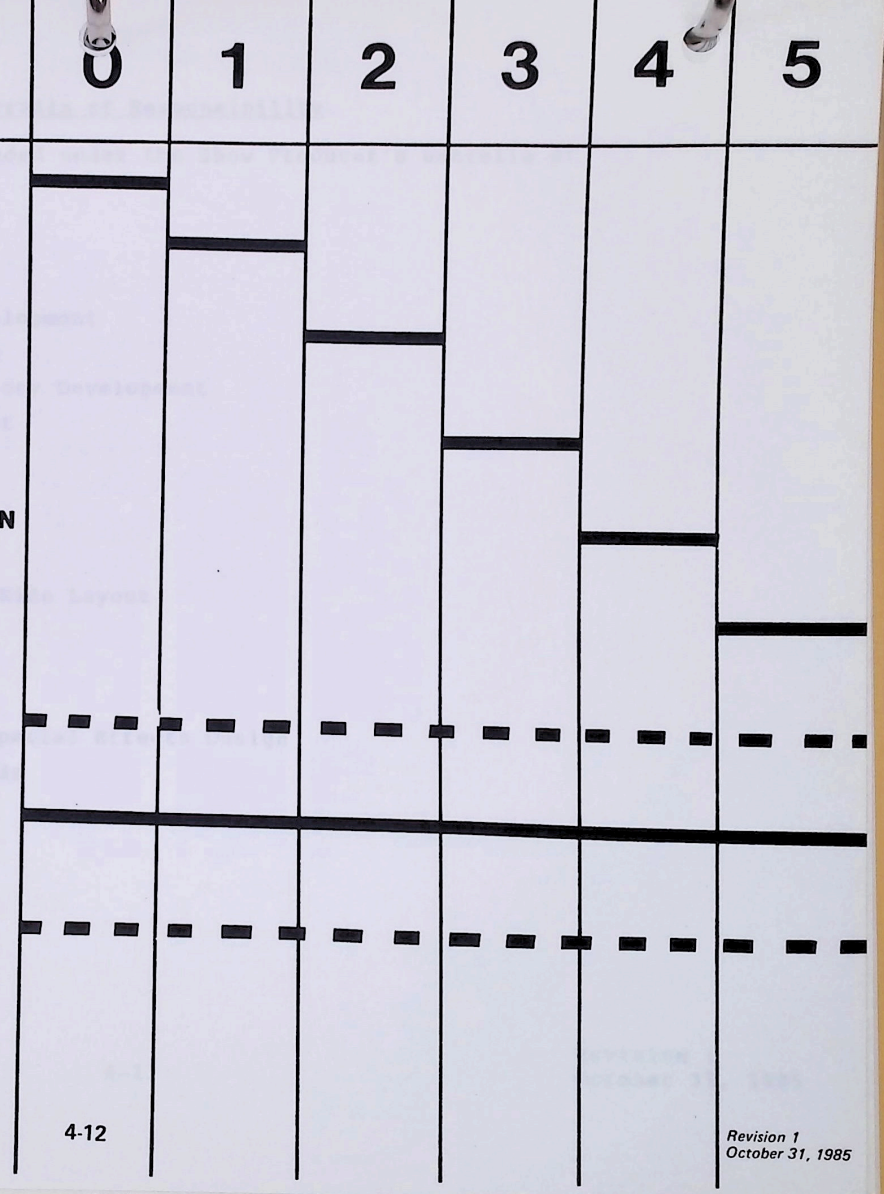
RESPONSIBILITIES BY PHASE - SHOW PRODUCER



1. DEVELOPS GENERIC SCOPE
2. MAINTAINS DIRECTION OF CONCEPTUAL DESIGN
3. MANAGES DIRECTION OF DESIGN DEVELOPMENT
4. ENSURES DESIGN INTENT OF BID DOCUMENTS
5. ENSURES DESIGN INTENT OF PRODUCTION & CONSTRUCTION
6. INTERFACES WITH SHOW QUALITY STANDARDS
7. SEEKS CREATIVE MGMT. BUY-OFFS AS REQUIRED
8. DEVELOPS, ADMINISTERS AND REPORTS ON DIVISIONAL PLANS
9. INTERFACE WITH SPONSOR OR CLIENT ON SHOW MATTERS

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Umbrella of Responsibility

Below are a list of functions included under the Show Producer's umbrella of responsibility:

- Divisional Planning
- Show Concepts
- Show Design and Development
- Architectural Design
- Scriptwriting and Story Development
- Character Development
- Industrial Design
- Production Designer
- Field Art Direction
- Film Production
- Show Set Design and Ride Layout
- Graphic design
- Research Library
- Interior Design
- Dimensional Design/Special Effects Design
- Show Quality Standards

E. Project Engineer

This individual is the project's technical representative. He/she administers the development of all systems, technical, engineering and bid documents, and ensures the end products achieve their specified performance. The Project Engineer reports to the Vice President of Engineering on technical issues and to the Project Manager on project-related issues.

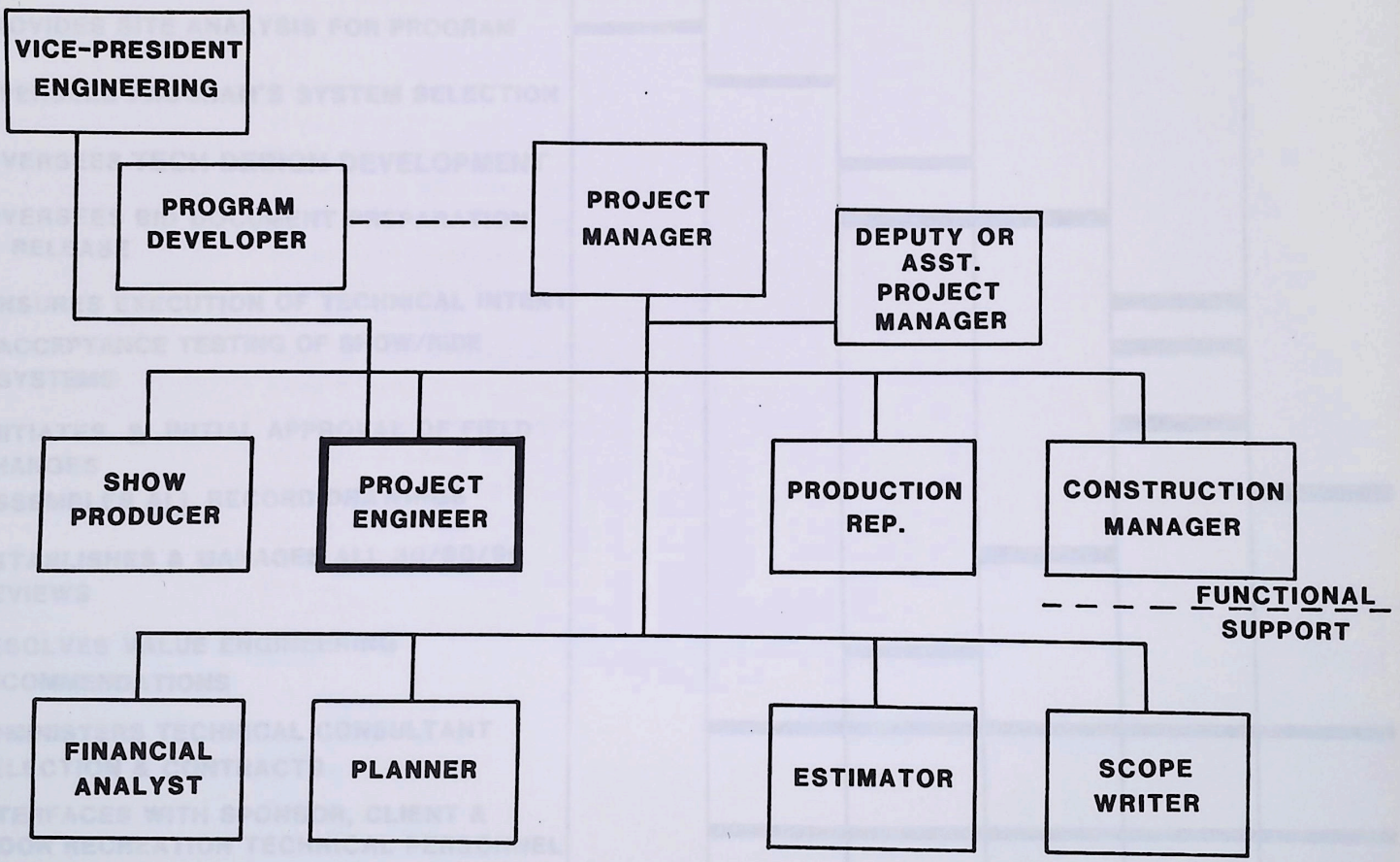
Overall focus of a Project Engineer through the course of a project includes:

- Guest safety
- Ensure integration and completeness of project documentation
- Planning & administration of Engineering Division resources brought to a project
- Communication with internal/external executives on technical issues
- Elevation/expediting of problems requiring direction from Engineering Division executives
- Participation in new scope review board.
- Schedules and chairs Design Review meetings for both Construction and Show/Ride packages. This review is both a technical and a cost evaluation.

The Show and Ride Engineer recommends to the project team major components that form a workable show/ride system. He solicits input from all functional interests. It is important to note that the systems engineering function falls under the umbrella of responsibility of the Project Engineer.

The Show and Ride Engineer also establishes and manages the Test & Adjust program in coordination with the Project Engineer.

PROJECT MANAGEMENT TEAM



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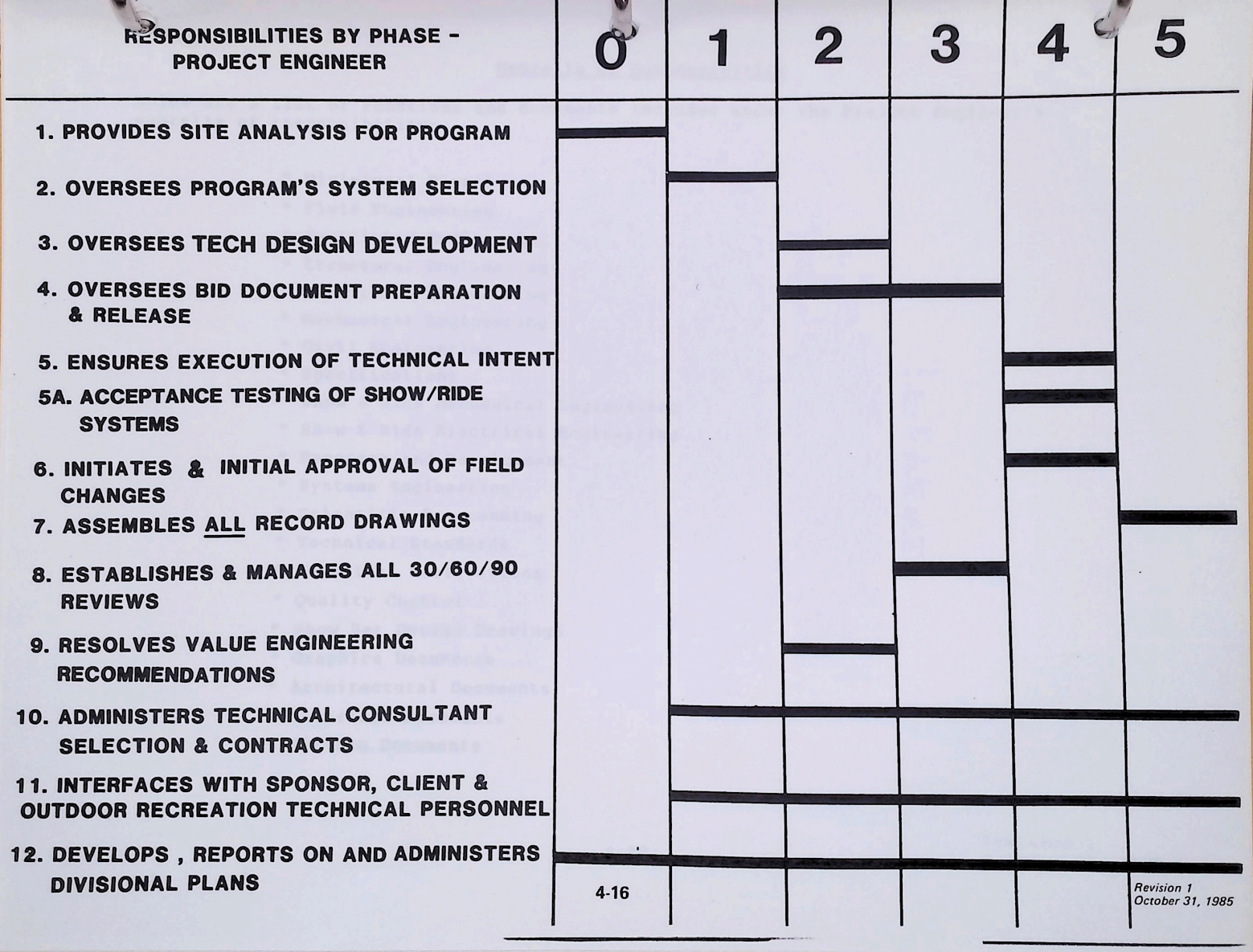
RESPONSIBILITIES BY PHASE - PROJECT ENGINEER
0
1
2
3
4
5
1. PROVIDES SITE ANALYSIS FOR PROGRAM
2. OVERSEES PROGRAM'S SYSTEM SELECTION
3. OVERSEES TECH DESIGN DEVELOPMENT
4. OVERSEES BID DOCUMENT PREPARATION & RELEASE
5. ENSURES EXECUTION OF TECHNICAL INTENT
5A. ACCEPTANCE TESTING OF SHOW/RIDE SYSTEMS
6. INITIATES & INITIAL APPROVAL OF FIELD CHANGES
7. ASSEMBLES ALL RECORD DRAWINGS
8. ESTABLISHES & MANAGES ALL 30/60/90 REVIEWS
9. RESOLVES VALUE ENGINEERING RECOMMENDATIONS
10. ADMINISTERS TECHNICAL CONSULTANT SELECTION & CONTRACTS
11. INTERFACES WITH SPONSOR, CLIENT & OUTDOOR RECREATION TECHNICAL PERSONNEL
12. DEVELOPS , REPORTS ON AND ADMINISTERS DIVISIONAL PLANS
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Umbrella of Responsibility

Below are a list of functions and documents included under the Project Engineer's umbrella of responsibility:

- Divisional Planning
- Field Engineering
- Facilities Engineering
- Structural Engineering
- Electrical Engineering
- Mechanical Engineering
- Civil Engineering
- Specifications
- Show & Ride Mechanical Engineering
- Show & Ride Electrical Engineering
- Research and Development
- Systems Engineering
- Scientific Programming
- Technical Standards
- Technical Publications
- Quality Control
- Show Set Design Drawings
- Graphics Documents
- Architectural Documents
- Interiors Documents
- Kitchen Documents

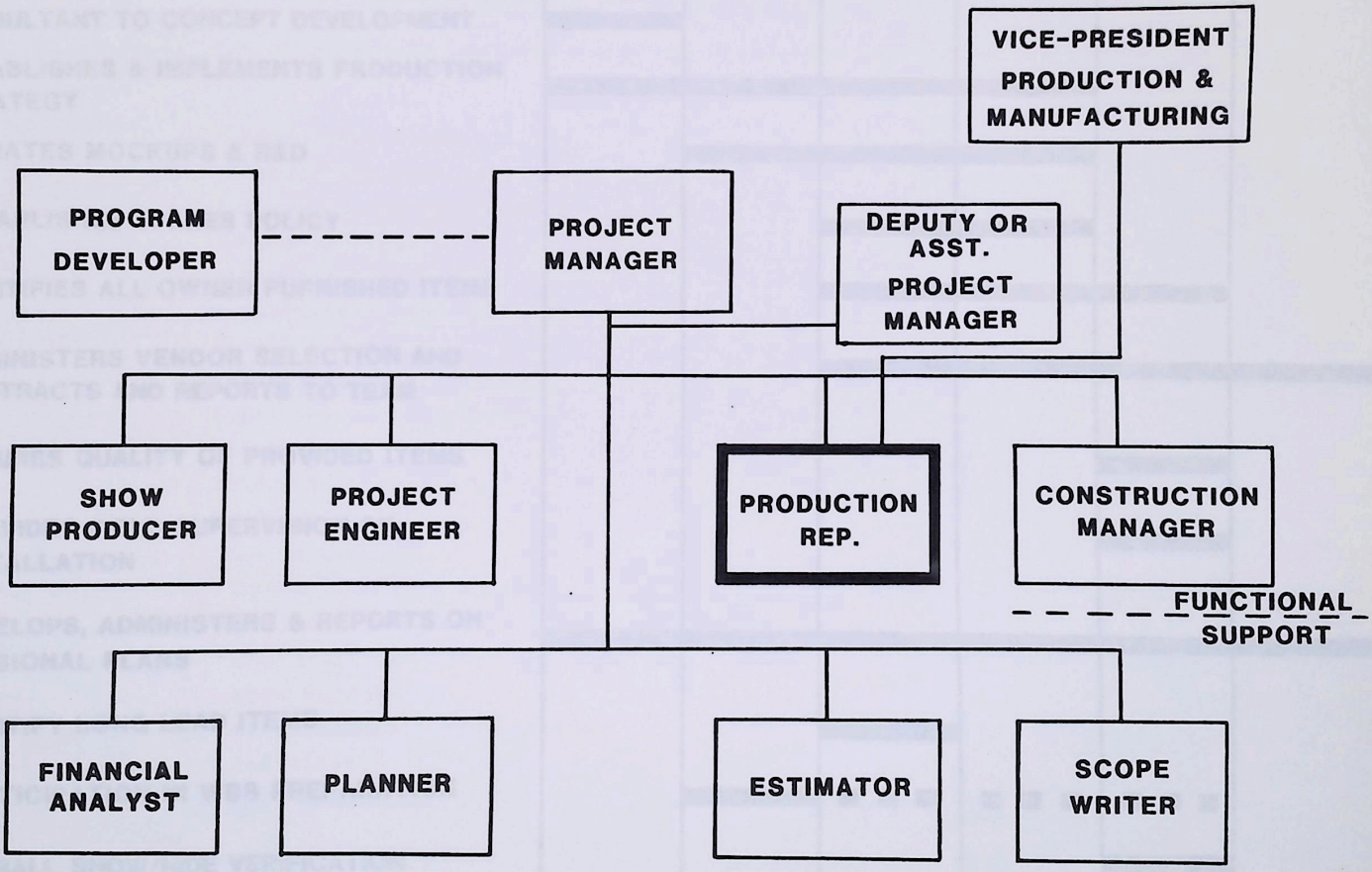
F. Production Representative

This individual establishes the project's production strategy which indentifies the responsibility for production, delivery and installation of a majority of owner-furnished items (exceptions include kitchen equipment, furnishings, etc.) In a Disney project, these are often a mass of major, complex items. Installation management may be included in the Production Representative's responsibilities. He reports to the Vice President of Manufacturing and Production on functional issues and to the Project Manager on project-related matters. He is normally assisted by a coordinator from the Production Division who identifies, and tracks items from production through installation.

Overall focus of a Production Representative through the course of a project includes:

- Consultant to concept development team in early phases to provide best quality/cost-effective alternatives to achieve show objectives.
- Planning and administration of production resources brought to a project
- Communication with internal/external executives on matters related to production or OFIs.
- Elevation/expediting of problems requiring direction from production division executives.
- Participation in scope review board.
- Installation strategy, coordination, & logistics

PROJECT MANAGEMENT TEAM



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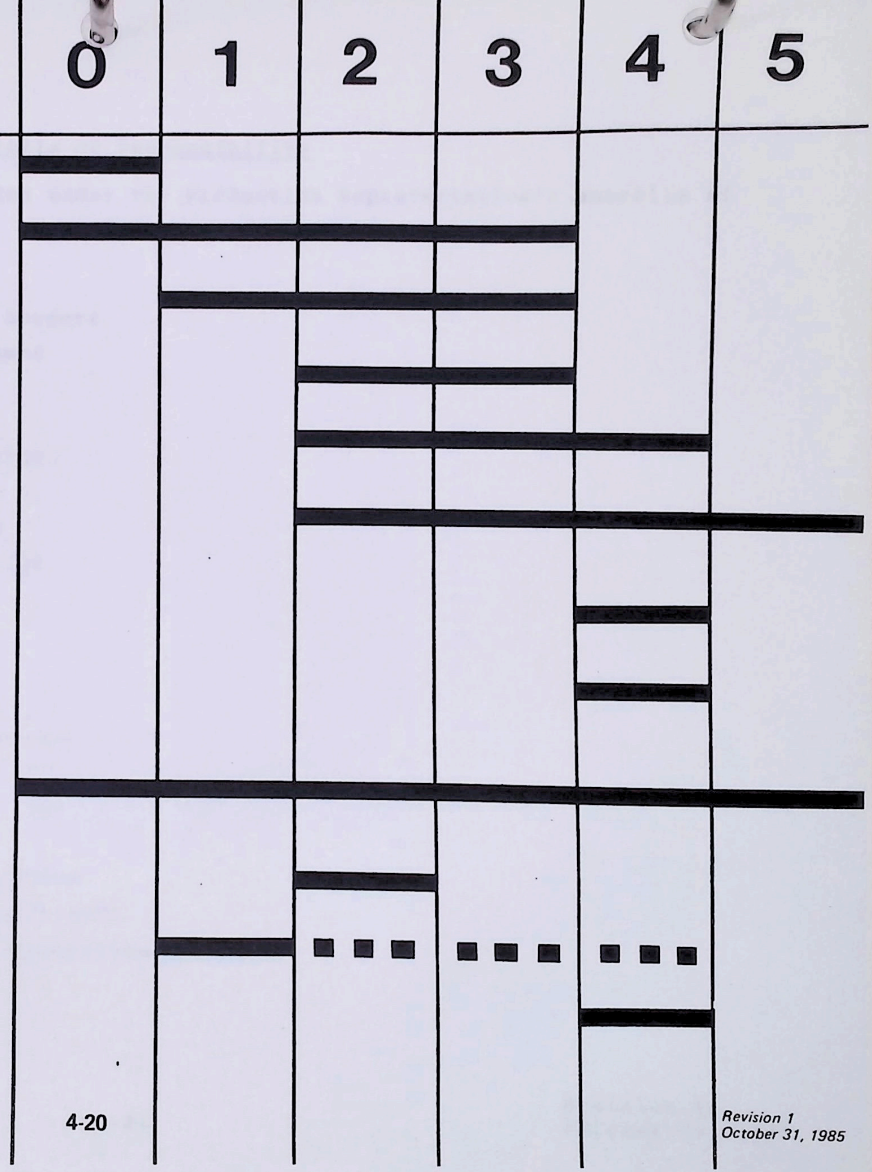
RESPONSIBILITIES BY PHASE - PRODUCTION REPRESENTATIVE



0. CONSULTANT TO CONCEPT DEVELOPMENT
1. ESTABLISHES & IMPLEMENTS PRODUCTION STRATEGY
2. INITIATES MOCKUPS & R&D
3. ESTABLISHES SPARES POLICY
4. IDENTIFIES ALL OWNER FURNISHED ITEMS
5. ADMINISTERS VENDOR SELECTION AND CONTRACTS AND REPORTS TO TEAM
6. ENSURES QUALITY OF PROVIDED ITEMS
7. PROVIDES FIELD SUPERVISION OF INSTALLATION
8. DEVELOPS, ADMINISTERS & REPORTS ON DIVISIONAL PLANS
9. IDENTIFY LONG LEAD ITEMS
10. PAPTICIPATION IN WBS PREPARATION
11. OVERALL SHOW/RIDE VERIFICATION
12. PROVIDES FINAL DIVISION INPUT ON PRE-OPENING AND COMPLETION TASK LISTS

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Umbrella of Responsibility

Below are a list of functions included under the Production Representative's umbrella of responsibility:

- Divisional Planning
- Vendor and Technical Support
- Research and Development
- Mock-up Support
- Plastic Fabrication
- Electrical Manufacturing
- Tool Control
- Animation Fabrication
- Mechanical Manufacturing
- Sculpting
- Show Programming
- Lighting
- Audio/Video
- Special Effects Production
- Projection Systems
- Coordination
- Show Production
- Architectural Ornamentation
- Installation Field Supervision
- Acceptance Testing of Production Hardware

G. Construction Manager

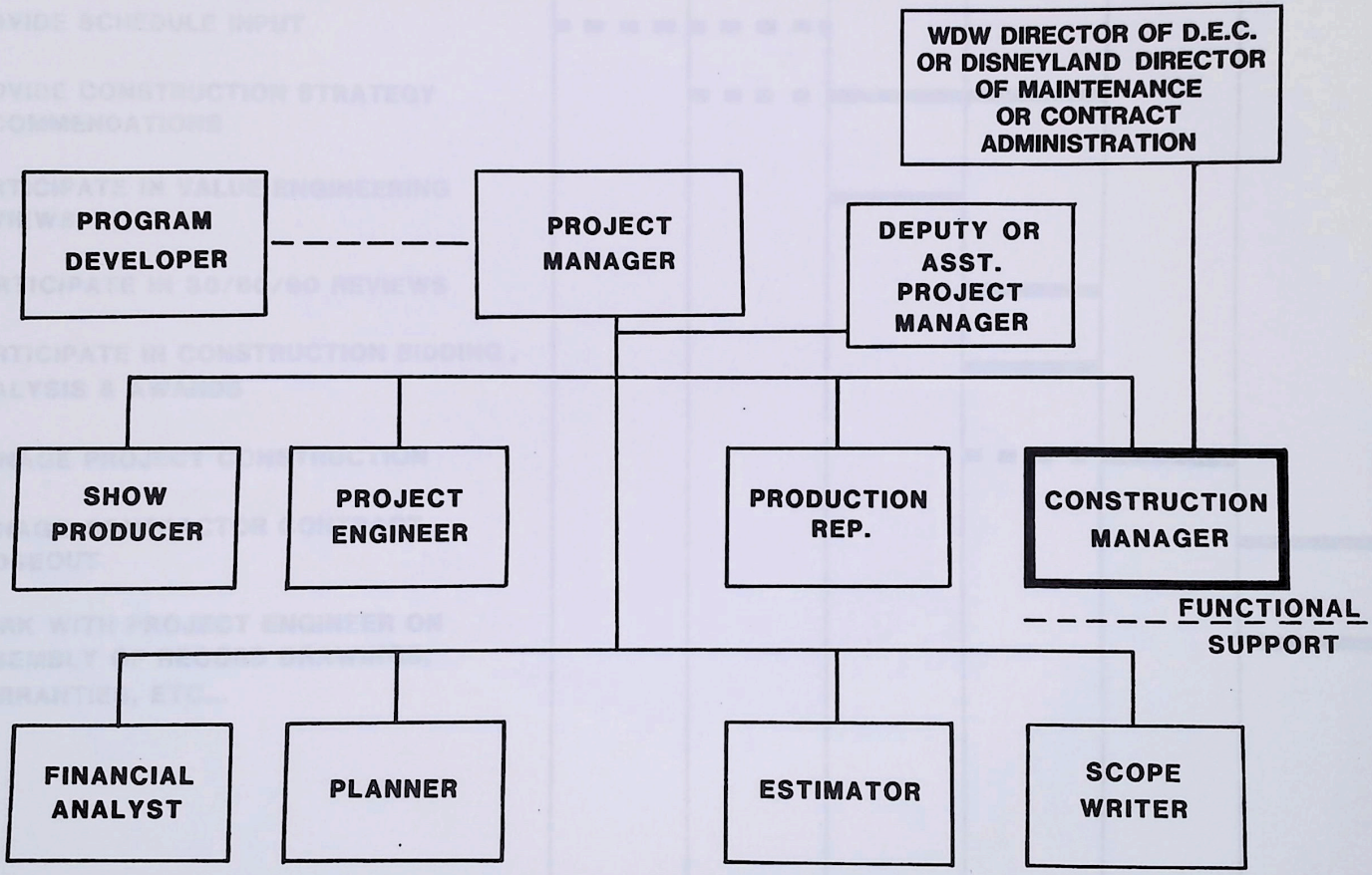
The Construction Manager, during the early stages of the project, is the advisor to the project management team on issues relating to actual construction; during the later phases, he oversees on-site construction and installation.

The construction organizations of Florida, Disneyland, and Tokyo are not under WED's organizational umbrella, but are located at their respective sites. Therefore, the Project Manager, working with the Vice President, Project Management, must make early contact with the appropriate executives to establish this Construction Manager relationship. For major projects, WED may employ a construction management or design/build firm directly under the Project Manager. In this case, the firm's project head may serve as the construction manager on the project team.

Responsibilities include:

- Provide input to the project management team on project strategies, estimates and schedules at all scope levels.
- Participate in make/buy and value engineering reviews
- Consult on construction/purchasing planning
- Participate in relevant document reviews
- Participate in the Bid & Award process
- Work in conjunction with Contract Administration in executing construction contract(s)
- Responsible for interface of construction schedule with project schedule
- Manage project construction to final completion, turn-over and contract closeout.

PROJECT MANAGEMENT TEAM



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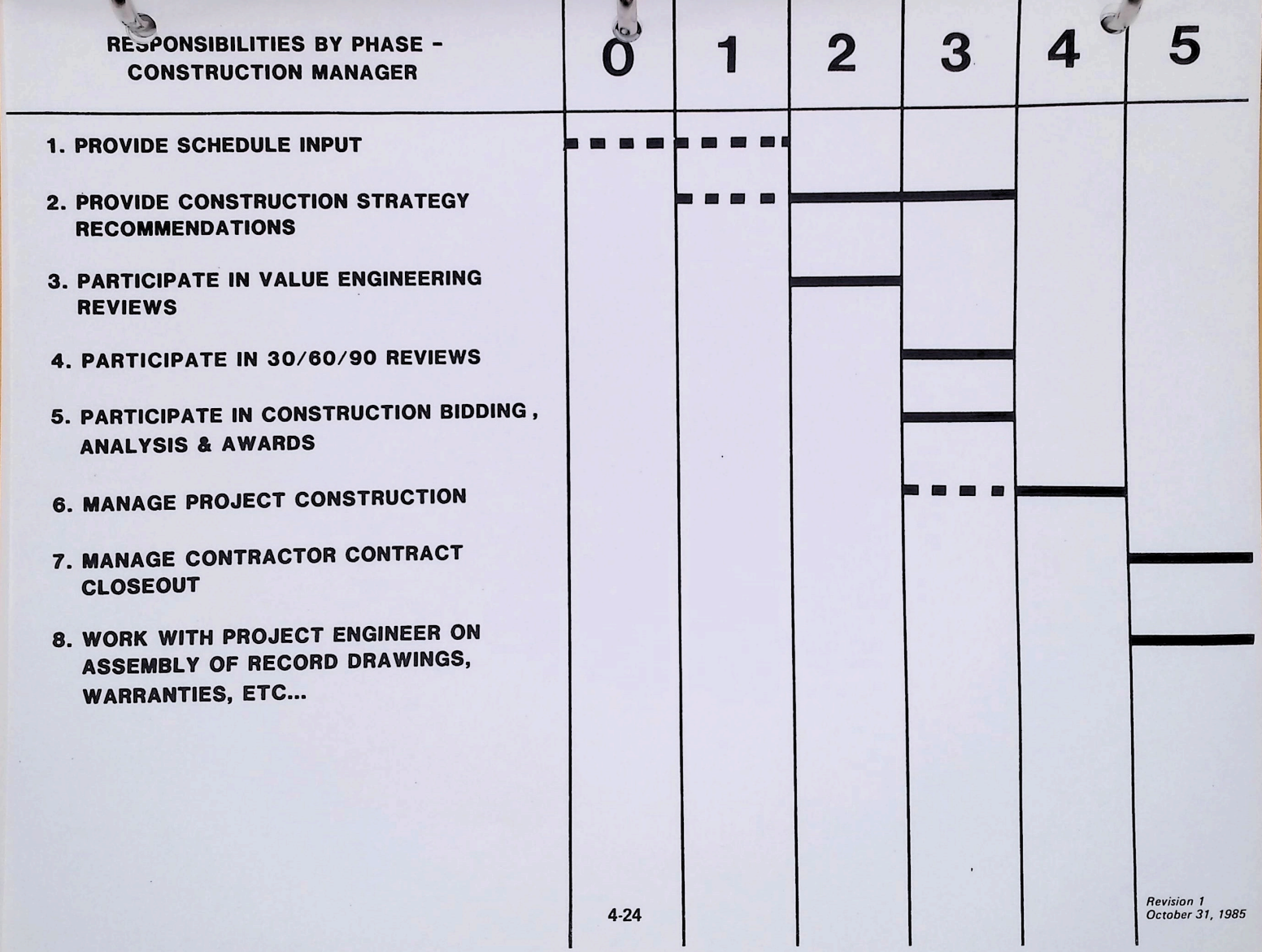

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H. Project Planner

This individual provides the project management team with coordinated plans, schedules and status. This responsibility includes a series of tasks: identification of activities needed to fulfill the project program objectives; ordering these activities into a comprehensive plan; plotting the interrelationships and dependencies between events; assigning approximate durations to each activity; monitoring and reporting progress. In this effort, the Project Planner will interface with each of the divisional planner/schedulers. He reports to the Manager of Project Planning functionally and to the Project Manager on all project matters.

Planning

An important component of the planning process is the Work Breakdown Structure (WBS), which serves as the basis for the project schedule, budget, and work authorization system. It breaks all components of the project into progressively smaller work packages while documenting the appropriate responsibility. It defines Project Management's required level of status visibility. The functional divisions (Engineering, Creative, etc.) will further develop the WBS into still smaller work packages to meet their department management detail requirements.

Scheduling

To address different needs, the Project Planner will prepare a variety of schedules.

- Project Summary Baseline Schedule: the overall project timing plan, and the basis for measuring progress at Project Management Update meetings. This schedule displays the project's planned life cycle on one or two pages (i.e., Design, Engineer, Manufacture, Construct and Install). The functional divisions will develop more detailed schedules which tier up to the Project Summary Schedule.

Scheduling, (continued)

- Project Multi-Sheet Network Schedules: delineate the schedule durations (and logic which dictates their sequence) for at least all activities required for Project Management visibility, as documented in the WBS. These schedules have progress reported against them and are used as current schedules. Functional divisional schedules tier up to them. Frequently these Multi-Sheet Network Schedules are expanded and further detailed to provide guidance and visibility to phases of a project which require close coordination and scheduling between many disciplines, vendors, and contractors, i.e., "Show/Ride Installation" or "Facility Show/Ride Input" schedules.

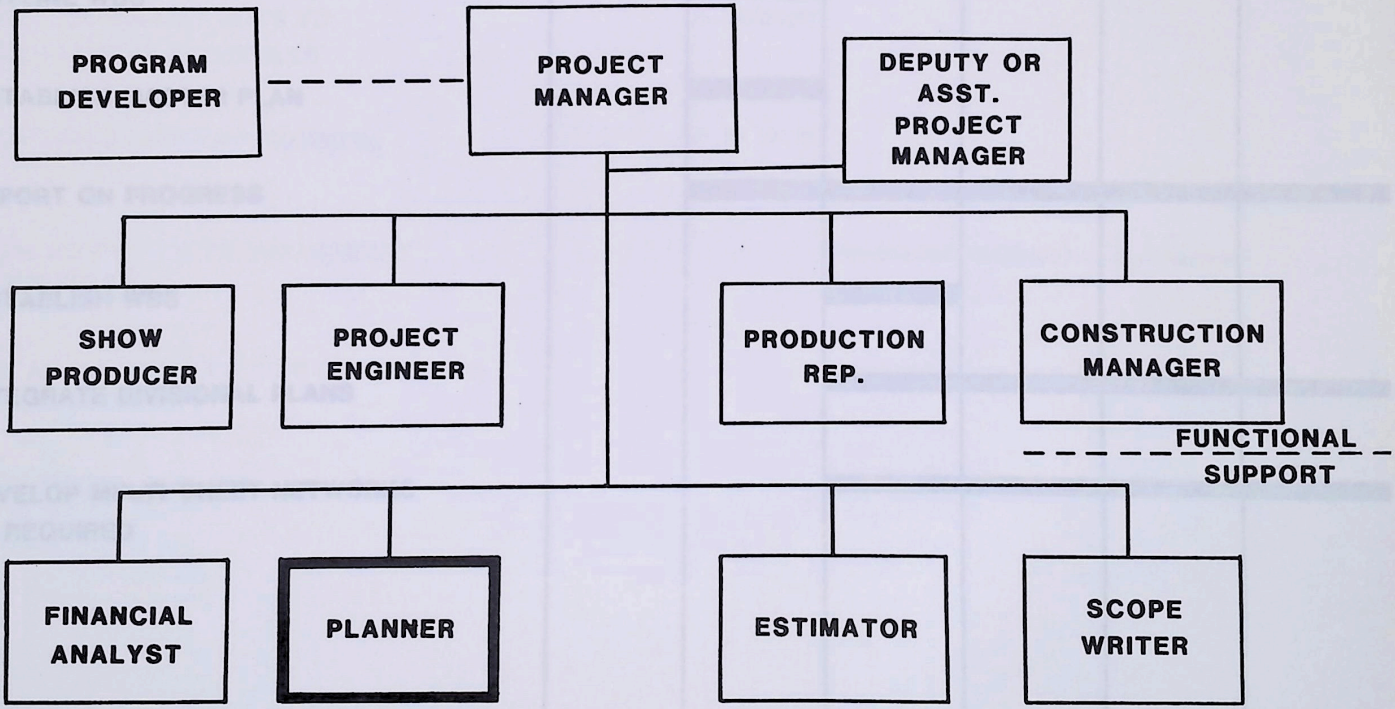
- Target Comparison Schedule: when the project scope and/or strategy has been changed dramatically, a revised Project Summary Baseline Schedule is issued. To compare this to the old schedule, a "Target Comparison" schedule is used. This same method can be used to compare current to old Multi-Sheet Network Schedules.

Progress Reporting and Status Evaluation

Various methods will be used:

- Statusing Physical Percent Complete
  - Educated subjective evaluation with functional personnel's participation.
  - Earned value/weighted average system
  - Regularly statused functional department schedules which include project work being done inside and outside the Disney organization.
- Status Evaluation
  - Joint effort with finance group to compare and confirm cost and schedule variances.
  - Improve capability of project management teams to anticipate, identify and correct potential problems.

PROJECT MANAGEMENT TEAM



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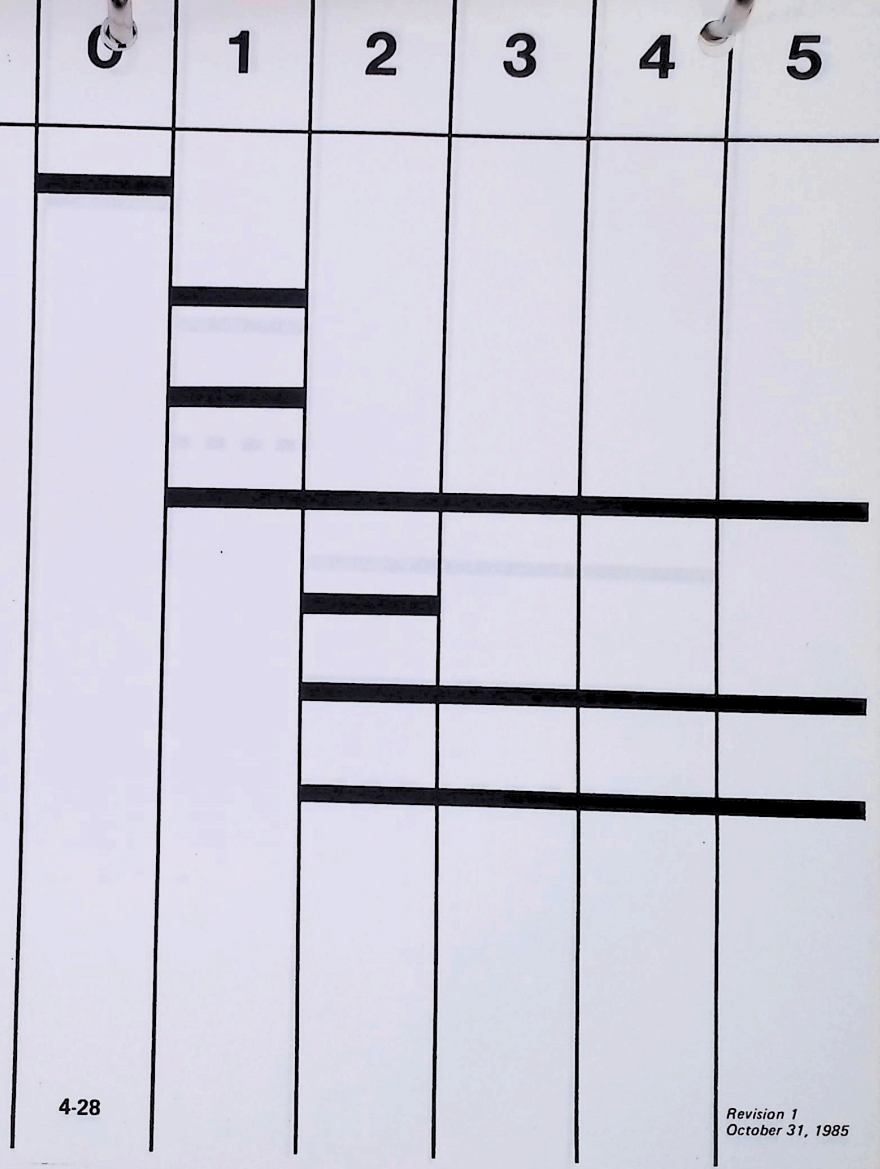
PONSIBILITIES BY PHASE – PROJECT PLANNER



1. DEVELOP PHASE SCHEDULE AND TARGET OPENING
2. OUTLINE WBS
3. ESTABLISH MASTER PLAN
4. REPORT ON PROGRESS
5. ESTABLISH WBS
6. INTEGRATE DIVISIONAL PLANS
7. DEVELOP MULTI-SHEET NETWORKS AS REQUIRED

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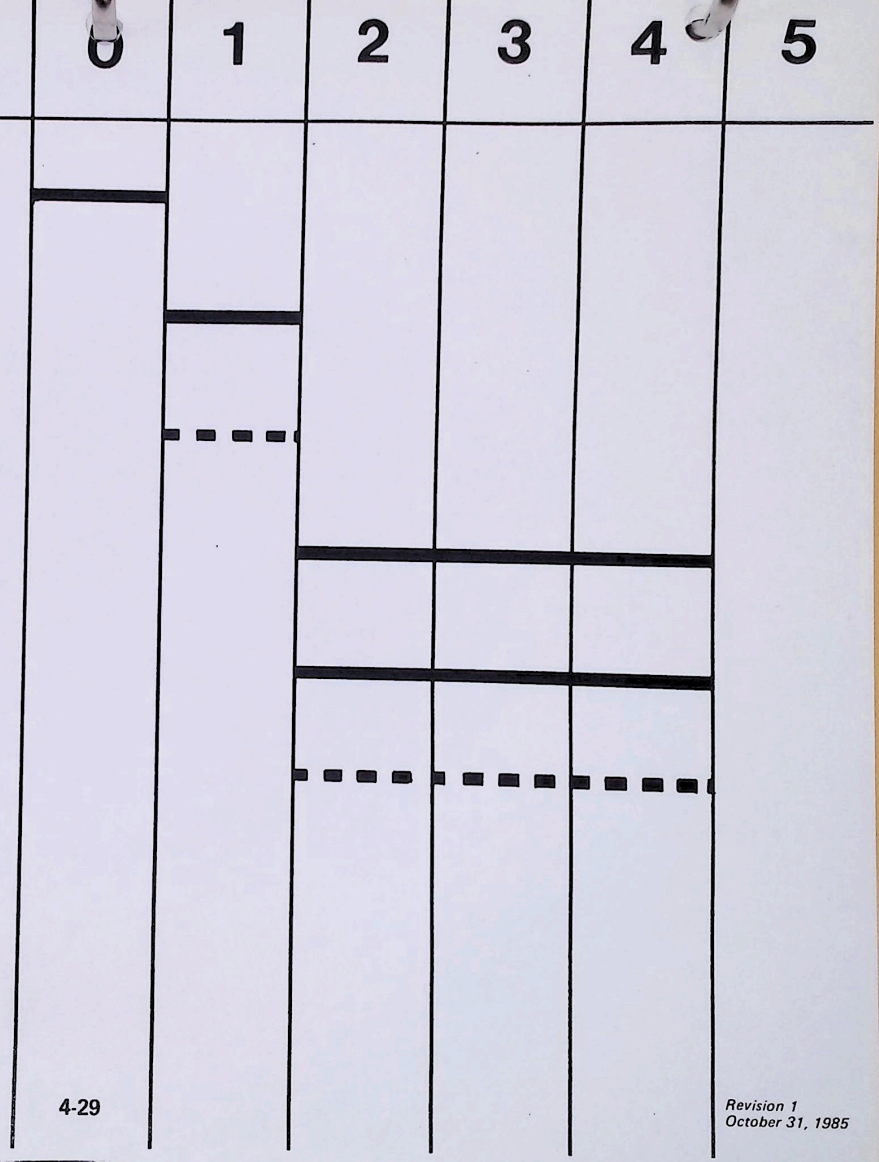
SPONSIBILITIES BY PHASE – DIVISIONAL PLANNER



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EXTERNAL

SCOPE

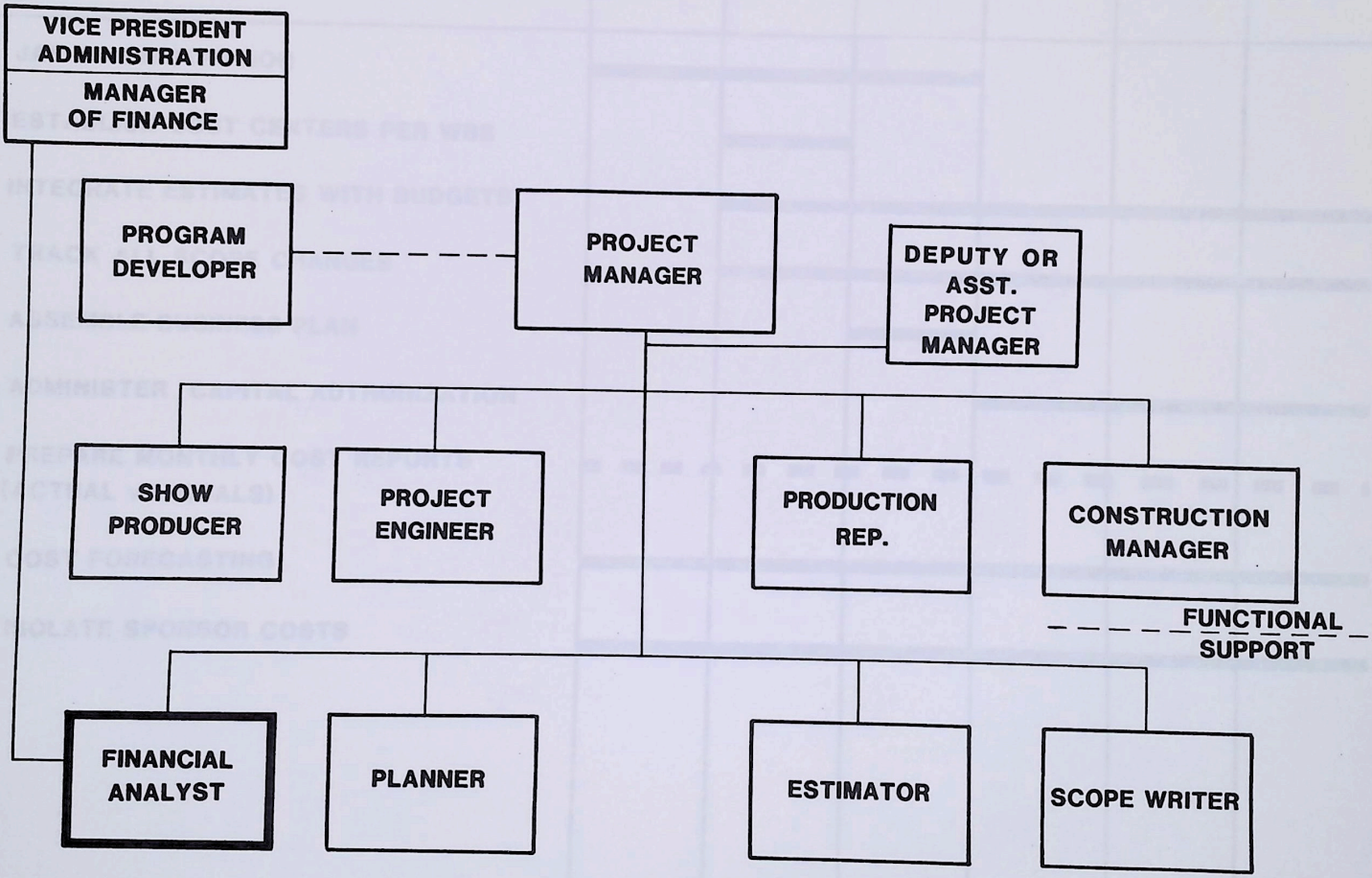
I. Financial Analyst

This individual is responsible for assembling, forecasting and reporting on the overall project financial status. The Financial Analyst reports to the Manager of Finance on functional matters, and to the Project Manager on all project matters.

Responsibilities:

- Assist in development of business plans and project approval documents.
- Assist in formulation of project budget, and develop and implement project costing strategy in compliance with the Work Breakdown Structure.
- Prepare Job Authorization Requests and Work Authorizations.
- Ensure that project elements, as defined in the WBS, are authorized to appropriate departments.
- Calendarize project budget to produce project cash flow
- Call attention to impact of changes due to additional scope or work performance variances.
- Perform variance analysis and employ appropriate "Estimate for Completion" forecasting techniques.
- Keep "book" on project budget and EFC, including tradeoff analysis and contingency status.
- Prepare periodic (weekly/monthly) project cost reports.
- Service and maintain Disney cost systems.

PROJECT MANAGEMENT TEAM



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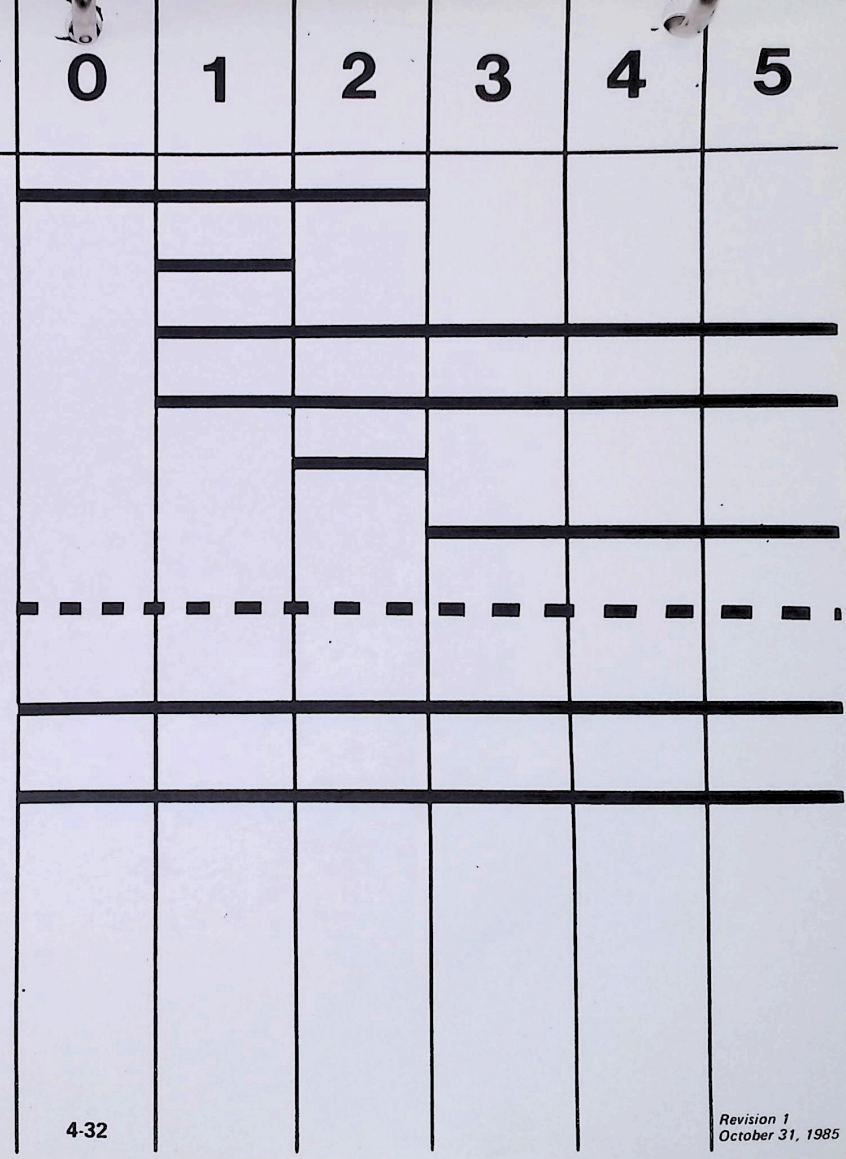
RESPONSIBILITIES BY PHASE - FINANCIAL ANALYST



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EXTERNAL

SCOPE

EQUENTLY

J. Scope Writer

Acting as a conduit through which all current project information passes, the Scope Writer provides the project management team with timely and accurate documentation. Published at the direction of the Project Manager, Scope Department output should be regarded as the authoritative information source for the project.

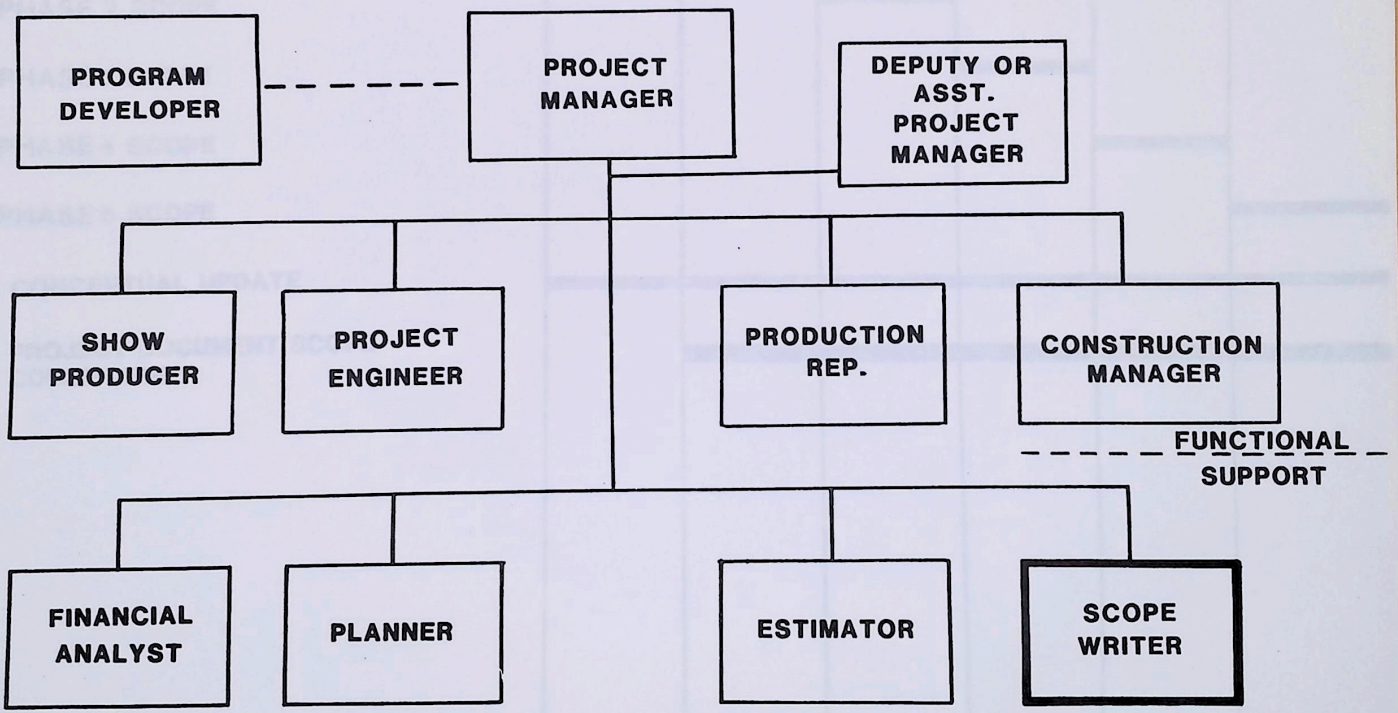
The Scope Writer may provide information in a variety of formats:

- Project Program: a compilation of project goals, objectives and scope
- Project Descriptions: summary overview of project content, storylines, etc.
- Index of Required Documents: a central reference to all current project documents.
- Or: other miscellaneous writing services as required by the Project Manager or other project management team members.

The Scope Writer assists the Project Manager to ensure important project documents written by others are consistent with the approved project scope. This check is limited to Scope consistency. Technical or functional accuracy is the direct responsibility of the author with review in the functional chain. Examples:

- Animation, audio, props lists by Coordination.
- Engineer base lines by Show and Ride Engineering.

PROJECT MANAGEMENT TEAM



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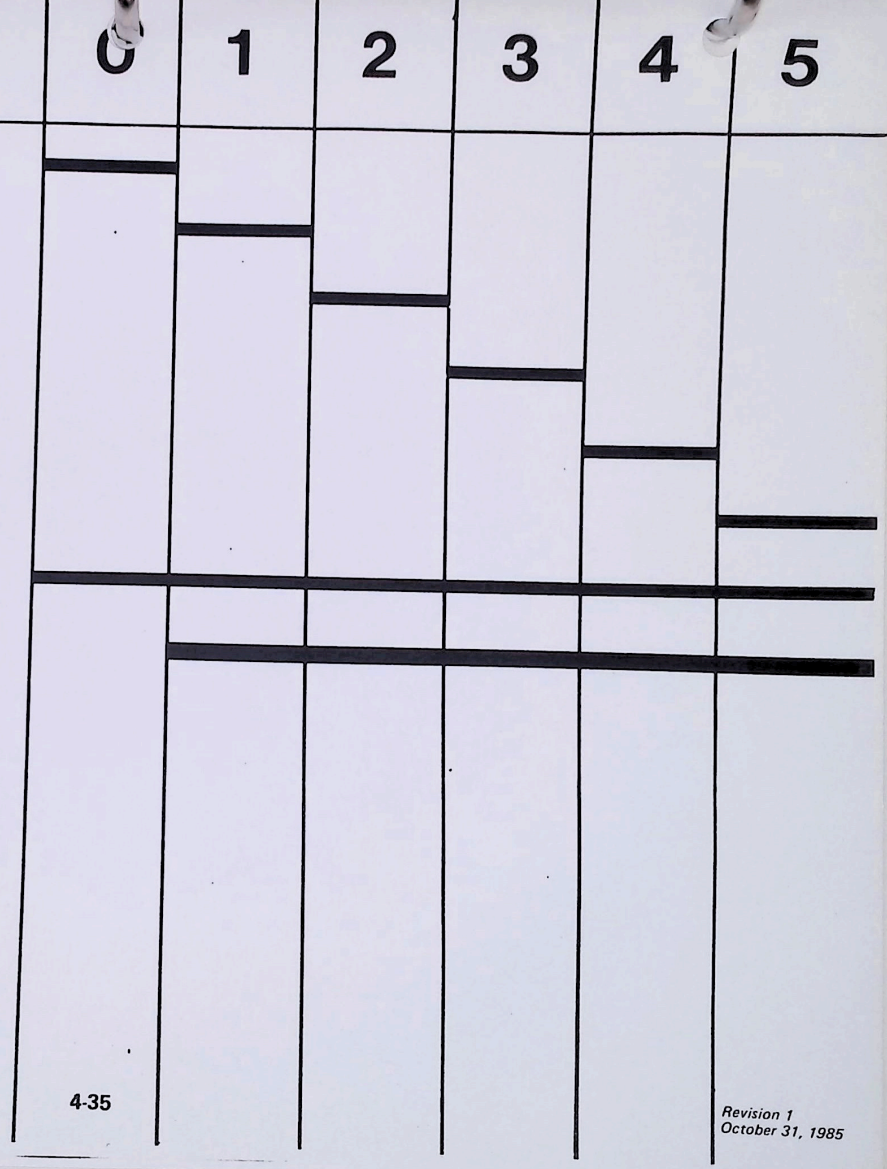
RESPONSIBILITIES BY PHASE – SCOPE WRITER



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EXTERNAL

ESTIMATOR

FREQUENTLY

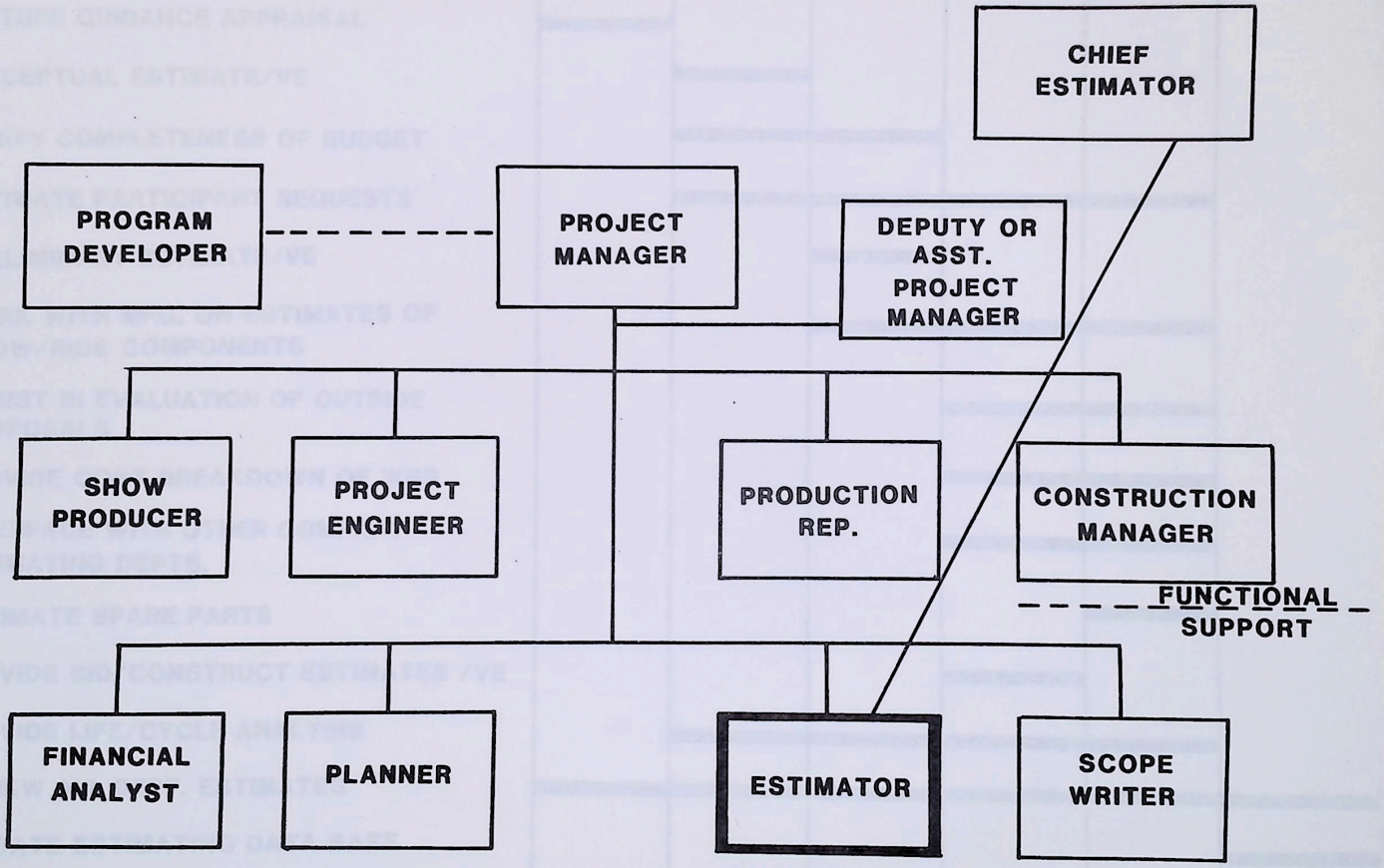
K. Estimator

The Estimator is responsible for providing cost estimates throughout the project, from inception through completion. He reports to the Chief Estimator, WED, on functional matters, and to the Project Manager on all project matters.

Different Estimating functions include:

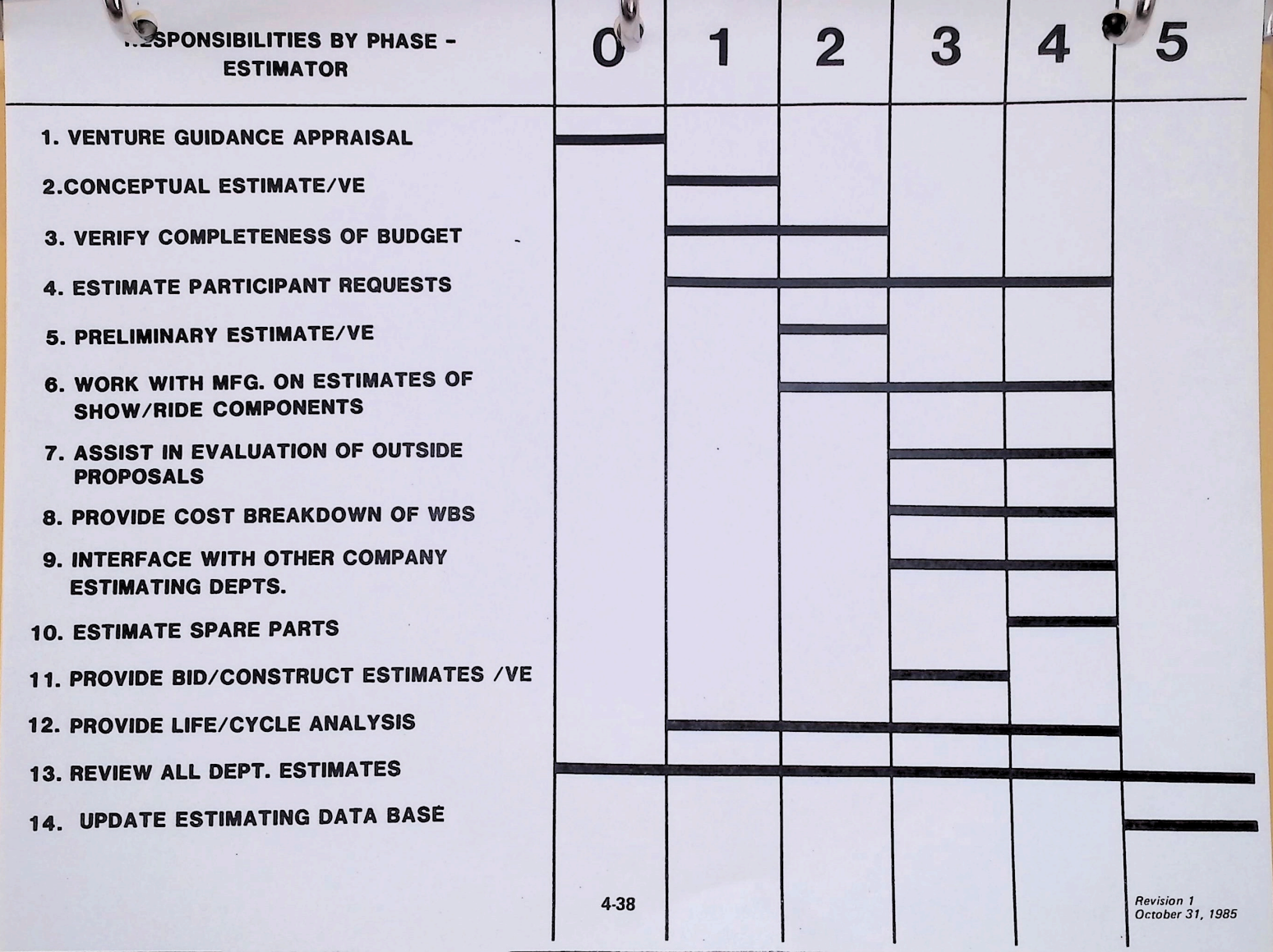
- Conceptual, Preliminary and comprehensive Bid & Construct estimates for all Show, Ride and Facility requirements.
- Estimates, in conjunction with WED Manufacturing, for all show and ride design and manufacturing efforts.
- Evaluation of outside vendor proposals, as requested
- Provide Value Engineering recommendations during conceptual design and construction phases of project, including life cycle analysis.
- Provide estimates for participant requests from conceptual design through construction of project.
- Provide verification of completeness of budget in relationship to identified scope of project.
- Provide cost breakdown of Work Breakdown Structure to Project Finance to enable issuance of project Work Authorizations.
- Provide final review of all functional department inputs of estimated man hours or other costs for incorporation into Project Budget Estimate.
- Interface with WDW and D/L Estimating department for project and park support work.
- Provide estimate of spare parts and other park support production requests.

PROJECT MANAGEMENT TEAM



Revision 1
October 31, 1985

RESPONSIBILITIES BY PHASE - ESTIMATOR



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EXTERNAL

FREQUENTLY

CHAPTER V. EXTERNAL INTERFACES

Outdoor Entertainment

In most cases Outdoor Entertainment will be the end user of a project, and in those cases when they are not, they have the operational experience to provide Disney expertise in a consulting capacity. Therefore it is important that the Program Developer solicit their requirements or recommendations early and through the process and the Project Manager obtain concurrence on design and the final product.

Sponsors/Clients

WED's Vice President of Business and Marketing Development acts as the Sponsor/Client ombudsman within the Disney organization. He/she is responsible for normal communications relative to overall financial and contractual matters concerning the outside sponsor/client.

The Project Manager's responsibility focuses on communication of the project's specific features, methods, schedules and status. Along those lines, he/she may be aided by members of the Project Management Team, with some members interfacing with their technical counterparts in the sponsor's organization on technical or design matters within the project scope.

Contracts

Wed has a Corporate Contract Administration staff supporting WED's efforts. This group plays an important part throughout the project cycle. The necessity for a contract, be it a consultant, a vendor, a manufacturer, or a builder is determined by the project team or one of its functional members. Through his division, the technical supervisor of that contractor's performance is by the appropriate functional member. The soliciting of proposals and all other administration is by the Contract Administration Office.

A separate procedures document the Contract Administrations is kept current in WED by Contract Administration.

FREQUENTLY

CHAPTER VI. FREQUENTLY ASKED QUESTIONS

What constitutes a project?

Any multi-disciplined or complex effort with a capital cost in excess of $100,000 and clearly defined objectives can be called a project.

What is Project Management?

Project Management is the control of the entire process of creating a project from program approval through design, construction and turnover to the operating agency.

What is a Project Manager?

At WED, a Project Manager is an assigned, experienced individual of the Project Management Group who develops and manages a general plan established to achieve company objectives. This general plan drives the divisional plans developed and administered by the project management team.

When does the Project Manager start?

A Project Manager supports the Program Developer as soon as the manager is assigned the project.
A Project Manager is generally given full responsibility once a conceptual design has been defined and approved by WED Management, or at such other time as WED Management considers that a Project Manager is required.

What is the Project Manager's role during program development?

The Project Manager leads a Project Management Team under the Program Developer. He/she provides the input on estimates, schedules, and financial analysis utilizing assigned support, plus the expertise on the effect of the project process on selecting an optimum program and vice versa. The Program Developer is responsible for final program decision after team advice, but the Project Manager emerges from the program development phase fully informed on the factors that will influence the execution of the project.

What is a program?

A program is a specific set of objectives, goals and criteria that have been crystallized into conceptual drawings and/or models with conceptual scopes, allowances, schedules, and pro formas, and has management approval to become a project.

What are some program elements?

A typical program states the development goals, justification, investment range, division of dollars, generic scope, and major milestone schedule for a project.

Why is a program needed?

The earlier a decision is made, the more influence and direct bearing it will have on a project's potential for success. Proceeding without knowing basic parameters typically results in budget overruns, redesign, compressed schedules, and traumatic amputation of major facility, show, and ride elements. All of these reduce the company's ability to perform in an efficient and competitive manner.

Who prepares the program?

Normally, the Program Developer, utilizing the potential Project Manager and his team, the show designer, and with operational, maintenance, marketing finance, and other inputs. However, in certain cases the program development function may be performed by a project manager from the start.

How is a project transferred from the Program Developer to the Project Manager?

Formal transfer would take place once a conceptual design which meets the program's parameters is approved as a specific project by corporate management, or at such other time as WED Management considers that a Project Manager is required.