

PROJECT MANAGEMENT PLAN - INSTRUCTIONAL GUIDE (Part 3)

The PMP Instructional Guide (Part 3) is a resource and tool for the Project Manager to enhance the overall success and delivery of OGS D&C design projects. Part 3's purpose is to document most of the responsibilities required to perform the Project Manager role. This document can be found in Chapter 10.5 of the Design Procedures Manual.

PROJECT MANAGEMENT PLAN (Part 1)

The PMP (Part 1) is information extracted from the DCNet database. Refer to the Project Management Plan (PMP) hyperlink located on the General Project Information page.

PROJECT MANAGEMENT PLAN - SUPPLEMENT (Part 2)

The PMP Supplement (Part 2) is a temporary document used by the Supervisor and the PM to review project information not currently made available in DCNet. DCNet will incorporate Part 2 information as part of the PMP in the near future.

Role of the D&C Project Manager:

The Division of Design Project Manager (PM) is assigned specific projects by the OGS Team Leader (usually they are the lead trade discipline Designer). Some projects may be single trade assignments (the PM is a single Designer) and some projects are multi-trade assignments where the PM coordinates the work of other Designers (in-house and/or Consultants) who may be providing design and/or review services.

- a. The PM is accountable for achieving the Clients project intent and associated deliverables.
- b. The PM using DCNet develops and executes the project plan.
- c. The PM ensures that staffing roles and responsibilities are clearly defined and understood for each project and that a staff directory reflects project team delegated assignments.
- d. The PM is responsible for the day to day monitoring / status reporting of the project and manages the project from its inception (Client Contact / Site Visit / Program) through its construction (Physical Completion).
- e. The PM serves as the conduit for project team communications. The PM assures the ongoing dialog that is essential to healthy relationships among all the parties including the Client. The PM conducts scheduled, well planned meetings as required.
- f. The PM secures Client approvals including review comments of project submissions.
- g. The PM has overall ownership for the project including project planning, staffing, communications, contracting method, scope, budget, schedule, quality, deliverables and record documentation.
- h. The PM should be a proactive problem solver.

1. GENERAL PROJECT INFORMATION	
1.1 Project Description (title change)	<p>Information available on DCNet – General Project Information.</p> <p>Initial title input by OPC from the BDC 153 Client Request for Services.</p> <p>The Project Manager (PM) shall request a title modification to OPC to reflect significant scope changes or when assigning building numbers during project design. This request can occur at any point during the project’s design phase. Notify the Client when modifications occur.</p>
1.2 Related Projects	<p>Information available on DCNet – General Project Information.</p> <p>Information shall be input by OPC and/or PM when there are known related projects (studies) or when projects are created by merging projects or by splitting scope to create multiple projects. Discuss logistics with Client prior to implementation.</p>
1.3 Building History	<p>Best Practice: The PM should review building project history using DCNet project search feature. This may provide insight to a current request for services. An example would be an epoxy floor coating failure current project request that a previous project had the same request and that project solution has also failed. This historic data may provide lessons learned for new recommendations. Additional research may be done by reviewing the OGS Plan File Room archive drawings.</p>
1.4 Facility Projects	<p>Best Practice: The PM may wish to do a facility search of ongoing projects at that facility. This project may affect other ongoing projects or the projects may be recommended to be coordinated or combined with each other to optimize coordination or cost savings. Review this strategy with Client prior to implementation.</p>
2. CLIENT CONTACT TOPICS (Preliminary project discussion between PM and the Client)	
2.1 Performance Measure	<p>The PM shall initiate Client Contact within 2 weeks of project acceptance.</p> <p>The PM shall notify OPC when Client Contact has been made.</p>
2.2 Scope Management	<p>Project scope is the work that must be performed to meet a client's program goals for space, function, features, impact and level of quality. Scope management helps identify the work tasks and their requirements for completion. Effective scope management requires accurate definition of a client's requirements in the planning and development phases and a systematic process for monitoring and managing all the factors that may impact or change the program requirements throughout the project design and construction phases through delivery of the finished project.</p> <p>The PM shall discuss the Client Request for Services (BDC 153) to determine the intent and accuracy of scope from the initial request.</p> <p>The PM shall discuss Field Trip forecast date and facility contact information.</p>

<p>2.3 Schedule Management</p>	<p>A project schedule defines the processes and establishes a timeline for delivering the project. Project schedules should identify and measure key dates for milestones, phases and activities to track work progress.</p> <p>Best Practice: Discuss the following project schedule information:</p> <ul style="list-style-type: none"> ▪ Fiscal year dates (if not already indicated on Client Request or DCNet). Note: fiscal year dates are Client specific and some Clients do not use them. ▪ Project priority (if not already indicated in DCNet by OPC). Note: priority levels are Client specific and some Clients do not use them. ▪ Project milestones / submissions such as bid and award dates. ▪ Determine if there are high risk factors such as lapsing funding that require an expedited schedule. ▪ Determine if phasing or restricted work periods impact the schedule. Examples include: seasonal work - roofing, school sessions, power house rehab; cell take down; kitchen operations.
<p>2.4 Cost Management</p>	<p>Best Practice: Discuss the following project cost information:</p> <ul style="list-style-type: none"> ▪ Determine if there is a Maximum Construction Cost (MCC) if none indicated in the Client Request for Services. ▪ If a Client MCC is provided, discuss accuracy of budget or how the budget was developed. ▪ The PM / TL / BUL may determine there is a need to discuss budget soft costs with the Client. This is usually done at the Client's request. ▪ Is the budget realistic? Does it align with scope and quality requirements? ▪ Comparing the budget to actual costs throughout the building process is critical. The process continues with milestone estimates, value engineering, procurement strategies, and change order management to ensure the project is timely and cost effective.
<p>2.5 Define Contract Method</p>	<p>Best Practice: Confirmation of the contract delivery method (40,000 series, M, J, etc.) There may be an opportunity to modify contract method based on client need or project advancement.</p>
<p>2.6 Define Design Team</p>	<p>Best Practice: Discuss whether this project will be done with in-house or consultant staff:</p> <ul style="list-style-type: none"> ▪ Are there any Client staffing expectations? ▪ Use of in-house staff due to the sensitive nature of the project. ▪ Use of in-house or consultant staff due to specialty design services and experience. ▪ Use of combination of staffing of both in-house and Consultant. <p>Define Client representatives and roles for the project (facility staff, planners, specialists, etc.)</p>
<p>2.7 Quality Control</p>	<p>Best Practice: Discuss level of quality of materials; buildings expected life; level of inspections and building commissioning.</p>

3. PROJECT TEAM	
<p>3.1 Staffing / Roles</p>	<p>The BUL, Regional Supervisor and TL are assigned and OPC inputs data in DCNet.</p> <p>By default the TL is the PM. The TL may remain as the PM or the TL may assign a PM to the project and input data into DCNet.</p> <p>Best Practice: The PM is responsible for the assembly of the design project team through discussions with the TL’s for each trade discipline. The TL and PM should base staff assignments more on experience than just availability. The PM shall ensure that all the designer name / roles are entered into the DCNet Staffing Plan. Assembly of the project team may be an ongoing effort as the project develops and scope is refined.</p> <p>The PM shall input consultant’s names and contact information into DCNet.</p> <p>The PM shall input Client information such as Facility Planners, Plant Superintendents, etc.</p> <p>Information is available on DCNet - General Project Information / Project Manager or Team Leader (Note: Construction staff roles are assigned by the Div. of Construction).</p> <p>The PM shall define Div. of Construction or a consultant CM roles and responsibilities if they have an active role as part of the Design Team by providing formal pre-construction services such as Specifications - Division 1, cost estimating, value engineering, scheduling, constructability reviews, etc. Request CM participation early in the project.</p> <p>Best Practice: Team member roles and activities shall be defined, coordinated, and continually monitored. The PM may need to assess the capability and experience of the personnel assigned to the project.</p>
<p>3.2 Consultant Term Contract Work Orders</p>	<p>The PM initiates Work Orders (WO) for consultants and shall include the following: Scope, Milestones/date, Deliverables and Fee Payment (NTE, LS or combination).</p> <p>No work shall be done by a consultant without a WO.</p> <p>Best Practice: The PM may discuss the project specifics with the Consultant’s term contract liaison. Verify that the Consultant firm can do the work to the PM’s expectations and project constraints.</p> <ul style="list-style-type: none"> ▪ If schedule is critical, verify that the firm has the resources and will be dedicated to meeting tight schedule. ▪ If the project is complex or scope is specialized, do they have appropriate and/or qualified staff available to perform the tasks? ▪ Once the firm assigns designers, the PM may further discuss the project with them to reaffirm that they can meet thier expectations. <p>The PM shall issue a WO prior to a Consultant visit to the project site to review project conditions as a preliminary site investigation WO when scope is uncertain or vague. This initial visit would be the basis for establishing the project scope and associated fees for future WO assignments such as the Program Report. It is highly recommended that the PM attend this visit with the consultant to refine scope.</p> <p>The PM shall write a fee proposal or obtain a fee proposal based on</p>

	<p>agreed upon scope of services and deliverables. It is recommended that the PM identify factors that require additional fee and factors that would make the project easier to design. For example, a study previously completed by the consultant would reduce fee. The PM shall initiate a fee offer or review a Consultants fee proposal using percentage fee, tasks/hours, drawings/hours or request the services of the Consultant Services Group to assist in fee negotiations.</p> <p>Best Practice: BDC 65 Consultant Fee Estimate Worksheet may be utilized for a consultant's fee breakdown when the fee offer and consultant fee proposal difference is far apart.</p> <p>The WO's may include hazardous materials testing and geotechnical information.</p> <p>The PM shall determine if there is a need to do Hazardous Materials Testing. The PM shall consult with an OGS Hazmat Designer to determine if testing is required on the project. For Consultant projects the PM shall facilitate a dialog between the OGS Hazmat Designer and Consultant to determine whether there may be hazardous materials present and how samplings and design will be conducted.</p> <p>The PM shall determine if there is a need to do a Geotechnical Investigation. The PM shall consult with the OGS Geotech Group to review existing soils records/data to determine whether there is a need to supplement existing data or conduct a full soils investigation or determine if testing is required. For Consultant projects the PM shall facilitate discussion between in-house and consultant geotechnical engineers to plan on how samplings and design will be conducted.</p> <p>The PM shall input Hazmat and Geotech information in Part 2 of the PMP.</p> <p><i>(Note: WO's may be separated into phases of work: Initial Site Investigation, Program Phase, Design Phase and Construction Support).</i></p> <p>OPC inputs WO data in DCNet - General Project Information / Related Consultants and files WO's in the ConsultantContract folder.</p>
<p>3.3 Team Communications</p>	<p>The key function of the PM is to communicate.</p> <p>The PM serves as the focal point for project team communications. The PM assures the ongoing dialog that is essential to healthy relationships among all the parties including the Client occurs during the projects life.</p> <p>The PM shall communicate Client expectations, review scope, review tasks, schedule, budget constraints, and special requirements with the Project Team. The PM shall involve the Client when the Project Team needs Client input, guidance or resolution.</p> <p>The PM shall establish Team communications protocols.</p> <p>Best Practice: The PM should conduct a design kick-off meeting. The kick-off meeting serves as an open discussion and covers such topics as survey requirements, design criteria, submission dates, and particular elements of the design that require special attention, roles / responsibilities of team members and design strategies.</p> <p>Best Practice: The PM should conduct periodic Team progress meetings to provide project updates, facilitate the exchange of important information, design changes, coordination the work and schedule. These meetings should be well planned with a distributed agenda. The meeting should include the following:</p> <ul style="list-style-type: none"> ▪ old business

- progress of work since last meeting
- interfaces, critical items, current and potential problems
- action items, due dates, responsible parties
- new business

Best Practice: At a minimum it is recommended that a design meeting be held after the Program has been approved by the Client. Discuss selected project options, Client comments or added scope (when applicable).

The PM shall ensure that all important project communications such as client meetings and client project decisions be documented and properly filed in the project folder.

4. PROJECT SCOPE	
4.1 Client Requirements and Scope Clarification	<p>By default, OPC inputs Client Request for Services (BDC 153) as the initial project scope.</p> <p>The PM and/or Team shall conduct field investigation and data collection. Clarify client scope and client estimate. The PM shall notify the EIC when a site visit is to be conducted.</p> <p>The PM shall identify any added scope and receive Client approval in written format. At a minimum, the PM shall send in writing (email or letter) confirming a conversation regarding the scope and Client’s approval. Request BUL to file in the project RecordCorrespondance file folder.</p> <p>Best Practice: The PM and/or Team review the Program Checklist for scoping.</p> <p>The PM shall request the TL and/or the BUL review the Draft Program Report prior to submission to the Program Review Group.</p> <p>The PM shall submit and present the Draft Program Report to the Program Review Group after TL or BUL review.</p> <p>The PM shall ensure that all comments (Program Review Committee, Design, Field staff and Client) were included into the Final Program Report.</p> <p>The PM shall update DCNet data field Project Summary Scope. Incorporate major scope changes as they are identified or refined.</p> <p>Best Practice: The PM should document all scope changes and key decisions made on the project by the Client</p>
5. PROJECT BUDGET/COST	
5.1 Maximum Construction Cost (MCC)	<p>The project may have a Maximum Construction Cost (MCC) from the Client.</p> <p>If a Client’s MCC is exceeded during the Program Phase the PM shall ensure that options are defined in the Program Report.</p> <ul style="list-style-type: none"> ▪ If over Client’s MCC during the design phase the PM may recommend the following: scope reduction or conduct a Value Engineering session. ▪ Define Alternates in specification 01230 for C, H, P & E that provide scope/cost options for the Client to select at during the bid phase. <p>When Client’s request OGS to identify project soft costs (design, construction, commissioning and testing services fees) the PM shall review request with the TL and BUL. The PM and TL / BUL shall jointly agree on soft cost projections (percentage of MCC) before informing to the Client. The PM monitor budgeted soft costs vs. actual during the project. Discuss fee overages with the TL and BUL prior to informing the Client.</p> <p>The PM shall identify budget costs for air monitoring sampling when hazardous materials are required to be removed or modified during construction. These costs (potentially high) shall be provided to the Client since they are ancillary and not included in the cost estimate.</p> <p>The PM shall inform the Client on budget / cost issues and changes when they become known.</p>

<p>5.2 Allowances</p>	<p>Contingency Allowance amounts are defined in specification 01210 for C, H, P & E and in the estimate breakdown.</p> <p>The PM / Team shall identify Specific Allowances for each contract (C, H, P, & E).</p> <p>Specific Allowances require OSC justification and approvals. The PM shall ensure that justifications and back-up (vendor quotes and breakdown) are obtained between 100% Submission and Final Phase using the allowance template documents. The PM shall ensure that documentation is properly filed.</p>
<p>5.3 Cost / Schedule Issues</p>	<p>The PM shall identify any lapsing funds / schedule concerns.</p> <p>Best Practice: If the construction completion schedule is a critical Client concern an early construction completion bonus may be considered. The PM should discuss the strategy with the TL, BUL and Client. Bonus amounts should be reviewed with Cost Control including Liquidated Damages (amount/day).</p> <p>Best Practice: The PM shall ensure that estimators are included at key design meetings to verify project costs / budget are maintained.</p>

6. PROJECT SCHEDULE (Design and Construction Phases)

<p>6.1 Milestone Submissions</p>	<p>40,000 series projects require Program and 100% Submission Milestones. These are defined in DCNet.</p> <p>Program reviews may be waived by the BUL if schedule is critical. Example: a roofing project needs to start construction in summer and there is no time for a formal program submission. This will require BUL approval.</p> <p>See Design Manual Chapter 4.0 Project Types and Submissions Table for optional submissions. The PM shall identify additional phases such as Schematic Design Phase (Chapter 4.3.1) and Design Development Phase (Chapter 4.3.2).</p> <p>The PM ought to substantiate when optional submissions are provided. DCNet can indicate additional phases in the data field labeled "Interim Submission" date. This field should represent the next optional phase.</p> <p>The PM needs to notify OPC when optional phases will be used. OPC to add comment into project Remarks</p> <ul style="list-style-type: none"> ▪ Example A: Schematic Phase = DD Phase ▪ Example B: Schematic Phase = 80% Submission <p>The PM shall provide submission transmittals / letters and Client approvals to OPC for formal submissions. Review comments should mimic the 100% Submission process. The PM shall ensure that documentation is properly filed in the project folders.</p> <p>Best Practice: Informal submissions (on board reviews) are not required to have formal submissions / approvals but any related documentation should be properly filed.</p> <p>The PM can modify the Forecast Dates in DCNet Project Manager Milestone Update. Modifications are recommended when end dates (bid and award) are determined in out years and the PM wishes to assign remaining milestone dates. Scheduled Dates and Actual Dates require OPC input.</p>
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	<p>The PM shall request OPC to input SD and DD milestones in DCNet.</p> <p>The PM shall update DCNet milestone dates and project comments.</p> <p>Information is available on DCNet - General Project Information Project Milestones</p>
6.2 Client Communications	<p>Best Practice: The PM should inform the Client in writing (can be email) on project milestone schedule changes.</p>
6.3 Construction Duration	<p>The PM shall discuss number of construction days with Pre-construction Services Group.</p> <p>Best Practice: The PM / Team should identify long lead items (BDC 35.2 Long Lead Items) and their impact on the construction schedule. Discuss with Pre-construction Services Group.</p>
6.4 Restricted Work Periods	<p>The PM / Team shall define any Restricted Work Period in 01110 Summary of Work for roofing, mechanical work (heating season) and associated asbestos abatement, HVAC underground piping and other asbestos abatement scoping. Discuss with Pre-construction Services Group.</p>
6.5 Phasing	<p>The PM shall define any project phasing in 01110 Summary of the Work. Discuss with Pre-construction Services Group.</p>
6.6 Construction Milestones	<p>Project milestones may be identified in 01110 Summary of the Work. The PM shall provide details in the specification.</p> <p>Discuss with Pre-Construction Services Group.</p>
6.7 Contractor Work Hours	<p>The PM shall define contractor work hours (appropriate specification sections) when they are a facility concern. Discuss with Pre-construction Services Group and Field Staff.</p>
6.8 Interruption of Services	<p>The PM shall identify significant shut-downs, tie-in, testing and agency/authority approvals required during the construction process. Example: water line tie-in and testing requirements and DOH approval. Discuss with Pre-construction Services Group.</p>
7. PROJECT SPECIAL REQUIREMENTS	
7.1 Commissioning	<p>When Commissioning is required the PM shall indicate extent of systems or elements to be commissioned:</p> <p>Mechanical: controls, HVAC equipment, ductwork, specialty equipment, plumbing, sprinkler, elevator.</p> <p>Electrical: low and high voltage, emergency, lighting, communication and security systems, life safety.</p> <p>Architectural: roof, exterior envelope, doors/hardware/keying.</p> <p>Identify commissioning method:</p> <p>Client-led, Design-led, CM-led, Independent (OGS term contract),</p>

	<p>Independent (OGS PS&G contract) or Hybrid.</p> <p>The PM and Team shall decide early on as to when Commissioning is introduced into the project: at the planning, design, construction, acceptance or turnover phase.</p> <p>Best Practice:</p> <ul style="list-style-type: none"> ▪ Refer to DPM Chapter 9.4 Commissioning Guide. ▪ Refer to EO111 and LEED for commissioning requirements. <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.2 Hazardous Materials</p>	<p>The PM shall determine if there is a need to do Hazardous Materials Testing. The PM shall consult with an OGS Hazmat Designer to determine if testing is required on the project. For Consultant projects the PM shall facilitate a dialog between the OGS Hazmat Designer and Consultant to determine whether there may be hazardous materials present and how samplings and design will be conducted.</p> <p>The PM shall include testing results in the specification and/or drawings.</p> <p>Specifications need to include temporary partitions/compartmentalization as required when phasing work in occupied areas.</p> <p>The PM shall identify air quality monitoring requirements to the Client and the Div. of Construction.</p> <p>Best Practice: Refer to DPM Chapter 9.8 Hazardous Materials Guide.</p> <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.3 Subsurface Investigation and Seismic Design</p>	<p>The PM shall determine if there is a need to do a Geotechnical Investigation. The PM shall consult with the OGS Geotech Group to review existing soils records/data to determine whether there is a need to supplement existing data or conduct a full soils investigation or determine if testing is required. For Consultant projects the PM shall facilitate discussion between in-house and consultant geotechnical engineers to plan on how samplings and design will be conducted.</p> <p>Best Practice: Refer to DPM Chapter 4.2.2 Program Report Checklist for the following:</p> <ul style="list-style-type: none"> ▪ Review sub-surface geotechnical conditions for water table, rock, soil conditions, soil borings, bearing capacities, fill, unsuitable material, site class, etc. ▪ Identify whether seismic design of structures is require. ▪ Identify whether sheeting and shoring is required. ▪ Discuss all of the above with the Geotechnical Group. <p>Best Practice: Refer to DPM Chapter 9.15 Geotechnical Guide.</p> <p>The PM shall turn over Geotechnical Reports to the Geotechnical Group.</p> <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.4 Special Inspections</p>	<p>The PM and Team shall review which Special Inspections are required (per BCSNY Section 1704) include edited BDC 406 Statement of Special Inspections in the specifications appendix.</p>

<p>7.5 Pre-installation Meeting</p>	<p>The PM / Team should provide language in specification sections requiring pre-installation meetings such as Masonry, Firestopping, etc. especially to indicate which meetings design is required to attend.</p> <p>Best Practice: The PM / Team to review with Pre-construction Services Group and the EIC.</p>
<p>7.6 Mock-ups</p>	<p>The PM / Team shall identify mock-ups required for the project.</p> <p>Best Practice: Mock-ups can be discussed within a particular specification section for related materials or the mock-up can be a combination of specification sections such as a wall section that includes masonry, stud back-up, window unit, foundation pad and roofing components. This would require a stand-alone specification section.</p>
<p>7.7 Codes and Standards</p>	<p>The PM / Team shall determine applicable codes, standards and regulations for the project. Especially, codes and standards other than the NYS family of building codes.</p> <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.8 Green & Clean Attributes</p>	<p>The PM / Team shall identify compliance with Executive Order EO111 and document compliance when applicable.</p> <p>Best Practice: Complete BDC 26 form. File in the DesCalculations Folder.</p> <p>The PM shall identify if LEED certification required for the project.</p> <p>Best Practice: Identify and document LEED components on the project. File in the DesCalculations Folder.</p> <p>Best Practice: Provide applicable energy analysis for the project. File in the DesCalculations Folder.</p> <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.9 Environmental Assessment & Permitting</p>	<p>The PM shall contact Environmental Permit Group when the project increases size of building or involves site design to initiate SEQR process. Discuss SEQR, SHPO and Agency specific permits.</p> <p>The PM shall complete Part 2 of the PMP.</p> <p>Information available on DCNet - General Project Information Enviro Permits</p>
<p>7.10 SWPPP</p>	<p>The PM shall verify if Storm Water Pollution Prevention Plan (SWPPP) is applicable to the project. When applicable, the PM / Team shall include requirements in the contract document drawings and specification.</p> <p>The PM shall complete Part 2 of the PMP.</p>
<p>7.11 OGS Field Office</p>	<p>Best Practice: When a field trailer is required by Division of Construction include information in specification 01500 (small) or 01520 (larger unit). The PM should discuss requirements with Pre-construction Services Group.</p>
<p>7.12 CAD Coordination Drawings</p>	<p>Best Practice: When CAD Coordination Drawings are required include 01335 in the Project Manual. Identify level of detail required and how the drawings will be developed / approved. The PM should review with Pre-construction Services</p>

	Group. The PM should read the hidden text in the master specifications.
7.13 Extended Warranties	Best Practice: Include when extended warranties are provided to extend the standard 1 year (include 00812) in the Project Manual.
7.14 Video Training	Best Practice: Include when extensive video training is required for the project include 01820 Video Training Programs in the Project Manual.
7.15 Temp / Construction Heat	The PM shall ensure that construction duration for Construction Heat and Temporary Heat are reviewed and included in specification section 01510.
7.16 Security	For DOCCS and OMH projects the PM shall include 01560 Security in the Project Manual. The PM shall identify Agency specific facility protocols related to security and tailor the specifications to reflect procedures that may impact contractor access / bid.
7.17 MWBE Requirements	The PM shall identify contractor participation requirements if other than the typical MWBE. Federal funded projects may require special requirements such as (DBE).
7.18 Partnering	Best Practice: If Partnering is required include specification 01350 in the Project Manual. The PM needs to get Deputy Commissioner for D&C approval.
8. QUALITY	
8.1 Construction Materials Selection	Best Practice: The PM and Client should discuss the level of quality in materials and buildings expected life.
8.2 Inspections	The PM / EIC and Client shall discuss the level of quality regarding construction inspection; design staff support (site visits / observation reports) needed. Best Practice: Identify milestones for design inspection such as prior to enclosures of slab pours, sheetrock, ceiling installation, etc.
8.3 Commissioning	See Project Special Requirements item 7.1
9. SITE INVESTIGATION (FIELD TRIP)	
9.1 Field Trip	The PM shall contact Div. of Construction staff when a Field Trip (site visit) will be made by the design team. The PM shall contact the Client Representative(s) to see if they wish to attend this meeting. The PM shall notify OPC with site visit forecast date and when the actual site visit was completed. The PM shall ensure that the list of attendees and titles are included in the

	<p>Program Report.</p> <p>The PM shall clarify scope during the site investigation.</p>
9.2 Consultant Work Order	<p>Some project scopes may not be clearly defined and may require the PM to initiate a work order to the consultant to gather more information on the project. See Project Team item 3.2 for initial site visit work order option for consultants.</p> <p>Best Practice: The PM should attend the initial site visit to gain familiarity of required scope, identification of scope creep background information for the development of the Program Report work order.</p>
9.3 Project Expectations	<p>Best Practice: The PM may initiate or confirm previous discussions from the Client Contact items in section 2 to further refine project requirements. This depends on how much information was gathered from past discussions.</p>
9.4 Project Management Plan	<p>At completion of the Site Visit, the PM shall evaluate topics discussed and develop the Project Management Plan (PMP) using DCNet.</p> <p>The PM shall request a PMP review meeting with the TL. The TL will review and approve the PMP.</p> <p>If the TL is also the PM then the PM shall request a review and approval of the PMP by the BUL.</p>
10. PROGRAM PHASE	
10.1 Design Manual	<p>The PM and Team shall comply with the DPM Chapter 4.2.</p> <p>Best Practice: The PM may use sample Program Reports as benchmarks when discussing level of report with Design Consultants.</p> <p>The PM shall review the Draft Program Report with the TL prior to submission to the Program Review Group.</p> <p>The PM shall schedule the Program review date with the Program Review Group prior to sending report to the Client.</p> <p>Program reviews may be waived by the BUL if schedule is critical. Example: a roofing project that needs to start construction in summer and no time for a formal program submission. The BUL formally approves the waiver by the approval of the PMP after PM Client Contact.</p> <p>The PM shall request the BUL to input a D&C Project Manager Remark to highlight the granted waiver.</p>
10.2 Submission Requirements	<p>Best Practice: Use the Program Report Template (see DPM Chapter 4.2.1)</p> <p>Best Practice: Use the Program Report Checklist (see DPM Chapter 4.2.2).</p> <p>The PM shall discuss the delivery of the Program Report on Consultant projects prior to the program due date in DCNet.</p> <p>The PM shall ensure that relevant comments from the Program Review are incorporated into the Program Report and file support documentation in the ReviewComments file folder.</p>
10.3 Project Management Plan	<p>After Client review comments and approval are received, the PM shall</p>

	<p>refine the Project Management Plan (PMP) using DCNet.</p> <p>The PM shall request a PMP review meeting with the TL. The TL will review and approve the PMP.</p> <p>If the TL is also the PM then the PM shall request a review and approval of the PMP by the BUL.</p>
<p>11. INTERIM SUBMISSIONS (Optional)</p>	
<p>11.1 Typical Milestones</p>	<p>The PM shall determine if Interim Submissions are required or recommended.</p> <p>Best Practice: Schematic Design (SD) and Design Development (DD) Submissions are typically recognized design milestones by the A/E profession.</p> <p>The PM shall determine if the Interim Submissions will be formal or informal (on-board review) submissions. The PM shall notify OPC with forecast dates and when actual dates are met.</p> <p>When Interim Submissions are formal the PM shall notify OPC of the formal submission and copy OPC with client transmittal letter. The PM / Team shall expect a formal review / approval from the Client. Notify OPC when Client approvals are received.</p> <p>Best Practice: When formal reviews are submitted copy the Constructability Group and request a review.</p> <p>Best Practice: When formal SD and DD Submissions are part of the project include any comments on BDC 35.3 Document Review Form.</p> <p>Best Practice: Develop and maintain a Basis of Design (BOD) report and update the document during SD and DD Phases.</p>
<p>12. 100% SUBMISSION PHASE</p>	
<p>12.1 Design Manual</p>	<p>The PM and Team shall comply with the DPM Chapter 4.4.2.</p>
<p>12.2 Scope</p>	<p>The PM shall ensure that the project is complete and satisfies the Clients scope. When specific work is not included in the submission make note of those draft sections / drawings and also identify any missing scope. The primary goal is to achieve 100% complete documents for review.</p>
<p>12.3 Special Requirements</p>	<p>The PM shall ensure that project special requirements such as subsurface investigation, hazardous materials, codes and standards, EO111, environmental assessments and permits, and commissioning, etc. are addressed.</p>
<p>12.3 Review Comments</p>	<p>The PM shall ensure that the Team uses BDC 35.3 Document Review Form for comments and responses.</p>
<p>12.3 PM's QA/QC Responsibilities</p>	<p>Ensure that the estimate is complete and includes all scope and contingency allowances.</p> <p>Ensure that construction schedule addresses long lead items, restricted work periods, phasing, work milestones, contractor work hours, etc.</p>

	<p>Ensure that the documents are in conformity with the Design Procedures Manual.</p> <p>Ensure that the documents are coordinated and reviewed for technical accuracy.</p> <p>Ensure that Consultant's submit their QA/QC letter.</p> <p>Ensure that Codes Checklist BDC 402 is completed.</p> <p>Ensure that BDC 406 Statement of Special Inspections is completed.</p> <p>Ensure that new buildings have a building number assigned to it and that the number is included in the project title.</p>
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13. FINAL SUBMISSION PHASE	
13.1 General	<p>The PM and Team shall comply with the DPM Chapter 4.5.</p> <p>The PM shall ensure all Client requirements have been met.</p> <p>The PM shall organize the Project Manual by trade designation and common document folder.</p>
13.2 Bid Documents	<p>The PM shall organize the Project Manual by trade designation and common document folder.</p> <p>The PM shall receive consultant AutoCad drawings and file in the CAD file folder designations. This shall also include addendum drawings.</p>
13.3 Review Comments	<p>The PM and Team shall respond to all 100% Submission comments. When BDC 35.3 Document Review Form is used the PM shall ensure that Team response comments are included on this form.</p> <p>The PM and Team shall ensure that all review comments are addressed including Client, field check, peer, constructability and technical reviews.</p> <p>The PM shall ensure that all BDC 35.3's are properly filed in the ReviewComment file folder.</p>
13.4 SOS	<p>The PM shall ensure that the Schedule of Submittals (SOS) for all trades is completed for projects over \$200,000 estimated cost.</p>
13.5 Project Scope	<p>The PM shall update DCNet project scope using language directed to the contractor community. The PM shall ensure all Client's defined project scope has been included.</p>
13.6 Electronic Contractor Payments (ECP)	<p>The PM shall ensure that all the Project Manual specifications are included in the ECP in DCNet.</p>
13.7 EO111 and LEED	<p>The PM shall ensure that the EO111 Design Compliance SChecklist and other support documents such as LEED Checklist or the Green Design Table for Small Projects are properly filed.</p>
14. BID PHASE	
14.1 Design Manual	<p>The PM and Team shall comply with the DPM Chapter 7.</p>
14.2 Pre-bid Site Visit	<p>The PM and EIC shall discuss whether there will be a Pre-Bid Site Visit so that the specifications include these requirements.</p> <p>Best Practice: The PM and EIC should discuss whether there will be a Pre-Bid Site Visit and whether Design should participate. The BUL shall approve Designer participation.</p>
14.3 Bid Questions	<p>The PM / Team shall respond to Bidder Questions (Bidder Question Form) by addendum only. All bidder questions shall be processed through CADM. The PM shall ensure that all bidder questions were addressed including those that have come in close to the bid date.</p> <p>Best Practice: The PM shall discuss Bidder questions with the EIC and Designer to discuss whether the questions are significant to require an</p>

	addendum.
14.4 Bid Evaluation	<p>Best Practice: The PM and Cost Control should discuss which appropriate design staff should provide a Post Bid Evaluation for projects with the following conditions:</p> <ul style="list-style-type: none"> ▪ Low bidder is over or under 15% from the government estimate. ▪ The difference between the 1st and 2nd low bidders is more than 15%. ▪ Division of Construction holds a Pre-Award Meeting with the low bidder.
14.5 Pre-Award Meeting	<p>The Div. of Construction will send a low bidder list by email to the PM.</p> <p>The PM shall coordinate with Team members whether there is a need for a Pre-Award meeting. The PM / Team may desire to participate especially when QA/QC subcontractor requirements are included in the Contract Documents. An example of QA/QC requirements are for physical and electronic security work.</p> <p>The Div. of Construction will make the final determination as to whether a Pre-Award Meeting is necessary.</p>
14.6 Pre-Construction Meetings	The PM, EIC and Team shall conduct a Pre-Construction Meeting per Chapter 7, section L of the DPM.
14.7 Project Design Closeout	<p>The PM shall ensure that consultant bid CAD drawings are received in the proper file format and naming conventions. The PM shall file drawings in the appropriate CAD file folder structure. See DPM Chapter 5.4.</p> <p>The PM shall turn over Geotechnical Reports to the Geotechnical Group.</p> <p>The PM shall ensure that consultant estimates are properly filed in the proper Estimate folder.</p>
15. CONSTRUCTION PHASE	
15.1 Design Manual	<p>The PM and Team shall comply with the DPM Chapter 8.</p> <p>The PM / Team shall follow agreed upon protocols from the Pre-Construction Mtg.</p>
15.2 Bidder Questions	Best Practice: The PM should review unanswered bidder questions with the EIC and Designer to identify critical questions that should be addressed by IB's.
15.3 Bi-Weekly Job Meetings	The PM shall verify with the EIC if contractor bi-weekly mtgs are being conducted. If yes, ensure that field staff distributes minutes to the Team.
15.4 Request For Information (RFI)	<p>Contractor RFI questions may be processed by the EIC either using DCNet RFI database or the electronic RFI Form.</p> <p>The PM shall ensure that the Team is responding to questions using appropriate form, process and timeframe.</p> <p>When the field staff wishes to respond to RFI's the PM shall ensure that</p>

	<p>Design has a chance to review prior to submission to the contractor.</p>
<p>15.5 Information Bulletins (IB)</p>	<p>The PM shall ensure that IB's are issued by the Designer to clarify documents, add missing information or owner changes to contract documents. IB's often include revised drawings or sketches accompanied by written direction.</p> <p>Best Practice: IB's should be reviewed and approved by the PM. Scope changes should be reviewed and approved by the PM with Client concurrence.</p> <p>IB's may be processed using DCNet (in-house projects) or use the IB Form. Consultant projects should use the IB Form from the OGS website.</p> <p>The PM shall ensure that IB's and drawing attachments (including consultant projects) properly processed and filed in the appropriate InformationBulletins Folder.</p>
<p>15.6 Submittals</p>	<p>Best Practice: The PM with assistance from the EIC reconfirm submittal distribution (addresses and quantities) requirements listed in the specifications.</p> <p>The PM shall ensure that Designers complete the SOS submittals listing items that need review and approval. The EIC shall establish submittal due dates with the Contractors using the SOS. The submittal duration should include a resubmission to better forecast dates and use as a good planning tool. The SOS submission dates should be updated by the Contractor and distributed to the PM.</p> <p>Best Practice: The PM should ensure a copy of the approved structural steel shops go to the Structural Group (BU2).</p> <p>The PM / EIC shall ensure that Consultants submit bi-weekly Submittal Logs to the EIC.</p> <p>Best Practice: The PM should inform Designers that contract changes (mark ups) should not be done on the submittals but should be issued by an IB when approved by the PM. Also, inform Designers not to accept Contractor substitutions without PM prior approval.</p> <p>Best Practice: The PM should discuss with the Consultant the expected level and thoroughness of their review when reviewing submittals.</p> <p>Best Practice: The PM should inform the Design Team that Contractor deviations from the contract documents should not be permitted on the submittals. When deviations do occur the Designer should inform the PM / EIC. Deviations shall follow Article 4.3 of the General Conditions and request the Contractor to fill out BDC 49 Contract Document Deviation Request Form.</p>
<p>15.7 Pre-installation Meetings</p>	<p>Best Practice: The PM should discuss with the EIC which pre-installation meetings the Team wishes to attend.</p> <p>Best Practice: The PM and Team should review pre-installation meeting agendas with the EIC prior to attending the Pre-installation Mtg.</p> <p>Best Practice: The PM and Designer should take notes from the meeting to supplement the EIC's notes.</p>
<p>15.8 Conference Calls</p>	<p>Best Practice: The PM and EIC should initiate teleconference calls on an as needed basis. May need to utilize GoToMeetings interface for graphic support.</p> <p>There may be a need to establish regularly scheduled teleconference calls when agreed by the PM and EIC for more high profile, complex projects or when projects require more attention due to problematic issues.</p>

<p>15.9 Construction Observation</p>	<p>Best Practice: The PM / EIC / Designers should develop a Site Visit Matrix that includes inspection milestones and Designer responsibility.</p> <p>Designers The PM shall inform the Design Team to notify the EIC prior to making a site visit. Best Practice: The Designer should tour the project with the EIC.</p> <p>Best Practice: The Designers should complete a Site Visit Deficiency Report Log BDC 151 noting when deficiencies are observed after a site visit is conducted. If no deficiencies are noted then check appropriate comment box on the form.</p> <p>Best Practice: The PM should review all BDC 151's prior to being submitted to the EIC.</p> <p>The PM shall ensure that the BDC 151's are filed in the appropriate file folder.</p> <p>The EIC responds to Designer comments using the same form.</p>
<p>15.10 Special Inspections</p>	<p>Best Practice: Review 406.1 and assist EIC with identifying who is best able to perform listed testing and inspections. Inspections may be performed by Designers, Field Staff or a Testing Agency.</p>
<p>15.10 Field Order / Change Order review (FO's & CO's)</p>	<p>The EIC should copy the PM on all FO's and CO's.</p> <p>The PM shall copy the Designer of Record to review as required. The PM shall ensure that the Design Team receives copies of CO's and FO's since they are contract changes that impact the project.</p> <p>Even when a Designer of Record initiates the scope they should be back checking the CO language to verify wording by the EIC.</p> <p>Field Order / Change Order summary logs are maintained by the EIC in DCNet. Best Practice: The PM shall ensure that the EIC distributes copies to the agreed upon distribution list.</p>
<p>15.11 Bi-Weekly Reports</p>	<p>Bi-Weekly Reports are maintained by the EIC to report progress of each contract. The PM shall ensure that the EIC distributes reports to the Design Team (especially consultant's who do not have access to DCNet).</p>
<p>15.12 Meeting Minutes</p>	<p>Contractor Meeting Minutes are maintained by the EIC to document on-site meetings. The PM shall ensure that the EIC distributes minutes to the Design Team (especially consultant's who do not have access to DCNet).</p>
<p>15.13 Contractor Disputes</p>	<p>Design to provide document interpretation for contractor disputes when requested by EIC. Best Practice: The PM should be involved with disputes.</p>
<p>15.14 Drawings of Record</p>	<p>Best Practice: It is recommended on larger projects that Drawings of Record may benefit the project by providing a good contractor management tool by issuing revised sheets by Team. These drawings also provide a good state record of changes as the project advances. The PM shall determine at the beginning of the Construction Phase whether Drawings of Record will be done on this project.</p> <p>For Consultant projects this is an Optional Service.</p>

15.15 Project Procedures Manual	Best Practice: On large projects, the PM should take lead on developing a Project Procedures Manual that establishes protocols and procedures between the Design Team and the Construction staff.
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End of Project Management Plan - Instructional Guide (Part 3)