

Chapter 4 – Submission Phase Guidelines

4.2 PROGRAM PHASE

*What is the **PURPOSE** of the Program Phase?*

The Program Phase is a critical component of the project and defines the Client's new construction or facility repair/rehabilitation/improvement needs. **The purpose of the Program Phase is to further clarify the scope of work, identify design options, construction implications, and the associated costs information that was gained during the Initial Site Visit.** The Program Report communicates these findings and recommendations to the Client. The Program Report and estimate may be used by the Client to develop a capital spending plan. The Program Report recommendations as modified by the Client's approval comments define the scope of work for the balance of the project. When scope is modified by the Client after Program Approval, the PM shall document and file scope changes in the RecordCorrespondence folder.

*What is the **PROGRAM REPORT**?*

The Program Report is a stand-alone document that details important aspects of the project. It will usually include the project objective, space requirements, functional requirements, site considerations, architectural/engineering features, code review, EO88 review, SEQRA and/or any environmental permits required, HAZMAT requirements and testing, options, recommendations, estimated construction costs, scheduling concerns, and significant constructability issues. The Program Report shall be the primary design reference for the development of the project.

The following are essential elements of the Program Report and must be addressed for every project:

1. Clear and concise project intent: Include the original project intent in the report. Any additional scope should be captured in a subsequent paragraph in the report. Discuss the project intent with the Client representative (and the facility, if appropriate) to ensure that a common understanding is reached.
2. Clear recommendation: If options are presented, recommend the preferred option and summarize the criteria used to select the recommended option.
3. Valid estimate: The Client will use the estimate for capital planning purposes. Carefully review the estimate to ensure that adequate funding is identified. Check for design contingency, field order allowance, phasing impacts, security impacts, escalation, etc.

The Program Review Committee must review all 40,000 series programs for projects \$200,000 or greater. However, a program review of all 40,000 series projects including S's and Q's is highly recommended.

Infrequently, a project schedule may be very aggressive, and expediting the project is critical. In this case, the Program Review Committee process may be waived by the BUL. For these projects the BUL shall designate an internal peer review within the Business Unit to review the Program Report prior to sending the report to the Client. Peer reviewers may include the BUL or Deputy BUL. The BUL shall waive the review (remove the requirement from DCNet) and input a project comment in DCNet stating their approval and justification for the waiver. The Program Report may be submitted to the Program Review Committee as a “lessons learned” review / evaluation.

*What are the traditional **REPORT FEATURES?***

Each Program Report shall be a complete, high quality, coordinated presentation consistent in treatment, appearance, and terminology. The Consultant/Designer’s report shall include the proper report cover form with unbound copies. The report shall be bound in a way that it can later be deconstructed and all parts recycled or reused.

Each Program Report shall, as a minimum standard, be based on the Program Report Template Instructions, modified and expanded as necessary to suit the particular scope of work. The template is a guide that offers direction on content and a preferred format, including executive summary, statement of objectives, analysis, recommended scope of work, construction cost estimates, etc.

1. [Program Report Template Instructions](#)
2. [Program Report Template](#)
3. [Program Report Checklist](#)

The requirements of a particular project vary and include some or all of the following components:

1. Drawings, where necessary for clarity, preferably 8 ½ x 11 or 11 x 17 (folded).
2. Photos, where required for clarity.
3. Code Analysis see [Chapter 9.9 Codes Guide](#).
4. Catalog-type information on recommended products.
5. Previous accounts or reports.
6. EO88 requirements and/or LEED credit opportunities see [Chapter 9.5 Energy Efficiency \(EO88\) Sustainable Design](#)
7. Determination if SEQRA and/or any environmental permits are required.
8. HAZMAT abatement.
9. Investigative exploration and testing.
10. Account of permits required.
11. Key issues and issues to be resolved.
12. Preliminary project schedule.
13. Estimate and options.
14. Appendix items such as HAZMAT reports, meeting minutes, estimate detail, etc.
15. Include any anticipated impacts on facility operations during project execution (e.g. restricted access, utility shutdowns, noise, dust, etc).

What are the **ESTIMATE** requirements?

Program Phase Estimates are used by Client Agencies to prioritize projects and plan their capital construction budgets. These estimates are considered order-of-magnitude level estimates. They should, to the greatest extent possible, reflect a thorough, conservative account of anticipated costs. At this phase, lump sums, Means industry data, and costs-per-square foot type methods are utilized when the project scope is not fully defined. Program Phase Estimates in particular include predetermined Design Development Contingencies for unknown conditions. Contingencies vary depending on project size and complexity and are explained in [Chapter 6 Cost Control](#) of the Design Procedures Manual.

1. [BDC 178 Consultant Estimate Forms](#)
2. [BDC 50 - Request for Estimate](#) (OGS staff access this form through DCNet).

Consultant/Designer **RESPONSIBILITIES**

C1 Program Commencement

- C1.1 Review the Design Procedures Manual (DPM) and become familiar the requirements within this chapter. Direct any questions regarding the requirements to the PM.
- C1.2 Do not perform work until an approved Program Phase Work Order has been issued for this phase.
- C1.3 The Consultant/Designer shall be **responsible for taking all meeting minutes for this phase and following phases**. Provide a draft copy of meeting minutes for the PM's review and input prior to issuing final meeting minutes. The Program Report may include meeting minutes within an appendix.
- C1.4 Review all available drawings and documentation that pertain to the project.
- C1.5 **Review the Program Report Template Instructions and use the standard template for the report.**
- C1.6 The Consultant/Designer should review Chapter 4.2.2 Program Report Checklist, as appropriate for the individual project. This document is not meant to be an all-inclusive checklist, but is meant to assist the Consultant/Designer in the development of the Program Report.
- C1.7 Become familiar with DPM Chapter 9.7 Agency Specific Standards and Requirements.

C2 Work Orders

- C2.1 The Consultant/Designer shall initiate a proposal using percentage fee, or task/hours. The proposal should be based upon agreed scope of services and deliverables. Clarify the scope of work; identify design options, construction implications, and the associated costs.
- C2.2 It is the responsibility of the Consultant/Designer to evaluate the overall project and scope of work prior to fee negotiation for the Program Phase.

Identification of possible requirements for the project should be included in this evaluation, for example:

- a. Core drilling for material depth, make up and condition of shower room floors and roof decks.
- b. Structural testing required for portions of building structure
- c. Masonry conditions investigation
- d. Mortar analysis
- e. Soil borings, analysis and geotechnical report.
- f. Hazardous materials sampling and testing.
- g. Code analysis
- h. Utility investigations and analysis
- i. SEQR
- j. SHPO archaeological/historical significance

Early consideration and confirmation of these types of issues will result in fewer problems to be resolved as the project progresses and allow for more accurate construction estimate to be provided to the Client Agency. Discuss scheduling and the extent of analysis with the PM / TL.

- C2.3** If needed, the BDC 65 Consultant Fee Estimate Worksheet may be submitted as back-up to understand fee breakdown of staffing level and hours per task. It is also utilized when the fee offer and consultant fee proposal vary significantly.

C3 Schedule

- C3.1 Adhere to the Program Report due date and project schedule as determined by the PM.**

C4 Cost Estimate

- C4.1** Provide cost estimate in the report. See Chapter 6 Cost Control for more detailed information and instructions.

C5 Preliminary Draft Program Report

- C5.1** The Preliminary Draft Program Report shall be submitted to the PM for review prior to submitting the Draft Program Report.

C6 Draft Program Report

- C6.1 The Draft Program Report shall be a complete, high quality, coordinated document and should be considered the final version of the report.**
- a. The report shall be the primary design reference for the development of the project.
 - b. The report shall, as a minimum standard, be based on the Program Report Template Instructions, modified and expanded as necessary to suit the particular scope of work. The template is a guide that offers direction on content and a preferred format, including executive

- summary, statement of objectives, analysis, recommended scope of work, construction cost estimates, etc.
- c. Provide all information pertinent to the project design, including the articulation of all background and existing conditions relevant to the recommendations for the project. Information may include relevant history of a building, facility or site, the construction type, or the recent failure of a system, etc.
 - d. Perform on-site investigations, testing and samplings as required for developing a complete scope of work. This includes destructive investigative testing to determine unknowns such as masonry conditions, mortar analysis, hazardous materials conditions, concrete slab integrity, etc.
 - e. Best Practice: For roofing investigations and program reports use the BDC 45 Roofing Design Checklist and Roofing Template.
 - f. Submit the report as indicated in the Distribution section of this chapter. This submission shall include both electronic and hard copies.

C7 Final Program Report

- C7.1 **Provide responses to all comments to the PM. Incorporate review comments into the Final Program Report.**
- C7.2 Submit the report as indicated in the Distribution section of this chapter.

OGS Project Manager RESPONSIBILITIES

P1 Program Commencement

- P1.1 Reference Chapter 4.0.2 Initial Site Visit.
- P1.2 Review deliverables (usually site visit report and meeting minutes) required from the Initial Site Visit.
- P1.3 Verify that the Consultant/Designer has all existing information and documentation related to the project.
- P1.4 Best Practice: After the Site Visit Report has been submitted, discuss the PMP with the Team Leader or the Business Unit Leader.
- P1.5 No work shall be started by a Consultant without a WO.
- P1.6 LATS function code Design-200 Pre-Design / Planning Services should be used for this phase. DCNet Project Cost Summary can be reviewed and should only indicate Additional Fees for this phase.

P2 Work Orders

- P2.1 The PM shall initiate a fee offer or review a Consultants proposal using percentage fee, task/hours, or request the Consultant's Services Group to assist in fee negotiations. The WO should be based upon agreed scope of services and deliverables.
- P2.2 It is the responsibility of the PM to evaluate the overall project and scope of work prior to consultant fee negotiation for the Program Phase. Identification

of possible requirements for the project should be included in this evaluation, for example:

- a. Core drilling for depth and make up of shower room floors and roof decks.
- b. Structural testing required for portions of building structure
- c. Masonry conditions investigation
- d. Mortar analysis
- e. Soil borings, analysis and geotechnical report.
Best Practice: The PM shall determine if there is a need to do a Geotechnical Investigation. The PM shall consult with the OGS Geotechnical 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.
- f. Hazardous materials sampling and testing.
Best Practice: 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
- g. Code analysis
- h. Utility investigations and analysis
- i. SHPO archaeological/historical significance.

Early consideration and confirmation of these types of issues will result in fewer problems to be resolved as the project progresses and allow for more accurate construction estimate to be provided to the Client Agency

- P2.3** It is recommended that the PM identify factors that require additional fee and factors that would make the project easier to design for less fee. For example, a study previously completed by the Consultant/Designer would reduce fee or a prototype project would also reduce fee.
- P2.4** The Program Phase Work Order is most often a modification to the term assignment originated by the Initial Site Visit investigation. This requires the use of a BDC 41.1 - Request for Modification to a Term Assignment for consultant projects to advance the project to the Program Phase and writing of the Program Report. See Guideline and Sample Scope for Typical Program Phase.doc in DCNet Forms/Consultant Forms.
- P2.5** Best Practice: If available, use sample Program Reports that can be used as benchmarks when discussing quality level of the project report.
- P2.6** Ensure that scope, milestone dates, deliverables and fee payment (NTE, LS or combination) are included in the Work Order.
- P2.7** Discuss report due date with the Consultant/Designer. This is usually two weeks prior to the Program Review due date indicated in DCNet.
- P2.8** If needed, the BDC 65 Consultant Fee Estimate Worksheet may be submitted as back-up to understand the consultant's fee breakdown of

staffing level and hours per task. It is also utilized when the fee offer and consultant fee proposal vary significantly.

- P2.9** OPC inputs WO data in DCNet - General Project Information / Related Consultants and files WO's in the ConsultantContract folder.

P3 Project Management

P3.1 Scope Management

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.

- a. Review and update scope in DCNet as required.
- b. Coordinates discussions with Client, facility, and Consultant/Designers regarding scope including added scope.
- c. Document added scope.
- d. Best Practice: Change DCNet special project conditions: environmental permits; geotechnical; and hazardous materials data from "U" unknown to either "required" or "not required" as these items are defined.
- e. Ensure DCNet Scope of Project is adjusted when scope is refined, revised or when scope is added. Scope descriptions should be distilled to 4-5 sentences.

P3.2 Schedule Management

The 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.

Best Practice: Discuss the following project schedule information with design team:

- a. 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.
- b. Project priority (if not already indicated in DCNet by OPC). Note: priority levels are Client specific and some Clients do not use them.
- c. Project milestones / submissions such as 100%, Final, bid and award dates.
- d. Determine if there are high risk factors such as lapsing funding that require an expedited schedule.
- e. 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.
- f. Review Preliminary Forecast dates in DCNet and adjust using Project Manager Milestone Update. Specifically, discuss Program Submission date with the Consultant/Designer and input date into DCNet.

- g. Ensure DCNet Project Milestones are kept up to date and inform Project Team of changes.
- h. Consider a Construction Acceleration Incentive (CAI) Contract when the schedule is very aggressive. See Chapter 3 Contract Types for more detailed information.

P3.3 Cost Management

Best Practice: Discuss the following project cost information:

- a. Determine if there is a Maximum Construction Cost (MCC) if none indicated in the Client Request for Services.
- b. If a Client MCC is provided, discuss accuracy of budget or how the budget was developed.
- c. 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
- d. 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.

Monitor project costs at all submission milestones.

P3.4 Confirm Contract Method

Best Practice: Confirmation of the contract delivery method (40,000 series, M, J, etc.) There may be an opportunity to modify the contract method based on client need or project advancement.

P3.5 Project Communications

- a. The key function of the PM is to communicate.
- b. 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.
- c. 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.
- d. The PM shall establish Team communications protocols.
- e. Best Practice: The PM should have the Consultant/Designer 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:
 - i. old business
 - ii. progress of work since last meeting
 - iii. interfaces, critical items, current and potential problems
 - iv. action items, due dates, responsible parties
 - v. new business
- f. 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.

- g. Ensure that the DCNet Project Team Directory is up to date and distribute directory to team members who do not have access to DCNet.

P3.6 Define Project Quality

Best Practice: Discuss level of quality of materials; buildings expected life; level of inspections and building commissioning.

P4 Preliminary Draft Program Report

- P4.1** The PM shall review a Preliminary Draft Program Report with the TL prior to submitting the Draft Program Report to the Program Review Committee.
 - a. Compare Preliminary Draft Report to Program Report Checklist.
 - b. Works with Consultant/Designers to address format concerns.
 - c. Ensure D&C supports recommended option.
 - d. Ensure project intent is per the BDC 153 Request for Services and if scope is added it is clearly identified as such in a second paragraph in the report and that it is approved by the client prior to submission of report.
 - e. Ensure findings, options and recommendations are logical and rational.
 - f. Review estimate to ensure reasonableness.
 - g. Determine whether an Executive Summary is needed when a short report is submitted.
- P4.2** Provide review comments to the Consultant/Designer.
- P4.3** The Preliminary Draft Program Report shall be revised before queuing into the Program Review Committee process.
- P4.4** On rare occasions, the Program Review Committee process may be waived by the BUL if schedule is critical and scope is not very complex. For example: a roofing project that needs to start construction in summer and no time for a formal program submission. When this is the case, the BUL formally approves the program review waiver after the Initial Site Visit has been made. The PM shall request the BUL to input the granted waiver comment in DCNet PM Remarks or request the BUL to request OPC to add a comment into Remarks.

P5 Final Draft Program Report

- P5.1** The PM shall submit the Final Draft Program Report to the Program Review Committee Coordinator when the report is deemed worthy of submission. The PM shall ensure that the electronic copy is in the Submissions/Program file folder, labeled as the "FinalDraftProgramReport" and notify the Program Review Coordinator to initiate an email with document link for distribution to the AS and RS. The Program Review Coordinator will input the assigned AS into DCNet staffing.
- P5.2** The PM shall present the report to the Review Committee.
- P5.3** The PM shall ensure that relevant comments made during the program review session are documented to the project file and addressed in the Final Program Report.

- a. Regardless of the method chosen to document comments, the decision as to which comments made during the program review session are significant and applicable shall be made with input from the appropriate BUL. Acceptable documentation shall take one of the following four forms:
 - i. BDC 35.3
 - ii. Scanned PDF of marked-up draft program report
 - iii. Correspondence to consultant or other party responsible for developing draft program report
 - iv. Notes to file
 - v. **Use of Bluebeam Revu Studio**
 - b. The documentation of comments shall be filed in the project folder on the V:drive; in the ReviewComments sub-folder. The documentation shall include "Program" in the title.
 - c. If no relevant comments were made during the program review this fact must be documented in the ReviewComments sub-folder. A scanned copy of the Program Report cover sheet with a TL or BUL signature and note indicating the review date and the fact that no substantial comments were identified is sufficient. A separate note to that effect is also acceptable.
 - d. A review of the final program report submission will serve as the means of providing evidence that the comments have been addressed.
- P5.4** The PM shall compile relevant review comments from the review session and forward to the Consultant/Designer for incorporation into the report.

P6 Final Program Report

- P6.1** The PM shall perform a back check review to ensure that all comments have been properly addressed.
- P6.2** Distribute the Final Program Report per the distribution section of this chapter.

P7 Phase Close-out

- P7.1** File electronic Final Program Report source documents (Word, Excel, AutoCAD, etc.) and the Final Program Report document bundled in PDF format, as delivered to Client, in the Submissions/Program folder. Name the file YYYYMMDD_FinalProgramReport.pdf where YYYYMMDD represents the year, month and day of the submission (i.e., 20060201_FinalProgramReport.pdf).
- P7.2** Coordinate any follow-up concerns or questions with Client and Consultant/Designers.
- P7.3** **Ensure that the required Consultant Evaluations are completed for this phase of work.**
- P7.4** After an appropriate timeframe, follow-up with the Client regarding status of review and approval and update DCNet remarks.
- P7.5** **Project Management Plans**
 - a. An automatic email notification is sent to the PM, TL and BUL after Client approval of the program report is received. PMP's are required

for 40,000 series and Q projects greater than \$200,000. However, PMP's are highly recommended for 40,000 series, Q projects under \$200,000 and S projects.

- b. The PM shall develop the PMP with their supervisor and ensure that the PMP is approved in DCNet by either the TL or BUL.
- c. For projects with a contract value in excess of \$5 million, the plan is approved by the Director of Design or the BUL.
- d. The PMP should clearly identify the following:
 - STAFFING: Team members by name and contact information, including specific consultants, clients and peer reviewers
 - SCOPE: Current scope including selected program options
 - SCHEDULE: Forecast all design milestones. Determine if an interim submission will benefit the project (Schematic Design, Design Development, 80% Constructability Review), update DCNet interim submission date(s) and include PM Remarks notes.
 - Special project requirements such as geotechnical, hazardous materials, environmental permits, etc. (the 'U' column in DCNet)
 - Costs: client's construction budget and understanding of soft costs
 - Related projects
 - Project risks and risk management strategies
 - Updated relevant project remarks
- e. Ensure that program review comments have been incorporated, documented and properly filed.
- f. Complete the required consultant evaluation(s) at this time.

P7.6 The PM shall determine if any interim submissions will be required for the project. See Chapters 4.3.1 Schematic Design Phase (SD) and 4.3.2 Design Development Phase (DD).

OGS Team Leader **RESPONSIBILITIES**

1. Reviews the Preliminary Draft Program Report with the PM to ensure that the Draft Program Report is a "final" product prior to submission to the Program Review Committee.
2. Attend Program Review meeting with the PM.
3. Prior to approving the PMP, ensure that program review comments have been incorporated into the report, properly identified and filed in the ReviewComments folder and that the Final Program Report and electronic source documents are properly identified and filed in the Submissions/Program folder.
4. Program Review waivers need to be approved by the BUL and documented in DCNet.

What are **COMMON ITEMS OF CAUTION?**

1. Use of the OGS Project Number and official project title is important for maintaining project recognition and for assuring proper handling and tracking of



- the project documentation. Reference to a Client’s separate project number should be included as a convenience.
2. Reports assembled from multiple contributors often lack consistent format and continuity, detracting from a professional appearance. Reports with multiple sources of input shall read in a style as if generated by a single author.
 3. Hazardous material testing should be initiated sufficiently in advance of the program due date to ensure the inclusion of accurate information in the program report.
 4. If unknowns or outstanding issues are identified in the report, professional judgment should be used to determine how these issues should be addressed in the estimate. In general, program estimates should not be artificially low because optimistic assumptions are made regarding outstanding issues.
 5. Consultant reports shall not include the name of the firm and/or logos in the header or footer of the document.
 6. An option must be clearly recommended.

*What is the proper **DISTRIBUTION** for the Program Report?*

1. **Preliminary Draft Program Report:**
 Consultant/Designer submits a preliminary **electronic copy** of the report for the PM to review prior to actual Draft Program Report submission.

2. **Draft Program Report:**
 Consultant/Designer submits an **electronic copy and 10 printed hard copies** (preferably double sided) to the PM. The PM retains 2 copies and distributes 8 copies to the Program Review Committee (BU1, BU2, BU3, BU4, Cost Control, Constructability Review Group, Quality Manager and Program Review TL) for their examination.
 - a. The PM properly names the document as the draft report and files the electronic copy in the Submissions/Program folder.
 - b. The Program Review Coordinator will email a link of the electronic draft version to the RS and the AS when the hard copy reports are distributed.
 - c. It is best practice for the RS and AS to review the report and forward comments to the PM within 5 business days of email notification from the Program Review Coordinator.

3. **Final Program Report:**
 After incorporating the comments of the Program Review Committee, the Consultant/Designer transmits the total number of corrected Final Program Reports to the PM. The PM will distribute the reports.
 - a. **Printed hard copies:**

OGS PM	1
Client	3
Additional copies are required for the following agencies:	
DOCCS	1
OGS	2

OGS Tenant Agencies (OGS owned bldgs.)	1
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- b. **Document in PDF format.** Include the entire appendix in the PDF document and bookmark the document.
- c. **Electronic source documents** (all original documents including but not limited to the following: Word, Excel, AutoCAD, sketch ups, etc.)

The PM distributes the following to the Client:

- a. Hard copy reports including any additional copies noted in the above table.
- b. Electronic PDF copy
- c. **Program Report Transmittal Letter** (original to Client and copies to report recipients).

PM files an electronic copy to the V:\ Drive and notifies the BU Administration staff to send an email with link to the contributing trade designers, Division of Construction’s Constructability Review Group, Regional Supervisor and when identified in DCNet the Area Supervisor.

PM / BU Administration staff sends an electronic copy of the Program Report Transmittal Letter and estimate to OPC.

Client Survey Card (BDC 53) in Word format, is filled out and emailed to the Client by the BU Administration staff with a standardized email message.

What other *TOOLS & RESOURCES* are available?

1. [Agency-Specific Guidelines](#)
2. [Guideline and Sample Scope for Typical Kick-off Meeting-Initial Site Visit.doc.](#)
3. [Guideline and Sample Scope for Typical Program Phase.doc.](#)
4. **Sample Program Reports** (may be used to discuss quality and level of detail agreed upon by the Designer, PM, and OGS Team Leader).
5. Interviews: Client, facility personnel, OGS Division of Construction
6. Equipment Vendors / Manufacturers’ Representatives
7. [OGS Project Manager PowerPoint presentation tool](#)
8. **Program Report Transmittal Letter Templates** (reserved)
9. See Chapter 9.8 [Hazardous Materials Guide](#)
10. See Chapter 9.6 State Records and Documentation Guide. OGS possesses various forms of information on many of the existing State facilities and properties.
11. [Frequently Asked Questions](#) is a document that attempts to address some common questions about the Program Review Process.

What happens *NEXT*?

Submitting the Program Report to the Client is a stopping point for the Design. Once submitted to the Client, furthering the design of the Report’s recommendations is not pursued until a formal direction is given by the Client. Often an Approval Letter comes to the PM



through OPC. This letter may indicate additional requirements, a selection among presented options, and perhaps other conditions relating to project value, schedule, etc. The PM should be prepared to respond to questions from the Client, Division of Construction, etc. using the BDC 35.3 - Document Review / Response Form.

Best Practice: At a minimum it is recommended that The PM and Consultant/Designer conduct a meeting after the Program has been approved by the Client. Discussion should include selected project options, Client comments or added scope (when applicable).

Revision History:

<i>Rev</i>	<i>Date</i>	<i>Description</i>	<i>Reviewed by:</i>	<i>Approved by:</i>
0	05/08/13	Last revised date		
1	08/05/13	Clarified PM and Consultant/Designer responsibilities and other noted changes. Created separate chapters in the DPM for project initiation and initial site visit.	Parnett	Dostie
2	08/15/13	Added PM responsibilities LATS accounting, identify special project conditions in DCNet and determine if interim submissions are needed	Parnett	Dostie
3	09/04/13	Added best practice for roof projects use roof template and checklist	Parnett	Dostie
4	01/27/14	Clarification of Distribution of the Program Report	Parnett	Parnett
5	04/21/14	Clarified PMP requirements and Program Review Waivers	Parnett	Dostie
6	07/02/14	Added Area Supervisor to the final distribution of the program report	Parnett	Parnett
7	07/11/14	Added C5 - Preliminary Draft Program Report; Clarified P5 - Final Draft Program Report; Added Final Program Report - P6; Clarified Distribution Items 2 & 3	Parnett	Parnett
8	8/14/14	Updated P7.6 d schedule bullet	Parnett	Parnett
9	11/13/14	Clarified Final Program Report distribution	Parnett	Parnett
10	12/11/14	Added Report Features item 15	Parnett	Parnett
11	8/6/15	Page 12 Changed BU5 to BU2	Parnett	Parnett
12	11/25/15	Added P5.3 a. v. use of Bluebeam Studio	Parnett	Parnett