

CHAPTER 3 PRELIMINARY PROJECT PLANNING

CONCEIVING, DEFINING, AND INITIATING THE PROJECT (Best Practices)

STRATEGIC PLANNING

Infrastructure construction projects should be the culmination of systematic planning starting with a multi-year (typically five years) capitol projects plan. This capitol projects plan should fit into the agency's strategic plan and the strategic plan should support the need for each facility improvement on the capitol projects plan. Thus, project planning should start with the agency's strategic planning and development of a capitol projects plan.

INITIATING THE PROJECT

Once the agency is ready to initiate a project for design and construction it must, if the project is sufficiently large, establish the project as a Permanent Improvement Project (PIP) by obtaining a Phase 1 approval from the JBRC. The procedure for determining if a project needs to be initiated as a PIP and initiating a PIP is set forth in Chapter 2 through 5 of the Manual for Planning and Execution of State Permanent Improvements, Part I. Phase 1 approval will allow the agency to define the project by developing the program, budget, and schedule.

DEFINING/PROGRAMMING THE PROJECT

Once a project is conceived, it must be defined. A project is defined by answering a series of questions. Why is the project being undertaken? What will the function of the facility be? What amenities and other features must be included in the facility? What are the aspirations of the agency for the project? Where will the facility be located? Are local governmental approvals such as zoning permits required? Does the project impact or involve existing facilities? When does the agency need the facility and what is its likely cost? How will the agency finance the project? The answers to these questions are interrelated. For example, a site zoned residential will not, absent a zoning change, be suitable for a laboratory.

The process of analyzing the agency's needs and defining the project is commonly called Programming. A well conceived and defined program is critical to the start and completion of a successful project. Some agency's have the capability to program certain projects using their employees. Others will almost always need to contract with a consultant to provide programming assistance. The answer to the question of whether an outside consultant is necessary will often depend on the size and complexity of the project. While OSE guidance is available, each agency will need to decide for itself whether programming assistance is needed for the particular project at hand.

If the agency must acquire land to site the project, it will need to follow the procedures set forth in Chapter 7 (Real Property Acquisition) of the Manual for Planning and Execution of State Permanent Improvements, Part I.

Once the agency has defined the scope, schedule, budget, and means of financing for its project, the agency is ready to select the project delivery method most advantageous to the state for the project. The procedure for selecting the most advantageous project delivery method is set forth in Sub-Chapter 3.1 of this Manual.

Once OSE has approved the selected project delivery method, the agency is ready to proceed with the next step in establishing the PIP for design and construction. If the selected method is design-bid-build, the agency may continue under Phase 1 approval through the completion of schematic design prior to obtaining JBRC Phase 2 approval, which will allow the agency to proceed with complete design, bidding, and construction. While the same is also true if the agency selected Construction Management at Risk, in such case, the agency may want to seek permission to hire the Construction Manager at Risk as a part of Phase 1 approval. This will enable the Construction Manager to provide valuable input during the development of the schematic design. If the selected method is design-build, design-build-operate-maintain, or design-build-finance-operate-maintain, the agency will, if further work is necessary to develop its design requirements (see Chapter 12 for definition), want to finish developing its design requirements under JBRC Phase 1 approval and then obtain JBRC Phase 2 approval to proceed with soliciting and contracting with a design-builder.