Project Management Procedure

SUBJECT: INITIATE PROJECT SCOPE	NUMBER: PMO-1.4
RESPONSIBILITY: PROJECT MANAGER	EFFECTIVE DATE: July 1, 2011
	SUPERSEDES: PMO-1.3
STATE LOCATION AND DESIGN ENGINEER APPROVAL: Original with signature on file in Project Management Office State Location and Design Engineer	

TASK:	**Lead Team through initiating scoping a project, investigating requirements and project development approach and holding Scoping Kickoff Team Meeting.**
PURPOSE:	This procedure outlines the actions required to initiate scoping a project and conducting the Scoping Kickoff Team Meeting. The Project Manager is responsible for guiding the process from Preliminary Engineering Authorization through the Scoping Kickoff Team Meeting. The process described below should be applied to individual projects based on their complexity.
STEPS:	**Prepare for Field Review and Scoping Meeting** 1. **Review the initial project schedule** and adjust planned dates as needed. **Document the start of Project Scope task (22) in Schedule.** 2. **Identify Project Team members** based on the requirements for project development, coordinate/negotiate with Functional Managers for resources, and document Project Team Members in iPM Communications and Divisions tab. 3. **Initiate Scoping Report (PM-100) and applicable Scoping Worksheets** - The Project Manager and Project Team begin documenting project requirements and risks. 4. **Initiate a Context Sensitive Analysis and Stakeholder Outreach** to involve all stakeholders in the development process as described in IIM-

	LD-235 – Context Sensitive Solutions. 5. **Collect data for Environmental Review Process (ERP) and Scoping Meeting**; verify that Request for Traffic Data (LD-104) is submitted; request imagery for plan development via iPM Action Item. 6. **Submit Project Early Notification** (EQ-429) to the Environmental Division by completing the information in CEDAR. 7. **Coordinate with the Area Construction Engineer** on the Scoping Constructability Review in accordance with the guidelines provided in Appendix E of the Road Design Manual. 8. **Consider and evaluate the delivery method for the project** – Design-Bid-Build, Design Build, Public-Private-Partnership. 9. **Determine Stakeholders and Team Members** that should attend the Scoping Meeting. The Scoping Meeting includes Stakeholders and Team Members from the appropriate disciplines (some disciplines such as Location and Design Division and Environmental Division may have several sub-disciplines representing specific expertise). The potential members of the Scope/ Field Review Team are listed in the Scoping Kickoff Team Meeting Report template. 10. **Confirm with the Lead Design Engineer** that project documents for the Field Review and Scoping Meeting are complete and available. 11. **Confirm with the Environmental Division** team member that the Environmental Review Process (ERP) task is completed and closed in the Project Schedule. 12. **Schedule and communicate Scoping Meeting** and make all pertinent project information accessible to the Project Team in advance of the meeting. Allow sufficient time for the Team Members to review the project documents before the meeting. **Conduct Field Review and Scoping Kickoff Team Meeting** 1. **Conduct the Field Review** and discuss constructability issues including construction access and maintenance of traffic items (include Assistant Residency Administrator for Maintenance if appropriate). 2. **Determine the level of public involvement** and whether a Willingness and/or Public Hearing is required.

	3. **Determine the delivery method** - Design-Bid-Build, Design Build, Public-Private-Partnership. 4. **Establish and enter a draft project budget in PCES and develop the draft project schedule** (identify critical tasks) with the input from the appropriate Team Members. (Refer to Project Development Budget and Estimates Procedure and Project Development Schedule Procedure for details). 5. **Complete and save the Scoping Kickoff Team Meeting Report** in iPM. 6. **Close Scoping Team Meeting task (22X)** in the Project Schedule.
TOOLS AND RESOURCES:	▪ Project Development Process ▪ Scoping Phase ▪ iPM – (User's Guide & Action Items) ▪ Project Schedule & User's Guide ▪ IIM-LD-241 – Transportation Management Plan Requirements ▪ IIM-LD-235 – Context Sensitive Solutions ▪ Policy Manual for Public Participation in Transportation Projects ▪ Scoping Report (PM-100) ▪ Scoping Worksheets ▪ Scoping Kickoff Team Meeting Report ▪ Communication Plan Sample ▪ Project Early Notification (EQ-429) ▪ Request for Traffic Data (LD-104) ▪ Request for Design of Bridge (LD-153) ▪ Project Change Control (PM-102) ▪ Risk Management Form (PM-103) ▪ Request for RW Data (PM-104) ▪ Final Scoping Certification (PM-131) ▪ Project Management Body of Knowledge (PMBOK) – Chapters 4 - 11 ▪ Project Scope Definition Form (PM-101) ▪ Project Tasks and Scheduling Guide ▪ Environmental Review Process ▪ PCES & User's Guide ▪ Project Pool & User's Guide ▪ iSYP & User's Guide
DELIVERABLES:	**1.** Project Team established in iPM. **2.** Scoping Kickoff Team Meeting Report saved in iPM. **3.** Initial Scoping Estimate (i.e. project budget) uploaded in PCES. **4.** Initial project schedule developed

DELIVERABLE SAMPLES:	▪ Project Team in iPM ▪ Scope Kickoff Team Meeting Report ▪ Scoping Estimate in PCES ▪ Project Schedule
DESCRIPTION:	The scoping process begins after PE Authorization is secured. At this time the Project Schedule should be adjusted to accurately capture the initial task durations (ERP, Scoping and Determine Permits Needed). The Environmental Review Process (ERP) is the document that defines how VDOT's Environmental Division determines what environmental analysis or if an environmental analysis is required for a given project. The Scoping Kickoff team meeting is the first inter-disciplinary team meeting and Development Phase Milestone. During this time the Project Purpose is refined. All available data related to the project such as old plans, aerial photos, and any miscellaneous documents, including organization of the Project Team members, is accessible in iPM to the Team Members. Each discipline represented on the project team proceeds to investigate the proposed project from the perspective of their discipline. It is the responsibility of the Project Manager to perform any preliminary work necessary to determine appropriate representatives to be included in the Project Scoping Kickoff. These representatives are from the disciplines that are involved in providing design or support services for the project's development. Representatives (including FHWA) are to be invited a minimum of two weeks prior to the project Scoping Meeting. Attendance at Scoping Meeting by appropriate representatives is mandatory unless the Project Manager determines that written comments prior to the meeting, in lieu of attendance, is acceptable. In some cases the invitee may designate an equally or more knowledgeable individual as a substitute. Project Scoping Kickoff Team Meeting also includes Project Sponsor, appropriate stakeholders or representative of the project sponsors. Local representatives in many cases are from a local Transportation Department or Public Works Department, in others the Residency Administrator represents the county or municipality. If the stakeholder or representative of the project sponsor cannot attend, the meeting is rescheduled. Members of the Review Team evaluate the project's purpose, need, scope, and design criteria before any significant engineering funds are expended. The Project team uses field observations, reviews available crash data, and other relevant operational information to discuss preliminary work zone management strategies in conjunction with alternative project options and design schemes. Relevant operational information should include but is not limited to, project definition (scope, project's complexity level, roadway and traffic characteristics, and TMP type), construction phasing/staging of

	equipment and materials, as well as temporary traffic control, public communications and transportation operations strategies. The Regional Traffic Engineer begins acquiring traffic and crash data and explores possible alternate/detour routes. A preliminary cost estimate for the project's traffic management plan is developed by the Project Manager at this milestone. A preliminary Public Communications Plan is drafted with the assistance of District Public Affairs. Context Sensitive Solutions (CSS) is a project development approach that is initiated at this point to promote the involvement of all stakeholders in the development of the project to ensure the project fits its physical setting and also reflects concerns for scenic, aesthetic, historic and environmental resources while providing for transportation safety and mobility. The Federal Highway Administration (FHWA) is invited to Project Scoping Kickoff on all federally funded projects. The FHWA determines if participation is necessary. Federal Oversight remains as designated in the Six Year Improvement Program unless there is a significant change in the scope that alters the construction estimate. Determining the need to change the federal designation is coordinated between Location and Design Division, Programming Division, and FHWA.