

FINAL 4/1/14

CAPITAL PROJECT MANAGEMENT OUTLINE

1. Fundamentals of Project Management
 - A. Planning
 - B. Organizing
 - C. Implementing
 - D. Closing Out

2. Planning the Project
 - A. Selecting the Project
 1. Need
 2. In CR Plan
 3. Budgetary Issues
 4. Right Point in Time
 5. Political Considerations
 6. Selling the Bosses

 - B. Selling the Project
 1. Creating a Clear and Concise Proposal
 2. Meetings with Decision Makers and Others Stakeholders
 3. Public Meetings (if appropriate)
 4. Adjusting Project Concept Based on Input
 5. Presenting Project Proposal to Board/Commission
 6. Overcoming Objections and Modifying Based on Input
 7. Obtaining Project Approval or Disapproval

 - C. Build or Buy Decision
 1. In House Capacity
 2. Opportunity Cost vs Cost of External Vendors
 3. Prior Experience Doing Projects In House
 4. Time Constraints

3. Organizing the Project
 - A. Preliminary Design Process
 1. Obtain Preliminary Scope, Time, and Cost Estimates
 2. Triple Constraint Evaluation (Cost vs. Scope vs. Schedule)
 3. Create Preliminary Project Schedule with Critical Paths Understood
 4. Get Input From Vendors and Professionals

 - B. Procurement Management

1. Type of Procurement (ITB, RFP, RFQ, ITN, DB, PM at R)
2. Creating Procurement Documents
 - a. Creating Evaluation Criteria (CCNA Issues)
 - b. Creating Advertisement to be Published and Where Published
 - c. Creating Documents to be Distributed to Bidders or Proposers
 - d. Dissemination Process for Documents
 - e. Voluntary or Mandatory Pre-submission Meeting
3. Evaluation of Responses
4. Selecting the Most Favorable Response
5. Reviewing and Accepting All Required Post Bid Approval Submissions

C. Selection of Architects, Engineers, or Other Design Professionals

1. Qualifications vs Cost
2. History of On-Time Performance
3. Familiarity with Local Conditions
4. Proximity to Project Location
5. Flexibility When Problems Arise
6. Ease of Communications

D. Selection of Contractor/Vendor

1. Lowest Bidder vs. Negotiated Cost and Scope
2. Review of References
3. Prior Experience with Contractor/Vendor
4. Contractor's Use of Subcontractors

E. Compliance Issues Based On Source of Funds

1. Federal Funds (HUD, DOT, DEP, EDA, RD, etc.)
2. State Funds (DEP, DEO, DOT, DOS, etc)
3. City and CRA
4. Other

4. Implementing the Project

A. Use of Agency Standard Contract in Bid Document or Creation of "Unique" Contract after Proposer/Vendor/Contractor is Selected

B. Contract Execution

C. Pre-Construction or Project Kickoff Meeting with All Appropriate Parties

1. Establish Roles and Communication Structure and Methodology
2. Solicit Potential Improvements or Cost Savings
3. Request Schedule, Including Milestones in Both Time and Percentage
4. Update List of Subcontractors
5. Establish Start Date and Issue Notice to Proceed

6. Daily Inspection by Staff or Professional
 7. Inspection of Materials Delivered to Site
 8. Establish Process for Reviewing Invoices Against Actual Accomplishments
 9. Establish Process for Payment Approval and make Prompt Payments
 10. If Work or Materials are Substandard, Require Removal and Reinstall
 11. Dealing with Need for Change Orders
 12. As Completion Nears, Create Punch List of Remaining Accomplishments and Corrections Needed
 13. When Advised Punch List Items are Completed, Do a Full Visual Review of Project
 14. When 100% Satisfactory Completion Attained, Request Final Payment Including Retainage
5. Closing out the Project
- A. Document Completion of Contract Term and Special Conditions
 - B. Self Audit of Financial Reports
 - C. Review and Update Contract File (Should Speak for the Dead)
 - D. Take Pictures if Appropriate
 - E. Transition to Local Government Operations if Appropriate
 - F. Final Report to Board and/or Local Government
6. Typical CRA Capital Projects
- A. Capital Infrastructure Construction
 - B. Mini Grants for Small Businesses
 - C. Façade/Internal Building Assistance
 - D. Landscaping and Streetscaping
 - E. Loans or Grants to Developers
 - F. Land Acquisition / Disposal Related to a Capital Project