Today’s Objectives

- Clarify the Project Delivery Process (PDP)
  - What is it?
  - Why did it change?
  - How were the changes determined?
  - How was it approved?
- Show you where to get guidance
- Answer Frequently Asked Questions
PDP Purpose

- Regulatory Compliance
- Access to Funds
- Consistent and Predictable Performance
- Quality Results
Why Change

• Align with FHWA Regulations
• Reduce design re-work
• Ultimately:
  – Produce more with available funds
  – Reduce number of design changes
  – Reduce impact of changes
  – Improve relationship with FHWA
How Accomplished

*Improved Performance and Efficiency*

- Approved Quality Management Plan
- Scope Statements
- Interactive Communications
- Design Communications Report
Results

• Achieved Regulatory compliance
• Design accountability
• Consistent execution
• Fewer scope changes
Critical Success Factors

Key Work Products and Milestones

- Comprehensive Scope Statements
- NEPA Classification identified in CD
- Ensure the design addresses the Purpose and Need
  - PPA in CD, APP in PE, Contract Documents in FD
- Environmental Document and Design Exception Report approved in PE
- Designer selected in CD for PE, FD and Construction
- ROW acquired in FD
Critical Success Factors

Methods

• Clear Communication/Interactive Communications
• Clear and consistent guidance
• Teamwork across the organization
• Project Team accountability
• Appropriate project customization
• The right people at Core Group meetings authorized to make decisions for the Department
Program Managers decided which approach to take on a project-by-project basis

- Some projects phased into new process
- Some stayed old, some went all new

List of projects available on CPD website
Capital Project Delivery Phases

- Problem Screening
- Concept Development
- Preliminary Engineering
- Final Design
- Construction
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**Key Products**
- Tier 1 Documentation
- Tier 2 Screening Report
- Charter
- Proposed Project Assignee
- Division of Capital Investments & Division of Project Management
- Division of Project Management
- Division of Project Management
- Division of Project Management
- Division of Construction Services and Materials or Operations
Project Delivery Process

**Old**
- Project Screening (3-4 Months)
- Concept Development (6-12 Months)
- Feasibility Assessment (6-12 Months)
- Preliminary Design (12-18 Months)
- Final Design (9-12 Months)
- Construction (Varies)

**New**
- Problem Screening (3-4 Months)
- Concept Development (6-24 Months)
- Preliminary Engineering (1-18 Months)
- Final Design (12-24 Months)
- Construction (Varies)

Approx. 5 Years
Problem Screening Objectives

• *Make sure the problem is properly understood and documented*

• *Screening consistent with Statewide Capital Investment Strategy*
  
  [http://www.state.nj.us/transportation/capital/cis](http://www.state.nj.us/transportation/capital/cis)

• *Ensure all work is properly authorized before work starts*
  – *Capital Program Committee Approval*
  – *Maintenance work order*

• *Make sure that the problem is advanced along the proper path*
Problem Screening
Key Products

• Tier 1 Screening Documentation
  – Problem Statement Assessment

• Tier 2 Screening Report
  – Verify the magnitude of the problem
  – Preliminary Scope of Work recommendation

• Charter
  – Justification and objectives
Problem Screening
What’s New

• Creation of a Charter

• Approval by the CPC to advance

• If a project is advanced, it will either go directly to Maintenance or Concept Development.
  – No Pipeline Assignment
  – No skipping to PE or FD
Problem Screening
Who’s Involved

• Capital Investment Strategies
• Project Management
• Subject Matter Experts
Concept Development Objectives

- Complete Purpose and Need Statement
- Select a Preliminary Preferred Alternative (PPA)
  - Identify and analyze reasonable alternatives
  - Obtain stakeholder buy-in
- Obtain approval to proceed
- Procure a Designer for future phases of work
Concept Development Key Products

• **CD Scope Statement**
  - Based on Work Breakdown Structure (WBS) and network activities
  - Used in developing Schedule, Budget and Designer Fee Proposal

• **Purpose and Need Statement**

• **Preliminary Preferred Alternative (PPA)**
Concept Development Key Products

- Public Involvement Action Plan (PIAP)
- CD Report
- Design Communications Report
- PE Scope Statement
- PE Schedule and Budget
- CD Quality Management Certification
- Consultant Agreement
Concept Development
What’s New

- PM prepares CD Scope Statement
- Designer updates Design Communications Report as required
- PM approves Design Communications Report updates
- Designer and PM complete the Complete Streets Checklist
- Initially Preferred Alternative (IPA) is now called the Preliminary Preferred Alternative (PPA)
- NJDOT VE Unit prepares a VE Technical Report, if applicable
- PM prepares a Railroad Agreement, if applicable
- Designer prepares Hydrologic and Hydraulic (H&H) Analysis, if applicable
Concept Development

What’s New

• *Designer conducts Scour and Seismic Retrofit Analysis, if applicable*
• *Designer conducts ITS Needs Assessment*
• *Designer performs storm water management analysis, if applicable*
• *Designer conducts soil testing for Stormwater Compliance, if applicable*
• *Bureau of Construction Management reviews PPA*
• *Designer prepares Systems Engineering Review Form (SERF), if applicable*
• *PM prepares PE Project Management Plan*
• *Designer prepares CD Quality Management Certification*
• *PM approves CD Quality Management Certification once CPC approves project*
Concept Development
Who’s Involved

• Project Management
• Designer
• Subject Matter Experts
• FHWA
Preliminary Engineering Objectives

- Obtain an approved Environmental Document
- Obtain an approved Design Exception Report (if required)
Preliminary Engineering Key Products

- Approved Environmental Document
- Approved Design Exception Report (if required)
- Approved Project Plan
- PE Quality Management Certification
- PE Report
- Final Design Scope Statement
- FD Schedule and Budget
Preliminary Engineering

What’s New

- Designer updates Design Communications Report as required
- PM approves Design Communications Report updates
- Designer and PM complete the Complete Streets Checklist
- Designer and PM hold a Diagnostic Team Meeting, if applicable
- Designer prepares a ROW Report
- Designer prepares PE Quality Management Certification
- PM approves PE Quality Management Certification
Preliminary Engineering

What’s New

- **PM updates Project Management Plan**
- **Designer prepares a PE Report**
- **FHWA approves the Environmental Document with the PE Report**
- **Design Exceptions and the Environmental Document must be approved before proceeding to FD**
- **The Approved Project Plan is the approved PPA (24” x 36” plan sheets)**
- **No more Preliminary Design Checklist**
- **No more mandatory Interim Design Submissions**
Preliminary Engineering Who’s Involved

- Project Management
- Designer
- Subject Matter Experts
  - BLAES
  - Quality Management Services
  - Others as needed
- FHWA
Final Design Objectives

- Obtain the ROW
- Obtain required authorizations and approvals
- Complete the contract documents
- Obtain Authorization to Advertise
Final Design Key Products

- Environmental Reevaluations
- Environmental Permits, Licenses and Plans
- Certifications and Clearances
- Acquired ROW
- FD Submission
- PS&E Submission
- Quality Management Certifications
- Authorization Package for Advertisement
Final Design
What’s New

• Designer updates Design Communications Report as required

• PM approves Design Communications Report updates

• Designer prepares FD Submission Quality Management Certification

• Designer prepares PS&E Submission Quality Management Certification
Final Design
What’s New

• PM approves FD Submission and PS&E Submission Quality Management Certifications

• Most or all of a project’s design will occur in FD

• No more Final Design Checklist

• No more mandatory Interim Design Submissions

• FD ends once Authorization to Advertise is received
Final Design
Who’s Involved

• Project Management
• Designer
• Subject Matter Experts
• FHWA
Construction Objectives

- Advertise and Award the project
- Construct the project
- Close the project
Construction Key Products

- Advertising Package
- Awarded Contract
- Working Drawings
- Change Requests
- Contractor Claims
- Agreement Closeouts
- Final Audit
Construction Who’s Involved

- Construction Management
- Procurement
- Project Management
- Regional Construction
- Contractor
- Designer
- Subject Matter Experts
Summary vs. Detailed

- Project Delivery Process Summary
- Phase, Process and Service Areas
- Diagrams and Descriptions
- Templates, Checklists, etc.
• **Purpose of the Pipelines**
• **Lessons Learned**
  – **Problems**
  – **Solutions**
• **Replaced by project specific Network Diagrams**
• **Anticipated Changes**
Capital Project Delivery

Overview

The New Jersey Department of Transportation (NJDOT) is responsible for effectively and efficiently managing its transportation network. The Problem Screening Phase through Construction, NJDOT has improved processes and streamlined project management practices to ensure delivery of quality transportation projects.

The Capital Delivery (CPD) Web site established a consistent method for delivery of NJDOT capital projects. The Final Design Implementation Plan (pdf 135k) provides direction on how to apply the Final Design process to projects that were initiated using the former project delivery process. The Project Delivery Process Project Customization Guideline (pdf 392k) provides information on how to customize this method to use on individual projects. Following procedures and having access to supporting documents allows for effective communication between all stakeholders and ensures that the information they need to guide them toward the right decision is available.
Frequently Asked Questions

- Why did the PMO change the Project Delivery Process?
- Who was involved in developing the new Project Delivery Process?
- How was FHWA involved in revising the Project Delivery Process?
- Why was ROW acquisition moved to FD?
- Why does the schedule template show such a long duration?
Frequently Asked Questions

• Why was Preliminary Design (PD) changed to Preliminary Engineering (PE)?
• Why were the activity numbers renumbered?
• Why were the activity descriptions rewritten?
• What is the Work Breakdown Structure (WBS) and what is a WBS element?
• What happened to the PD Submission?
• What’s a Design Communications Report (DCR)?
• What engineering work gets done in PE?
Frequently Asked Questions

- Do we need CPC approval to enter FD?
- Where do I get additional Project Delivery Process Guidance?
- Why do I need to go back to the website to get a new template or form?
- What’s a Charter?
- What happened to the FD Submission Checklist?
Questions for You

• Are there areas of nonexistent or insufficient guidance?

• What is working with the new process?
Questions and Comments