MTECC Procedure 7.40.10

Approved: _____

Interim Executive Director

MTECC Project Oversight Procedure

STATEMENT OF PROCEDURE

This procedure defines how the Metro Transportation Engineering & Construction Cooperative (hereinafter called the "MTECC") will manage projects through their various phases. The Project Manager will follow a disciplined project management process to achieve quality, time, and budget requirements in development and delivery of all MTECC projects. The Project Management Procedures identified in Table 1 of this procedure are for use on all transportation projects as indicated. The procedure and procedures are directed to the project manager as the person who either "accomplishes the task" or "ensures others accomplish the task." The project manager has overall responsibility for guiding the project through the development and delivery process. This procedure is intended to bring clarity in establishing responsibility, authority and accountability in the development and delivery of a project.

AUTHORITY

The Interlocal Agreement for the creation of the Metro Transportation Engineering & Construction Cooperative is the legal instrument that authorizes this procedure

PROCEDURE IMPLEMENTATION

This procedure may be supplemented by best practices from the Project Management Body of Knowledge (PM Bok) or the Florida Department of Transportation (FDOT) Project Management Handbook, as necessary. Project Managers should also consultant the specific rules of each funding agency's specific project management requirements and review the MTECC Contract Management Policy and Procedure.

The Project Manager will implement the mandatory requirements and actions specified for each milestone and the requirements of Table 1. The specific situation of each project, based on project manager's knowledge of the project, may justify an adjustment to the policies and procedures as necessary to meet previously established commitments for that project. Each Project Manager shall meet with the MTECC Executive Director, Project Development Engineer and/or Design Engineer to determine the extent and application of the policy and procedures to project work in progress. Any deviation in these policy and procedures must be documented in the project file. This policy and procedures also apply to contractor, consultant, or professional services that are used in the development and delivery of transportation projects. The requirements will be included in appropriate contract documents. This policy and procedures also apply to projects such as Design-Build and SEP-14 if applicable.

All MTECC transportation projects will have a project manager assigned from "cradle-to-grave" as part of the project development and delivery process. For some projects, the project manager is not the same person throughout the life cycle of a project. The MTECC Executive Director is responsible for assigning the proper project manager according to the life cycle of the project. For identifying and assigning the project manager for a project, the life cycle of a typical project can be separated into four phases as described below.

Initiation Phase – This is the initial life cycle phase for all projects. The Project Sponsor guides the project through the initiation phase. During this phase, the concept of the project is defined, decisions are made regarding funding sources, and the project is prioritized in relation to other projects competing for the same funds. In many cases this stage may be provided by another agency such as a local government or FDOT. MTECC may be consulted during this Phase and if so, the Executive Director will assign a project manager if requested by and funded by the project sponsor. The initiation phase is complete when Preliminary Engineering is authorized.

Development Phase – This life-cycle phase aligns with the Preliminary Engineering and Right-of-Way Acquisition phase of a project. The Development phase begins with authorization of Preliminary Engineering and definition of the project scope. It includes development of all documents necessary to construct the project. Right-of-Way is cleared and utilities are relocated as part of this phase. The Development phase is complete when the construction contract is awarded. The transitional "handoff/pass the torch" in Project Manager responsibility from Development to Delivery occurs prior to the Pre-Construction Conference. The Right-of-Way will be provided by another agency such as a local government or FDOT under agreement with the MTECC. MTECC will provide Engineering services for a project when requested by and funded by the project sponsor. The Executive Director will assign a project manager for the Engineering.

Delivery Phase – This life-cycle phase begins with the Preconstruction Conference and includes the construction of the project. The Delivery phase includes all necessary construction close out procedures including, but not limited to finalizing payment to contractor, reviewing, and verifying records, reviewing any claim data, applying all necessary contract adjustments, etc. The Delivery phase is complete when the project is final accepted by MTECC and any applicable Municipal Member. MTECC will provide Construction for a project when requested by and funded by the project sponsor. The Executive Director will assign a project manager for the Construction, which may be the same project manager as for the Engineering for the same project.

Closeout Phase – The Project Closeout phase begins when the project has been final accepted. This is the period in the life cycle when construction is completed, but there are potentially a number of outstanding administrative issues such as the resolution of outstanding claims. The Project Closeout phase is complete when the project is closed, all outstanding issues are resolved, and the project enters maintenance. The MTECC project manager will certify all elements are complete and partner with the project sponsor in the close out and transfer agreement from the MTECC to the project sponsor for the Operating Phase of the transportation facility.

APPLICATION

Effective and successful project development and delivery requires the application and utilization of procedures/guidelines and tools such as forms or checklists as a means of controlling and executing work as well as documenting key project information.

Experience also indicates that certain but not all procedures and tools are not necessarily applicable or required across the board for all sizes and types of projects. It may not be practical for projects of less technical complexity or smaller contract value to require the same procedures and tools as projects of greater technical complexity and significant contract value.

However, project managers may benefit from a greater use of procedures and tools in larger complex projects as a way of documenting assumptions and risks associated with development and delivery.

Application and requirements related to the use of project management procedures, tools, and forms by project type/complexity is documented in Table 1. For Project Managers, Table 1 includes the required procedures/actions that they are responsible for and that must be documented as part of the project file. The letter “R” in a box indicates that these actions and the accompanying procedure are required or mandatory. The letter “C” indicates a procedure of value for a project that should be considered for use where applicable. Table 1 includes the project manager procedures/actions and associated forms/checklists that are required for different categories of projects. The broad category descriptions are included below to determine the complexity and application of procedure requirements.

Category Descriptions:

Category I – No Plan projects, small, simple, and short duration projects.

Category II – Minimum Plan projects, simple, single season construction projects.

Category III – Full C-Plan projects, multi-season construction projects of medium complexity.

Category IV – Very large complex C-Plan projects (>$10M), multi-season construction projects of large complexity.

Category V – Major Projects and multi-contract projects where seamless interaction among contractors is necessary.

Table 1					
Project Management Activity	Project Category				
	I	II	III	IV	V
Initiate Project Scope	R	R	R	R	R
Final Project Scope	R	R	R	R	R
Project Development Schedule	R	R	R	R	R
Project Development Budget /Estimate	R	R	R	R	R
Public Involvement Team Meeting	C	C	R	R	R
Public Hearing	C	C	R	R	R
Final Production Team/Pass the Torch Meeting	C	C	R	R	R
Pre-Advertisement Conference/ Prepare for Advertisement and Contract Execution	C	C	R	R	R
Construction Bid Analysis and Recommendation for Award	R	R	R	R	R
Preconstruction Conference	R	R	R	R	R
Progress Meetings	C	C	R	R	R
Final Construction Inspection	R	R	R	R	R
Project Closeout Meeting	R	R	R	R	R
R = Required C = Consider					

Project Scope and Team meetings – The Project Manager is responsible for refining and finalizing the project scope. The Project Manager coordinates with all appropriate project team members, functions, and Municipal Members to arrange and conduct the scoping meeting.

Project Schedules – The Project Manager is responsible for developing, maintaining, and monitoring the project schedule. Every project regardless of size should have a project schedule. The Project Manager works with appropriate project team members to develop the project tasks and durations to include in the schedule.

Project Budget and Estimates – The Project Manager is responsible for developing, maintaining, and monitoring the project budget and estimate. The Project Manager coordinates with the appropriate team members to attain information and develop the estimate.

Project Procurement Activities – The Project Manager for each respective phase is responsible for assisting the MTECC procurement staff in the scoping, advertisement, technical documents, evaluation, negotiation, and documenting for final selection for the procurement of engineering and construction phases of each project under the direction of the Executive Director.

Project Contract Management – The Project Manager for each respective phase is responsible for the management of engineering and construction contracts under the direction of the Executive Director.

Final Production Team/Pass the Torch Meeting - The Project Manager is responsible for ensuring that all required documents are completed and submitted for advertisement. The Project Manager coordinates with team members and MTECC Procurement to prepare for advertisement. At this point

the project and all required documentation is transitioned to the construction project manager, which may be the same project manager at the engineering phase.

Pre-Construction Conference – The Project Manager is responsible for scheduling and conducting the conference.

Progress Meetings– The Project Manager is responsible for managing the construction schedule in accordance with contract specifications. Periodic progress meetings should be conducted to ensure that the project is progressing as scheduled and budgeted. Any needed changes should be documented and approved by the MTECC Engineer or Record, Municipal Member and FDOT or other funding agency.

Project Closeout Meetings – The project manager is responsible for ensuring that all project documentation is filed and that the project is final accepted and closed out in the MTECC project management system. The close out meeting should include a discussion of post project audits and the operation and maintenance responsibilities. The project manager is responsible for coordinating with the project sponsor on project closeout to ensure a timely and smooth transition of the completed project to the project sponsor for the operation and maintenance phase.