

DATE: April 2, 2007

432-07-01

SUBJECT: Future Usage of Open Plan  
for Design Projects

TO: All District Executives

FROM: Richard H. Hogg, P.E.  
Deputy Secretary  
for Highway Administration

/s/

This Strike-off-Letter (SOL) rescinds SOL 432-06-01 and clarifies the intended usage of Open Plan for moderate and complex design projects as originally identified in the SOL 432-06-01. The schedules for the Top 20 Key Projects that were created under SOL 432-06-01 should continue to be progressed as they will be reported on every other month to Department's executive management. The paragraphs in "Attachment A" are the revisions to Section 3.1.F of Design Manual, Part 1A. The pages in this attachment will be incorporated into the next Design Manual update and can be inserted in a hard copy of DM, 1A.

**1. The Intent of the Attached DM, 1A is as Follows**

All current projects where a consultant is providing one of the following services should have an Open Plan schedule developed by December 31, 2007:

- a) Development of an Environmental Impact Statement (EIS)
- b) Development of an Environmental Assessment (EA)
- c) Design of a project with either a "Moderate" or "Major" complexity

The only exception to this will be those consultant projects that do not currently have in their scope of work to develop and maintain a schedule.

**2. Guidance for New Projects**

Any new project that is started after May 1, 2007, that is identified during the Scoping Field View process as having one of the aforementioned consultant services should have an Open Plan schedule.

If you have any questions or comments regarding this letter, please contact Gavin E. Gray, of my staff, at 717-783-5542 or gagray@state.pa.us.

Attachment

4320/GEG/ses/sol12openplan022807

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All Assistant District Executives for Design  
All District Portfolio Managers  
J. Van Natta, P.E., ACEC  
All Bureau of Design Division Chiefs  
All Project Development Engineers  
G. E. Gray, 7<sup>th</sup> Floor, CKB

**F. Project Schedule.** Any new project involving consultant services that is identified during the Scoping Field View process as having either a “Moderate” or “Major” design complexity or an Environmental Impact Statement (EIS), or an Environmental Assessment (EA) should have an Open Plan schedule using the new PDSPRJ template. The optimal time for developing this schedule would be within one month of the Scoping Field View. For those projects involving either an EIS or EA, the District or their consultant can find specific activities for the EIS and EA process in the PDSMASTER template.

Project Managers, or their consultants, should develop a schedule by evaluating the Department’s Open Plan template, PDSPRJ, to identify the tasks to be completed for a given project. The PDSPRJ template contains the required tasks for a Department Open Plan schedule. Activities may be deleted from the PDSPRJ template only if they are not applicable to their given project. The PDSMASTER template contains a list of the commonly used activities that can be cut and paste into the PDSPRJ template to add additional detail to your schedule. The nomenclature and numbering structure has been standardized for historical data purposes so these items should not be changed. The Project Manager should work with the District Portfolio Manager to ensure that each activity has an assigned Work Breakdown Structure code and that there are not logic issues with the schedule. It is recommended that the project schedule be first developed without any type of project or activity constraint and adjustments are made to achieve any specific date. Upon completion of this step an “On Target” constraint should be set on the “Open Bids” activity so that the constraint matches the committed let date. Once the constraint is established the initial baseline should be created. After the project’s initial baseline is set up the constraint should be modified to “Not Later Than”. The schedule will be progressed either through the Open Plan software or the WelcomHome interface. The WelcomHome interface is a web based application that links to an Open Plan schedule. WelcomHome is recommended for projects that require consultant services or have external partners as team members as it will ease the progressing of the schedule. Consultants, who are ECMS registered business partners, can access a project’s Open Plan schedule via WelcomHome. This process of progressing the schedule via WelcomHome eliminates issues related to security permissions and the need for consultants to continually mail electronic copies of the Open Plan file for restoration into the Department’s Open Plan server. The Project Manager should perform regular reviews of the scheduled progress to ensure that the project is on track to meet the project’s letting date. Project Managers not only monitor the performance of their design team to assure quality and on-time project completion, but also collect performance data for scheduling future activities. Project delivery performance is measured against the projects baselines and feedback is provided to the Project Manager, Assistant District Executive (ADE-Design), Portfolio Manager and the Functional Unit Managers.

The following are general requirements for usage of Open Plan schedules for the Department:

- The ECMS project number should be used as the project name for the project schedule. This is critical for linking and retrieving data from Open Plan to generate reports. The project description field can be used to better identify the project. Possible project description might include county, state route, section and local name.
- Every project should have the Engineering District, project manager, and consulting firm identified in the Open Plan project properties for sorting and categorization. Using the summary tab, the following fields can be used to accomplish this objective:
  - Project Manager → Project Manager
  - Company → Consultant Firm or PennDOT
  - Client → Engineering District X-0 (**Note: Use this specific format for sorting purposes**)
- The Department work breakdown structure (PDSWBS), organizational breakdown structure (PDSOBS), cost function file (PDSCOST), standard activity file (PDSSTANDARD), calendar file (PDSCAL), and resource file (PDSRES) should be associated with the project schedule. Please use the following assignment table:

Code Assignment	Code File Prompt
1	PSDWBS
2	PDSOBS
3	PDSCOST
4	PDSSTANDARD

- Every activity in the project schedule should have an assigned work breakdown structure code and cost function. Any changes to the predefined codes that are established in the PDSPRJ and PDSMASTER templates should be approved by the Portfolio Manager so that historical data is not compromised. If the Portfolio Manager has questions with regards to how these changes are to be applied they should contact Central Office.
- The PDSSTANDARD code field should be used for screening non-standard activities out of the Department’s historical data. A “1” has already been added and is used to identify all the activities in the Department’s PDSPRJ and PDSMASTER template. Any new activity that is added outside of these activities should be assigned a “2”.
- Every schedule must have a baseline created using the late dates after the schedule has been reviewed and approved by the project team. The baseline should be created with an “On Target” finish constraint of the committed let date for the “Open Bids” activity to ensure that the project baseline accurately portrays the committed let date for comparison. Once the initial baseline is created it should not be modified. This initial baseline will be used for historical data purposes and monthly reporting. A change in scope that causes a drastic change to the schedule would be a logical point to create a new baseline. Use the following naming convention related to baselines:

Name	Description
BASE00	Initial Baseline (12/12/06)
BASE01	1st Baseline (12/13/06)
BASE02	2nd Baseline (12/14/06)
BASE..	Nth Baseline (12/15/06)
BASE..	Nth Baseline (12/16/06)
BASE99	99 <sup>th</sup> Baseline (12/17/06)

- Every schedule should use access controls with the following roles:
  - Project Manager → Project Manager
  - ADE for Design → Team Member (Read Only)
  - Portfolio Manager → Team Member
  - Individual Team Members → Team Member
  - “CO” Open Plan Group → Team Member (Read Only) (**Note: This is being recommended as an alternative to adding each individual Central Office team member to each project**)
- To ensure that we are meeting the Department’s letting dates there are various ways of establishing and locking in let dates in Open Plan. It is recommended that activity 310 “Open Bids” out of the PDSPRJ template have a constraint of “not later than” with respect to the committed let date. For those schedules that are not using the new PDSPRJ template we are requesting that you rename the description of your letting activity to “Open Bids” so that we can further develop Crystal Reports to assist in reporting the Department’s Open Plan data. This will allow the Department to see negative float as well as establish ending constraints that will enable the individual files integrity to be maintained when viewed in a master file.
- To provide a consistent time frame as to when the schedules were last updated, the Districts should set time “time now” to the 1<sup>st</sup> day of every month. To allow for processing of invoices and data entry of progress, time analysis should be run no later than the 10<sup>th</sup> day of every month. For those months where the 10<sup>th</sup> day falls on a weekend the District should have time analysis completed by the following Monday.