CRITICAL DECISIONS IN PROJECT MANAGEMENT

**PHASES**

**PRE-CONCEPTUAL**
- Start Formal Project

**CONCEPTUAL**
- Project Planning Phases
  - MISSION NEED
    - Approved CD-0
  - BASELINE RANGE
    - Approved CD-1
  - PERFORMANCE BIASLINE
    - Approved CD-2
  - CONSTRUCTION START
    - Approved CD-3

**EXECUTION**
- PROJECT EXECUTION Phases
  - PRELIMINARY DESIGN
  - FINAL DESIGN
  - CONSTRUCTION
  - ACCEPTANCE
  - OPERATIONS

**Critical Decisions**

**Major Input Items**
- Definition of Mission Need
- Minimum Technical and Functional Requirements
- Statement of Work
- Composition of Project Team
- Feasibility Study
- Project Scope
- Design Basis Objectives
- Project Hazardous
t- Technology Management Plan
- Preliminary Environmental Strategy
- Technical Organizational Interfaces
- Integration with Other Projects and Activities
- Preliminary Acquisition Strategy
- Assemble Upfront Planning Committee
- Independent Mission Validation Review

**Major Milestones (examples)**
- Design and Draft Project Plans
- Develop Conceptual Phase Schedule
- Establish Existing Facility Baseline
- Set Project Execution Strategy
- Initial Site Investigation
- Establish Initial Baseline
- Review Design Alternatives
- Identify Project Codes, Standards, and Procedures
- Evaluate Alternate Site Location
- Complete Facilities Scope Package
- Establish Technical and Functional Requirements
- Establish Cost and Schedule Baseline
- Perform Safety & Operability Review
- Verify Performance Criteria
- Perform Life-Cycle Cost Analysis
- Perform Project Risk Management
- Identify and Control Interfaces

**Major Deliverables**
- Statement of Mission Need
- Minimum Technical and Functional Requirements
- Statement of Work
- Project Scope
- Design Basis Objectives
- Project Hazardous
- Technology Management Plan
- Preliminary Environmental Strategy
- Technical Organizational Interfaces
- Integration with Other Projects and Activities
- Preliminary Acquisition Strategy
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**Notes:** Deliverables from each phase are inputs to subsequent phases.

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