ProjectWise Project Initiation Process Narrative

Foreword

Effective May 15, 2019, a defined Project Initiation Process is in effect. New phase gates are in place in order to set project scope, schedule and budget baselines early in the project development cycle. This will standardize project delivery across all of ODOT, and will produce an improved product for PS&E delivery, and record actual project milestone dates.

Contents

ProjectWise Structure

ProjectWise is the System of Record for all Project Deliverables for STIP projects delivered through Central Procurement, that have reached DAP after December, 2016. By Project Kick-off, a Project Leader will have submitted a request to the ProjectWise team to have the appropriate folder structure added to the ProjectWise system. The discipline folders contained in this structure will be dependent upon the project requirements, and it will be the PE Lead's responsibility to ensure they request the appropriate folders on the request form.

If the project will involve external Consultants, a request to add Consultant access will be completed at this time as well. All external users will go through an initial process of enrollment when they are first added to the system, including completing the User Roles and Responsibilities, and External User Agreements. Once initially added to the system, access will be on a project-by-project basis, and the enrollment process will not need to be repeated. There is a ProjectWise External User Manual in the ProjectWise Standards folder for consultant users.
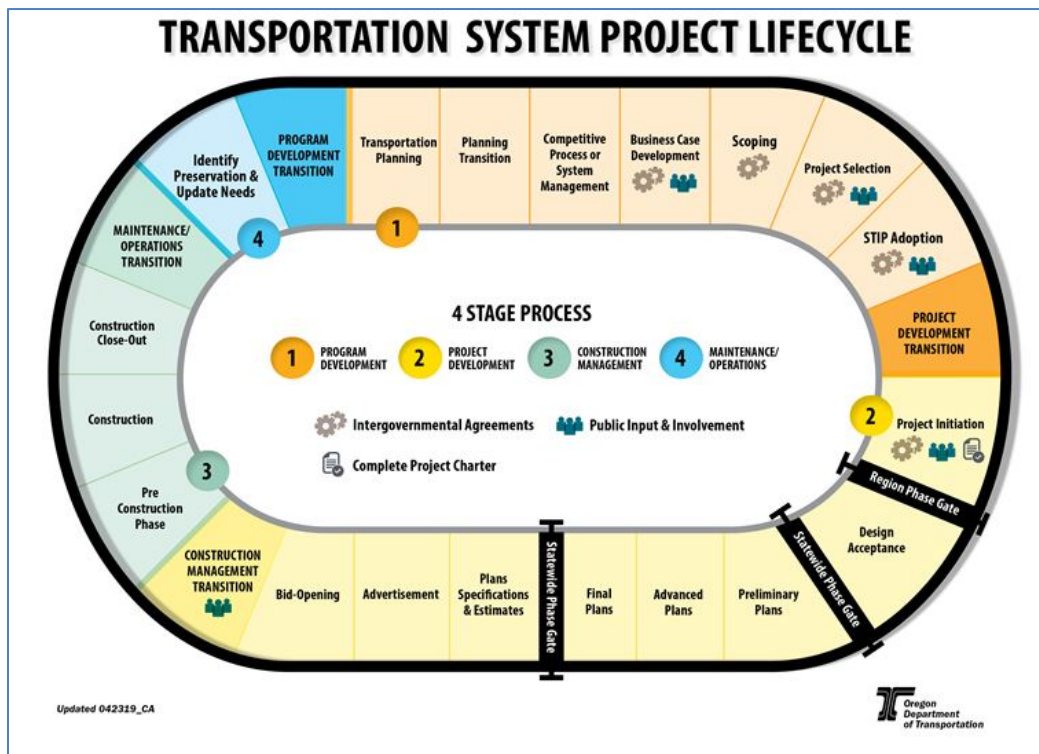

Figure 1 - Project Delivery Life Cycle

The ProjectWise System consists of a series of folders, corresponding to the Project Delivery Phases used throughout a project lifecycle. Each phase will require files order to house a complete project record.
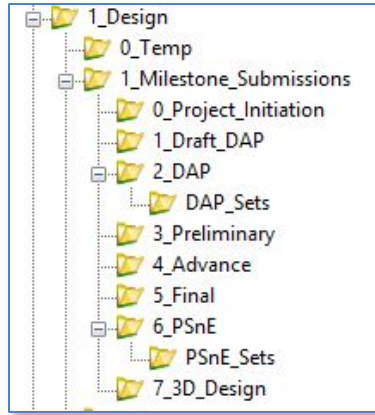

Figure 2 - ProjectWise Design Folder Structure

Project Initiation

During the Project Initiation Phase Gate, the project team will work with the Area Manager to develop the project documents that will be required for initial approval prior to baselining the scope, schedule and budget for the project.

Project Charter

The Project Charter will serve as the agreement for the scope, schedule, budget, approach and risks of the project. It will provide direction to the project team and baseline the project. A Project Charter is a requirement for *every* STIP project that will be delivered by the Agency on the State system.

The Project Charter will be developed by the Project Lead, Project Team, the Area Manager and Program Manager(s). It must be consistent with information in the Final Business Case (created at Scoping).

Zero-CMR

The Zero-CMR* (Change Management Request) will document any changes that have taken place from scoping (final business case) and adopted STIP to what will be proposed in the Project Charter.

A new projectwise business process has been created to assist with advancing the project from Region to PCO and through to baselining. There is an on-line training and a Quick Guide available.

Once these documents have been completed, the PE Lead will produce a ProjectWise Set, which will include the Project Charter, the Zero-CMR (a pdf copy taken from the CMR database) and any supporting documentation necessary to illustrate the intent of the scope, schedule and budget at this time. The individual documents will be housed in the ProjectWise Project Management Folder, and added to the *K#####_PI_Set* created in the **0_Project_Initiation** folder.
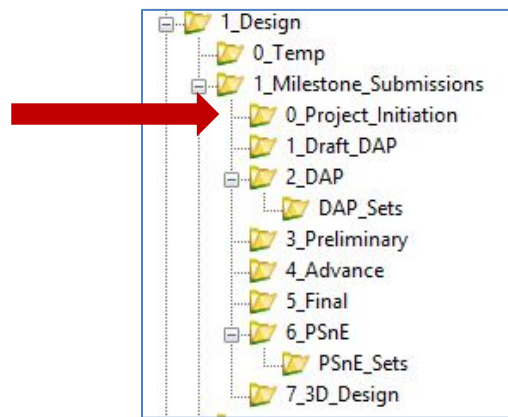

Figure 3 - 0_Project_Initiation Folder Location

*The Zero-CMR is the baseline CMR. Any subsequent changes to the project will be consecutively numbered in the ProjectWise system. The first CMR change will be *K#####_CMR_01*, the second change will be *K#####_CMR_02*, etc.
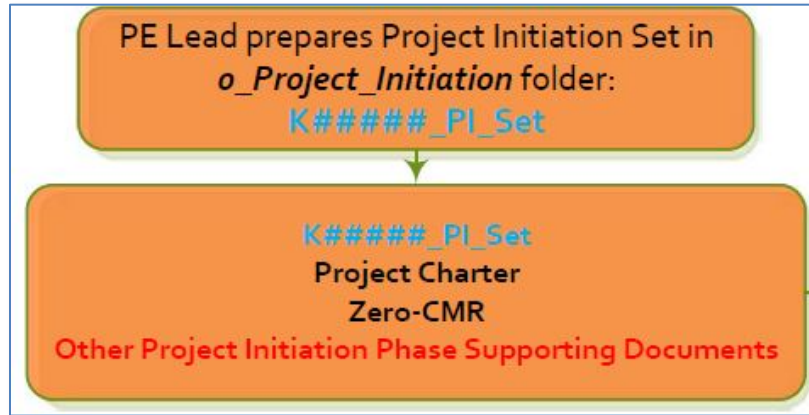
Creating the Project Initiation Set in ProjectWise

The PE Lead will create the *K#####_PI_Set*.

PM_K#####_PC_##	Project Charter
PM_K#####_CMR_##	Zero-CMR
	Supporting documents as required

Scheduling the Project

Once all of the documents have been finalized and signed, the PE Lead will change the state of all individual documents within the *K#####_PI_Set* to FINAL. Once the **individual documents** have been set to FINAL, the PE Lead will then change the state of the *K#####_PI_Set* to "NEXT".
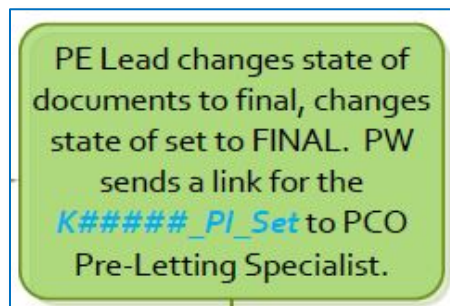
Changing the state* of the *K#####_PI_Set* will initiate an email from ProjectWise to the PCO Pre-Letting Specialist to have the project scheduled.
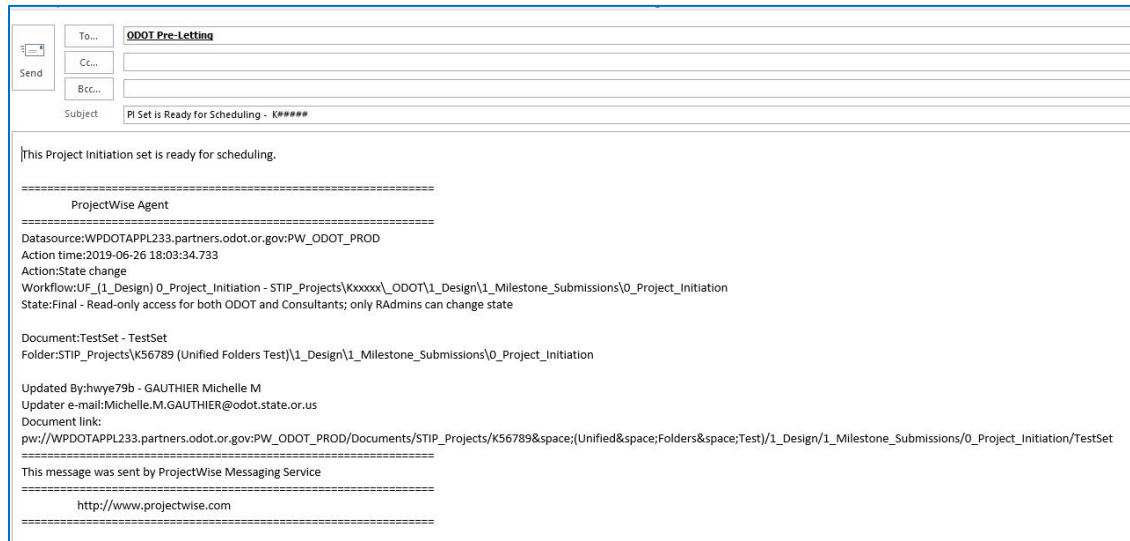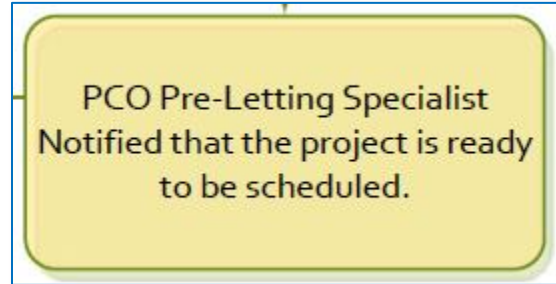
The Pre-Letting Specialist will determine if the targeted bid date is available, based on several factors including technical resource availability, local government politics, construction staging and economic factors, funding timeframes, STIP planning, environmental constraints and staffing levels.

The Pre-Letting Specialist will compare the dates reported for major milestones in MS Project schedule to the milestone dates in the Project Charter. This is in addition to scheduling of the bid date. See Appendix A for PCO Internal Checklist.

*It is important to change the state of each individual document within a set to "final" prior to changing the state of the set to "next". The distinction between the two actions is that changing the state of the individual documents prevents them from being edited. Changing the state of the set prevents documents from being added or deleted only. If the documents within a set are not changed to final, they can be edited which is not acceptable after management has signed off on them.

Figure 7 - Determining if Bid Date is Available

All efforts will be made to assign the targeted bid date. Adjustments to the schedule may be required, and the Pre-Letting Specialist will work with the PE Lead to ensure that the schedule is acceptable before setting the date on the Bid Schedule and in STIP-FP.
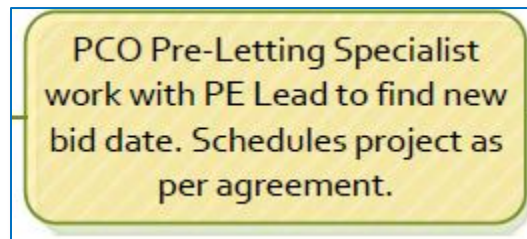

Figure 8 - Finding a New Bid Date

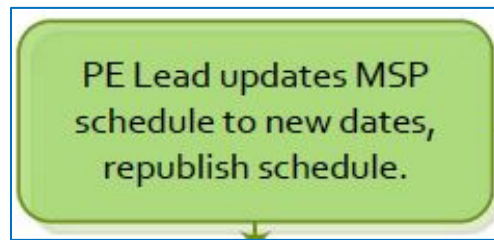The PE Lead will be required to update the MS Project Schedule to reflect the new scheduled date.

Figure 9 - Updating MSP Schedule with New Bid Date

The PCO Pre-Letting Specialist will change the *K#####_PI_Set* **attributes** by checking the "Scheduled" box, completing the date field.
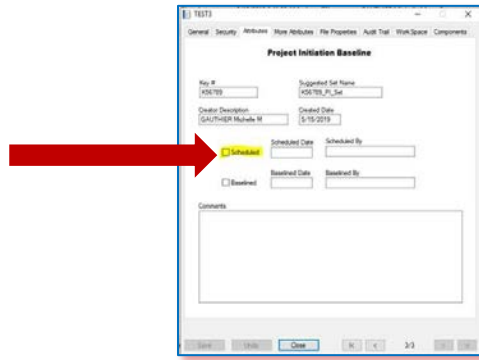
Figure 10 - Attributes Tab for Scheduling

The PCO Pre-Letting Specialist will then change the **state** of the *K#####_PI_Set* to "Next".   This action will prompt an email to the RMS System Administrator that the date has been set and the Schedule is ready for the Baselining process in MS Project.

PCO Pre-Letting Specialist changes *K#####_PI_Set* attributes to Scheduled, changes state of SET to "next". PE Lead is notified of project schedule. RMS System Admin is notified of project schedule and project ready to baseline.

Figure 11 - Changing the PI Set to Next State

Figure 12- Ready for Baselining Email Example

At this time, the Bid Let Date and the Ready Date fields in STIP-FP will match. Ready date is the MS Project Bid Date (activity 560 – Bid Opening). Bid Let Date is the Bid Date that the PCO Pre-Letting Specialist added.
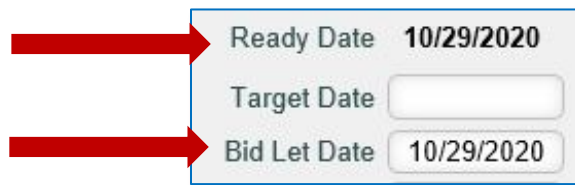
Figure 13 - STIP Date Fields

Baselining the Schedule

The MS Project System Administrator will perform the baselining process on the schedule. The MS Project System Administrator will then change the *K#####_PI_Set* **attributes** in ProjectWise to "Baselined" and the date this has been performed.

RMS System Admin baselines project schedule. Changes *K#####_PI_Set* attributes to Baselined.

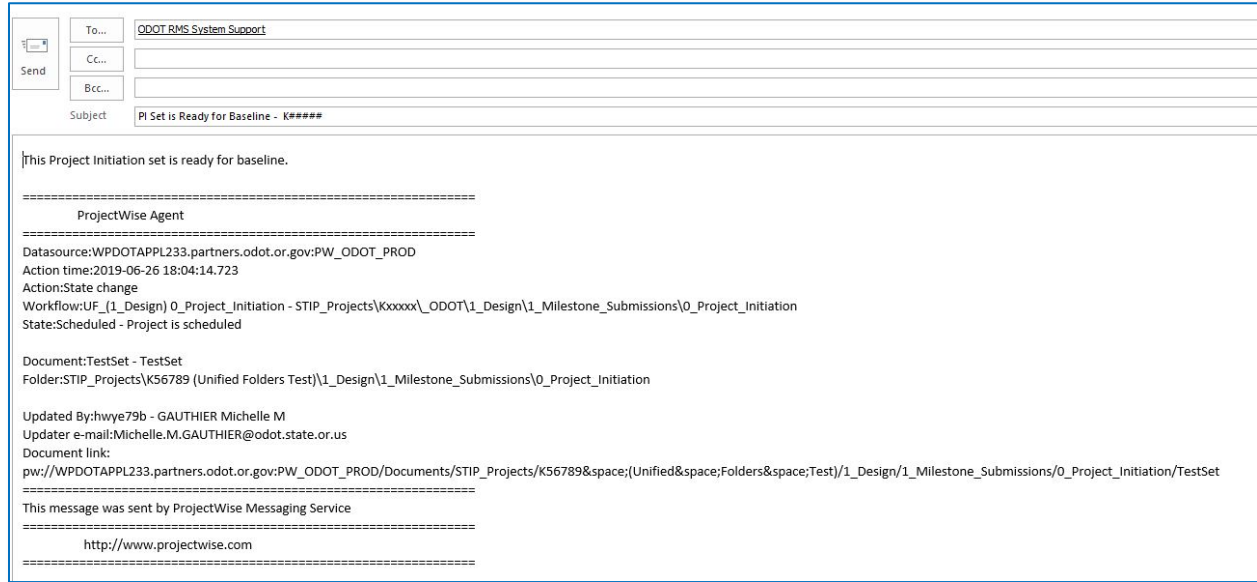*Figure 14 - Changing Attributes to Baselined*

The RMS Administrator will then change the **state** of the *K#####_PI_Set* to "Next" to finalize the process. The Project Schedule has now been baselined.
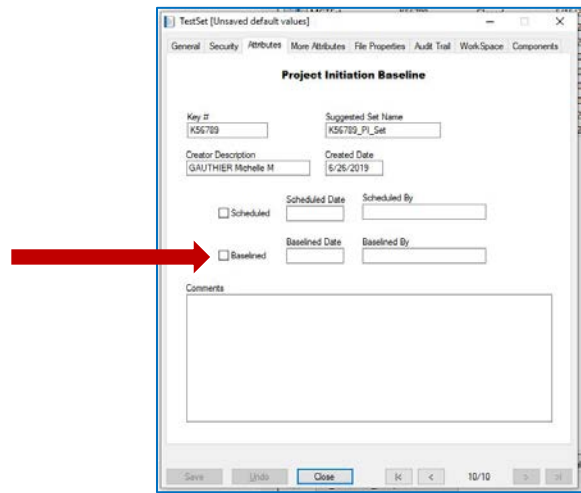
The project will now be advanced to the Design Acceptance Phase.
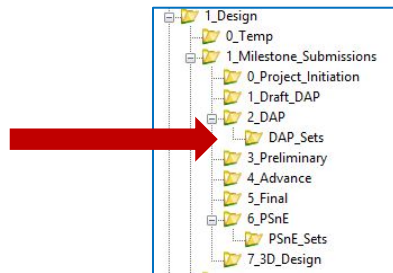
DESIGN ACCEPTANCE PHASE

Draft Design Acceptance Phase

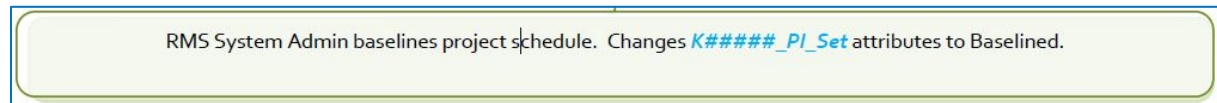At Draft Design Acceptance, the PE Lead and Project Team will prepare the documentation that will be required for the project to be accepted at DAP. This documentation will be project-dependent, and vary depending on the type of project. All files will be housed in the appropriate discipline folders.

Once the Draft Design Acceptance documentation will have been completed to the PE Lead's satisfaction, they will create a set with the documents that will be advanced to management for DAP approval.
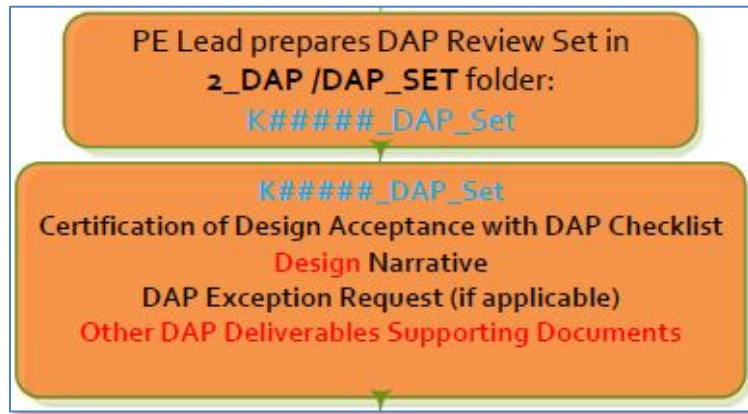
PM_K#####_DAC_##	Certification of DAP with DAP Checklist
PM_K#####_DAPNarr_##	DAP Narrative
PM_K#####_DER_##	DAP Exception Request
	Any supporting documents are required

The *K#####_DAP_Set* will include the Certification of Design Acceptance with DAP Checklist, and the DAP Narrative. Any supporting documentation necessary to properly illustrate the project scope can be included at the PE Lead's discretion. All supporting documentation will be housed in the discipline-specific folders and added to the set.

After the set is created, the PE Lead will forward a link to the *K#####_DAP_Set* to the Tech Center Manager with a notification that the *K#####_DAP_Set* is ready to review.

Project Approved by Tech Center Manager

Figure 19 - DAP Set Review and Approval

The Tech Center Manager will review the *K#####_DAP_Set* for completeness and project readiness. If it is determined that the project is ready to advance, the DAP Certification is signed and Approved. The PE Lead will change the state of the *K#####_DAP_Set* to FINAL, send a link to the *K#####_DAP_Set* to the PCO Pre-Letting Specialist for DAP QA Review.
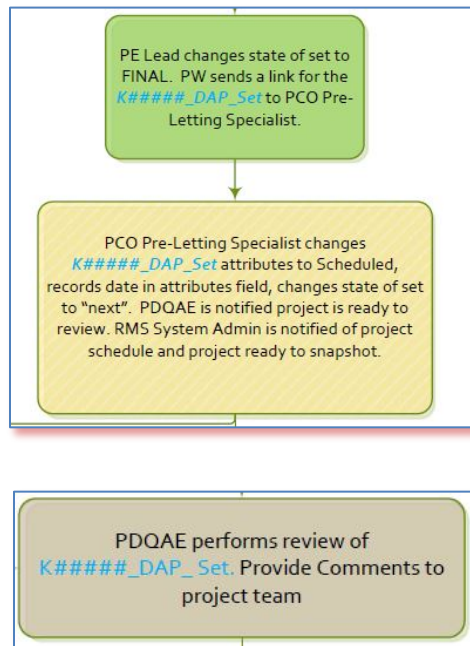
Figure 20 - PDQAE Review of DAP Set

The PCO Pre-Letting Specialist will compare the milestone dates including Bid Let date in the MS Project schedule to the Project Charter or CMR to determine if there have been changes.

The PCO Pre-Letting Specialist will change the *K#####_DAP_Set* **attributes** by checking the "Scheduled" box, completing the date field. The Pre-Letting Specialist will change the state of the *K#####_DAP_Set* to '**next**' to create an email to the RMS System Administrator.

The RMS System Administrator will take a snapshot of the Schedule in RMS and update the Attributes in the *K#####_DAP_Set* with the date he performed this action. RMS System Administrator will then set the *K#####_DAP_Set* state to 'next" which will complete this process.

RMS System Admin takes project schedule snapshot.

During the PDQAE review, the *K#####_DAP_Set* will be checked for items listed on the DAP Certification Memo, the DAP Narrative and any supporting documentation necessary to properly illustrate the scope of the project.

Project Elements Still Requiring Completion
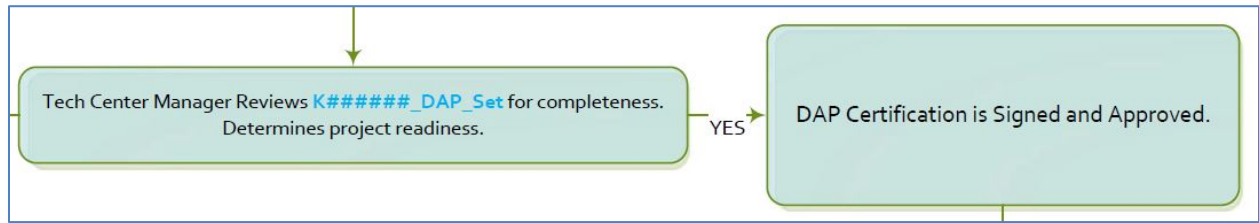
The Tech Center Manager will review the *K#####_DAP_Set* for completeness and project readiness. If it is determined that the project has elements still requiring completion, The Area Manager, Tech Center Manager, PE Lead and Project Team will discuss the issues and prepare a plan to resolve.

The PE Lead will prepare a DAP Exception Letter detailing dates and resolution plan. This Exception Letter will be added to the *K#####_DAP_Set* and a link to the set will be forwarded to the Region Manager for approval, and then on to the PCO Pre-Letting Specialist who will handle obtaining signatures within the Statewide Project Delivery Branch for concurrence/non-concurrence. The PCO Pre-Letting Specialist will distribute the letter once signatures have been obtained to all that have been added to the cc line of the letter.
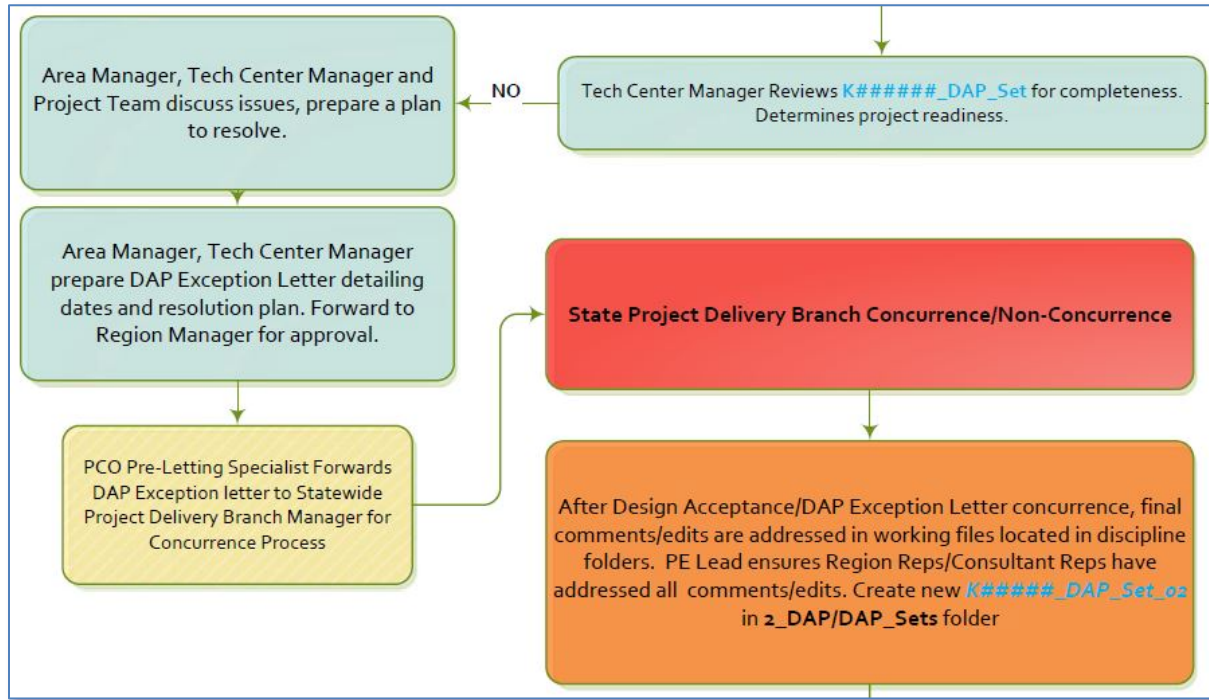
Figure 21 - DAP Exception Letter Process

Once concurrence has been obtained on the DAP Exception Letter, the PE Lead and project team will address the final comments and edits from the Area Manager and Tech Center Manager in the working files that will be located in the appropriate discipline folders.

The PE Lead will ensure that all comments have been addressed, and will create a new DAP set that will follow the naming convention *K#####_DAP_Set_02*. For any subsequent updated sets, the next consecutive number will be used at the end of the set name (*K#####_DAP_Set_03*, etc.) The PE Lead will change the state of this set to FINAL and ProjectWise will notify the PCO Pre-Letting Specialist that the project is ready for DAP Review.
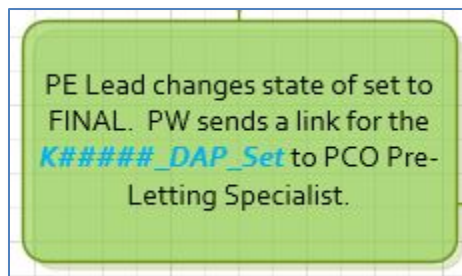
The PCO Pre-Letting Specialist will change the *K#####_DAP_Set* **attributes** by checking the "Scheduled" box, completing the date field. The Pre-Letting Specialist will change the state of the *K#####_DAP_Set* to '**next**' to create an email to the RMS System Administrator.

The RMS System Administrator will take a snapshot of the Schedule in RMS and update the Attributes in the *K#####_DAP_Set* with the date he performed this action. RMS System Administrator will then set the *K#####_DAP_Set* state to 'next" which will complete this process.

RMS System Admin takes project schedule snapshot.

During this review, the *K#####_DAP_Set_02* will be checked for items included on the DAP Certification Memo, the DAP Narrative, the DAP Exception Letter, and any supporting documentation required to properly illustrate the project scope. See Appendix A for PCO Internal Checklist.

Concurrent to the PDQAE DAP review, the project team, Region Discipline Reps/Consultant reps will continue to work within the region to respond to all assigned comments in comment log and working files located in the discipline folders. Electronic Redlines or scanned redlines are placed in the **3_Preliminary** folder.

Region Discipline Reps/Consultant Reps respond to all assigned comments in comment log and working files located in discipline folders.
Electronic Redlines or scanned redlines are placed in
3_Preliminary

Figure 22 - 3_Preliminary File Preparation

```
1_Design
    0_Temp
    1_Milestone_Submissions
        0_Project_Initiation
        1_Draft_DAP
        2_DAP
            DAP_Sets
        3_Preliminary
        4_Advance
        5_Final
        6_PSnE
            PSnE_Sets
        7_3D_Design
```
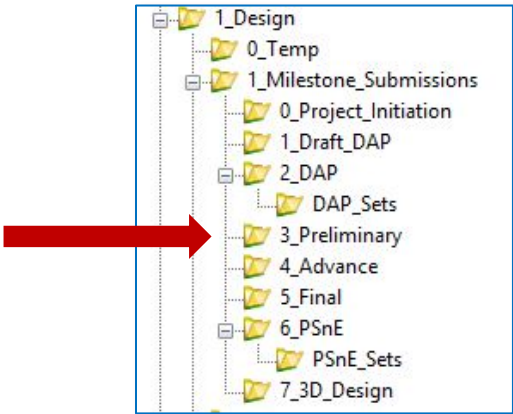
Figure 23 - 3_Preliminary Folder Location

The PE Lead will create a set in the **3_Preliminary** Folder *K#####_Prelim_Set*. Working documents will remain in appropriate discipline folders.

Preliminary Design Phase

Preliminary Design Phase

During the Preliminary Design Phase, the project development process will continue, with working documents housed in the discipline folders as created.

The PE Lead will create pdf's of the deliverables and add them to the *K#####_Prelim_Set*. Notification to the project team that the set has been created will be done by the PE Lead, and the project team will perform a review of the *K#####_Prelim_Set*. Some project teams may choose to do this via email, some in person. That can be dependent upon the location of the project team, since some are spread across different locations.

PE Lead adds pdf of deliverables to 3_Preliminary folder. Add to K####_Prelim_Set. Working documents remain in discipline folders.

PE Lead creates distribution letter. Send to Project Team with set link.
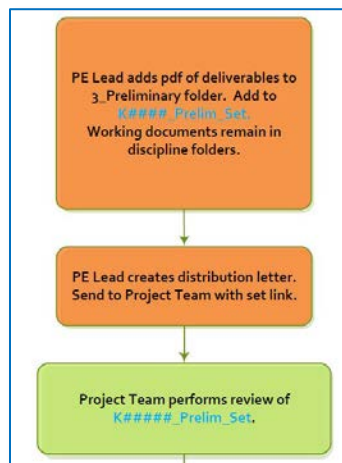
Project Team performs review of K#####_Prelim_Set.

Figure 24- Preparation of the Preliminary Design Set

After the project team has performed review of the *K#####_Prelim_Set*, the Region Discipline Reps/Consultant Reps will respond to all assigned comments in the comment log and working files.
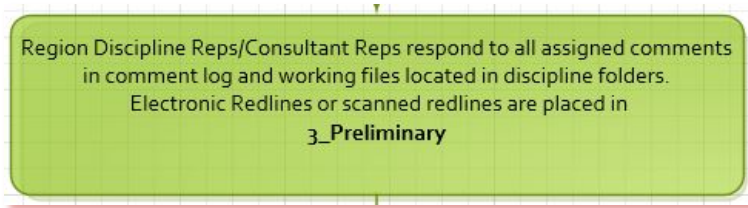
Electronic Redlines or scanned redlines are placed in **3_Preliminary** Folder.

Preliminary Plans Meeting

The project team will come together for the Preliminary Plans Meeting. After the meeting, Region Reps/Consultant Reps will respond to all assigned comments in the comment log and update working files located in the discipline folders.
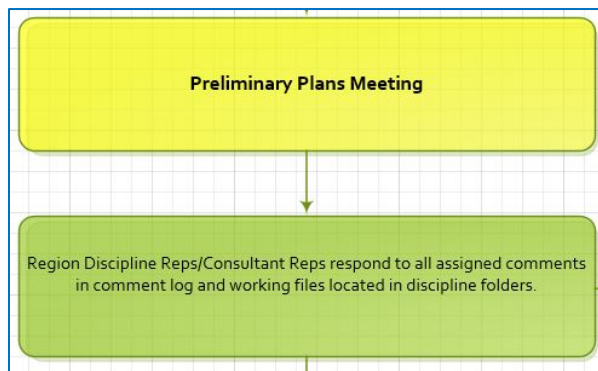

Figure 26 - Preliminary Plans Meeting

PE Lead will place all deliverables in **4_Advance** folder when all comments have been addressed. PE Lead will then create a *K#####_Advance_Set* within the **4_Advance** folder. The *K#####_Preliminary_Set* status will be changed to FINAL to secure the files within the set.

![ODOT ProjectWise logo]

Advance Plans Phase

PE Lead will place a .pdf of all deliverables in the **4_Advance** folder, and create a *K#####_Advance_Set*. Working documents remain in the discipline folders.
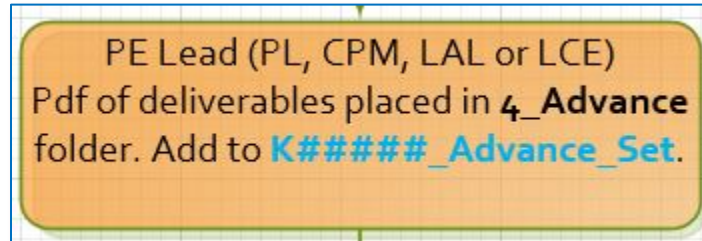
Specifications and PreCon Estimate are compiled. Construction Schedule is created. All documents are added to the **4_Advance** Folder, and to the *K#####_Advance_Set*.
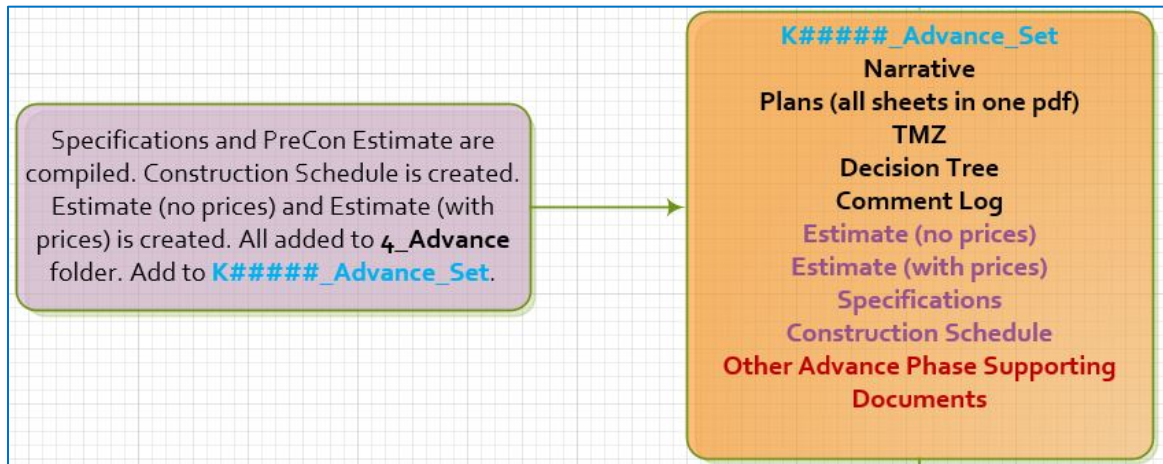
PM_K#####_AdvNarr_##	Advance Narrative
K#####_AdvPlans_##	Plans (all sheets in one pdf)
	TMZ
K#####_AdvEst_##	Estimate (no prices)
SP_K#####_AdvSP_##	Specifications
SP_K#####_CTE_##	Construction Time Estimate
	Other project-specific documents as required
K####_CmtLog_##	Comment Log

![Oregon Department of Transportation logo]

Plans-in-Hand Workshop

In preparation for the Plans-in-Hand Workshop, the PE Lead will distribute the link to the *K#####_Advance_Set* to attendees. After the Plans-in-Hand Workshop, reviewers will place comments into the Comment Log. Electronic Redlines or Scanned redlines are placed in the 4_Advance folder.

All comments in the Comment Log will be addressed by the Region Discipline Reps/Consultant Reps.

```
┌──────────────────────────────────────────┐
│          Plans-in-Hand Workshop          │
└──────────────────────────────────────────┘
                    │
                    ▼
┌──────────────────────────────────────────┐
│ Reviewers place comments into Comment     │
│ Log. Electronic Redlines or scanned       │
│ redlines are placed in 4_Advance          │
└──────────────────────────────────────────┘
                    │
                    ▼
┌──────────────────────────────────────────┐
│ Region Discipline Reps/Consultant Reps    │
│ respond to all assigned comments in       │
│ comment log.                              │
└──────────────────────────────────────────┘
                    │
                    ▼
┌──────────────────────────────────────────┐
│ Deliverable Documents set to "Final"      │
│ Status by PE Lead                         │
└──────────────────────────────────────────┘
```
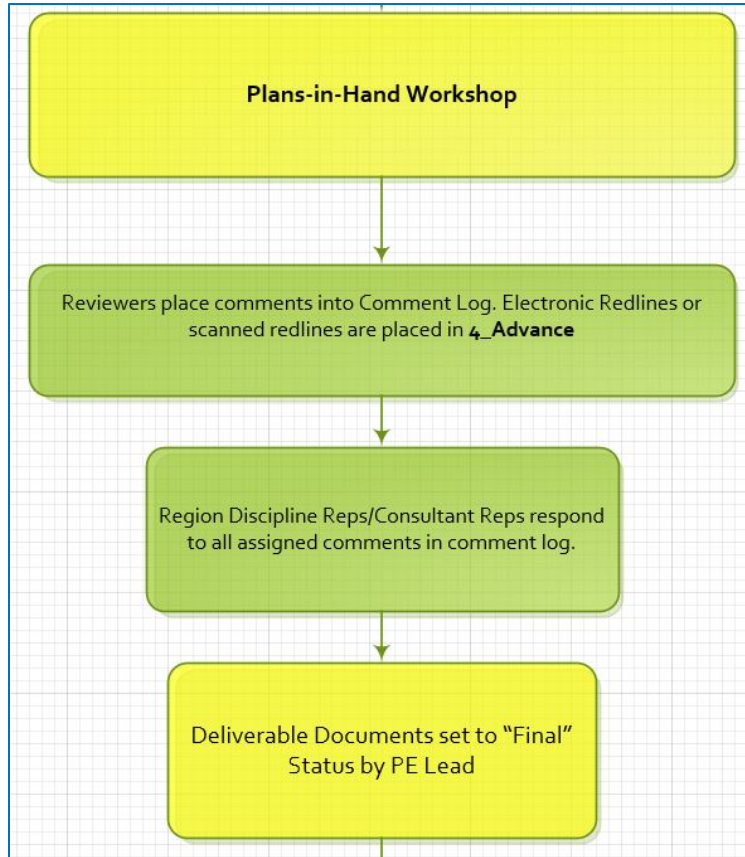
Project is now advanced to Final Plans Phase.

Final Plans Phase

The PE Lead will add a pdf of all deliverables to the **5_Final** folder, and create a *K#####_Final_Set*.

The Specifications and the PreCon Estimate are updated. The Construction Time Schedule is adjusted as required. The Estimate files will be updated. All updates are added to the **5_Final** folder, and to the *K#####_Final_Set.*

K#####_FinNarr_##	Final Narrative
K#####_FinalPlans_##	Final Plans
K#####_FinEst_##	Final Estimate
SP_K#####_BidSP_##	Specifications
SP_K#####_CTE_##	Construction Time Estimate
	Other Project Specific Documents as required
K#####_CmtLog_##	Comment Log

Project will now advance to PSnE. Further Instructions can be found in the PS&E Narrative to Accompany ProjectWise Business Process.

Appendix A – PCO Internal Checklist for Project Initiation and DAP

Key Number:
Project ID Number:
Project Name:
County Name:
Highway Name:
PE EA:

PROJECT INITIATION INTERNAL CHECKLIST	Yes	No	NA
1. Does *K#####_PI_Set* contain the required documentation • Project Charter • Zero-CMR	☐	☐	
2. Does the Project Name in the Project Charter match STIP FP record *exactly*	☐	☐	
3. Does project scope in the Project Charter match project scope in STIP FP.	☐	☐	
4. Do all of the Project Schedule (Milestones) in the Project Charter match the MS Project Schedules including Bid Let date	☐	☐	
5. Does the Project Budget (Funding) in the Project Charter match STIP FP budget for all project phases	☐	☐	☐
6. Have all Region signatures been obtained on the Project Charter	☐	☐	
7. Date Project was scheduled by PCO	Click or tap to enter a date.		
8. Date Project was sent to RMS Administrator for Baseline Process	Click or tap to enter a date.		

DAP INTERNAL CHECKLIST	Yes	No	NA
9. Does *K#####_DAP_Set* contain the required documentation • Certificate of Design Acceptance with DAP Checklist • Design Narrative • DAP Exception Request (if applicable)	☐	☐	
10. Has the Design Exception Package Checklist been completed	☐	☐	
11. Has the DAP Exception Request been approved by Statewide Project Delivery Manager	☐	☐	☐
12. Does Project Name in Certification of Design Acceptance Memo match STIP record *exactly*	☐	☐	
13. Is Project ID Number Correct on all documentation	☐	☐	
14. Have all Region Signatures Been Obtained on Certification of Design Acceptance	☐	☐	
15. Is the Project Description (current state) consistent in STIP FP, on Project Charter and on Zero CMR	☐	☐	☐
16. Do all of the Project Schedule (Milestones) match the MS Project Record include Bid Let date	☐	☐	
17. Does the Project Budget (Funding) Certification of Design Acceptance Memo match STIP record for all project phases	☐	☐	
18. Date DAP Set was sent to RMS System Admin for Schedule snapshot	Click or tap to enter a date.		

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