PROJECT DEVELOPMENT IMPROVEMENT INITIATIVE (PDII)

IMPROVING STANDARDS OF PRACTICE FOR PROJECT DEVELOPMENT AND DESIGN

Presented by
Larry McKinley | Oscar Njuju
TRANSPORTATION SYSTEM PROJECT DELIVERY LIFECYCLE

Link: Project Delivery Lifecycle
SCOPING TO PROJECT DEVELOPMENT TRANSITION

Scoping → STIP Adoption → Project Initiation

Final Business Case

Changes

- Project Charter
- CMR As Needed

Links: Final Business Case
MAJOR IMPROVEMENTS

• At Project Initiation Phase - *Region Phase Gate*
  • Project Charter
  • Change Management Request

• At Design Acceptance Phase – *Statewide Phase Gate*
  • DAP Certification Memo and Checklist
  • Design Narratives
  • DAP Exception Letter
# Updated Project Charter

**Project Description (Purpose and Need)**

- In-Scope:
- Out-of-Scope:

**Constraints and Risks**

**Assumptions**

**Project Delivery Approach**

**Project Development Team (PDT) Members**

**Project Schedule (Milestones)**

- PE EA Open
- PDT Kickoff
- Project Initiation Phase Complete
- Design Acceptance Phase Complete
- ROW EA Open
- FS&C Submitted
- Bid Opening
- Estimated 1st Note
- Estimated 2nd Note
- Estimated 3rd Note

**Funding**

<table>
<thead>
<tr>
<th>PHASE</th>
<th>TOTAL ESTIMATED COST</th>
<th>CURRENT ESTIMATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PL – Planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PE – Preliminary Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RW – Right of Way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UR – Utility Relocation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CN – Construction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OT – Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CHANGE MANAGEMENT REQUESTS (CMR)

Begins at Project Initiation Phase
  - Capture changes after Scoping Phase (final Business Case) that will be included in Final Project Charter

Project Scope Change
  - Major changes
  - Combining/splitting projects

Project Schedule Change
  - Major milestones
  - Funding obligations date
  - Construction season

All Project Budget (Funding) Change
**CHANGE MANAGEMENT REQUEST CATEGORIES**

<table>
<thead>
<tr>
<th>Avoidable</th>
<th>Unanticipated</th>
<th>Elective</th>
</tr>
</thead>
<tbody>
<tr>
<td>“We missed it, we own it”</td>
<td>“In excess of reasonable expectations”</td>
<td>“Good business decision, right thing to do”</td>
</tr>
</tbody>
</table>

**Avoidable**
- Project changes that were preventable such as an error in cost estimating, inadequate scoping, missed items, failure to identify and manage risk.

**Unanticipated**
- A project change beyond what was reasonably anticipated. Some examples are changed: field conditions, market conditions, regulatory agency requirements, local agency actions.

**Elective**
- Positive or good changes to projects such as combining projects for efficiencies, leveraging, practical design and value engineering solutions.
**UPDATED DAP CERTIFICATION MEMO & CHECKLIST**

**ODOT CERTIFICATION OF DESIGN ACCEPTANCE**

<table>
<thead>
<tr>
<th>DJT Number</th>
<th>ODOT Project Number</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Description (current state)**

**Project Schedule Milestones**

<table>
<thead>
<tr>
<th>Phase Milestone</th>
<th>Baseline Dates</th>
<th>MS Project Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>PE EA Open</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PED Kickoff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Initiation Phase Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design Acceptance Phase Complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROW EA Open</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PS&amp;E Submittal*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BD Opening</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted 1st Note</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted 2nd Note</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Forecasted 3rd Note</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Please make sure your project has been scheduled with Project Control Office (formerly known as GRI).*

**ODOT DESIGN ACCEPTANCE PACKAGE CHECKLIST**

<table>
<thead>
<tr>
<th>Submission Package Requirements</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. DAP Narrative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. DAP Plan Sheets</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. DAP Estimate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Design Exceptions and Deviations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Traffic/Route Operational Approvals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Bridge T&amp;L Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Other Structures T&amp;L Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Areas of Potential Effects (APE)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Programmatic Categorical Exclusion (PCE) Determination</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Access Management Strategy (AMStrat)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Legal Descriptions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Technical Discipline D&amp;Q/RC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Draft Mobility Considerations Checklist</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Public Involvement Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Change Management Request (CMR)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. STIP Amendment(s)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Intergovernmental Agreements (IGAs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. A&amp;E Contract Amendments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. DAP Exception Request</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Budget (Funding)**

<table>
<thead>
<tr>
<th>Project Phase</th>
<th>Current STIP Obligation FFY</th>
<th>MS Project FFY</th>
<th>Project Phase</th>
<th>Current STIP Obligation FFY</th>
<th>MS Project FFY</th>
<th>Project Phase Phase Total Estimated Cost</th>
<th>DAP Estimate</th>
<th>Expended To Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>PL - Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PE - Preliminary Engineering</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RW - Right of Way</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LR - Utility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CN - Construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OT - Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Project Funding/Estimate**

**Link:** [DAP Certification Memo and Checklist](#) & Guidance

9/17/2019  Project Development Improvement Initiative
# Updated Design Narratives

**Project Development Improvement Initiative**

---

### Design Narrative: Select Phase

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Functional Classification**: [ ]
- **Design Standard**: [ ]
- **Current ADT (Year)**: [ ]
- **Design ADT (Year)**: [ ]
- **% Heavy Vehicles**: [ ]
- **Vertical Clearance Route**: [ ]
- **Design Speed (MPH)**: [ ]
- **Ported Speed (MPH)**: [ ]
- **NHR/Non-NHR**: [ ]
- **Top 10% SRS Site**: [ ]

**Project Location and Overview**

---

<table>
<thead>
<tr>
<th>Project Management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Intergovernmental Agreement (pUA)**

**Public Engagement**

**Planning and Local Permits**

---

[Link: Updated Design Narrative & Guidance](#)
**UPDATED DAP EXCEPTION LETTER**

**ODOT DAP EXCEPTION REQUEST**

**DATE:**

**TO:**  
David Kim  
Statewide Project Delivery Manager

**FROM:**  
Region Manager  
Reviewed by OPL Specialist (OPL use only)  
Date:

**SUBJECT:**  
DAP EXCEPTION REQUEST  
Project Name:  
Key Number:  
DAP Due Date:  

Region is requesting your concurrence to proceed through the DAP phase gate and initiate preliminary design. In accordance with the DAP checklist and certification memo, the DAP phase gate has been reached with the following exceptions. Risk mitigation measures in support of our commitment to the approved project charter including the project P&L due date are documented below.

**Project description**

**Description of outstanding risk item(s) from the DAP memo and plan for mitigation:**

**Anticipated completion date:**

What will happen if the risk is not removed/addressed by the anticipated completion date:

**Person responsible for completion of the outstanding item:**

**Concurrence**

☐ Concur  ☐ Do not concur  
Comments:

David Kim  
Statewide Project Delivery Manager

**Signatures**

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
<th>SIGNATURE AND DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statewide Project Delivery Manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Region  Manager</td>
<td></td>
</tr>
</tbody>
</table>

**Link:** [DAP Exception Request & Guidance](#)
DELIVERY OPTIONS FOR EXISTING DESIGN CONTRACTS

Project Development Phase Gate Requirements
Options for Existing Design Contracts

Past and Current Contracts Schedule/ Deliverables

Design Acceptance Phase (DAP)

Project Initiation

Project Delivery Timeline

Plans, Specifications & Estimates (PS&E)

PDI Design Acceptance Phase (DAP)

PDI Schedule/ Deliverables

Project Delivery Options per Project Development Improvement Initiative (PDI)

Delivery Option 1

Project Initiation

PDI Design Acceptance Phase (DAP)

No Contract Amendment

Project Delivery Timeline

Plans, Specifications & Estimates (PS&E)

Delivery Option 2

Project Initiation

PDI Design Acceptance Phase (DAP)

Contract Amendment - Schedule and Deliverables

Project Delivery Timeline

Plans, Specifications & Estimates (PS&E)

Delivery Option 3

Project Initiation

PDI Design Acceptance Phase (DAP)

Contract Amendment - Deliverables

Legend

*DAP with Phase Gate Exceptions

PDI DAP with Deliverable/Exceptions

Link: Delivery Options for Existing Design Contracts
OUTSOURCED PROJECT DELIVERY PROCESS

Procurement Timelines
Mini Solicitation from a Price Agreement – 61 Business Days/ 76 Business Days with Legal Sufficiency
Formal RFP - 175 Business Days
WOC from a Price Agreement – 41 Business Days/ 56 Business Days with Legal Sufficiency
Amendments – 23 Business Days/ 38 Business Days with Legal Sufficiency
Agreement – 47 Business Days/ 62 Business Days with Legal Sufficiency

Link: Outsourced Project Delivery Process
Developing a statewide Statement of Work (SOW) template

- ODOT to hire a consultant to develop a template that includes a WBS, task language and deliverables at all milestones. The RFP is out and closes October 17th.
- Scheduling a Pre-Proposal conference using Skype to share information about the project with interested proposers. Date TBD. Will be closer to the end of Sept. Date should be set in the next day or two.
- Anticipated time to develop the new SOW is one year.

Amendments to the current contracts as needed

- Incorporating required deliverables at specific milestones
THANK YOU!

ODOT PROJECT MANAGEMENT OFFICE

ODOT PROJECT DELIVERY GUIDE