

ODOT PROJECT CHARTER:

A Project Charter serves as the agreement for the scope, schedule, budget, approach, and risks of the project. The Project Charter is used to provide direction to the project team and baselines the project scope, schedule, and budget. A Project Charter is required for every STIP Project that is delivered by the State on the State system. For outsourced projects, delivered by the State means that ODOT executes and administers the contract. A Project Charter is first drafted after the project is scoped for STIP programming purposes.

The Project Charter is completed during the Project Initiation Phase of project development. The Project Lead is responsible for developing the Project Charter in collaboration with the Area Manager, program manager(s) and project team members. The Project Lead should ensure that the project charter is consistent with information in the final Business Case. Working with the Project Development Team (PDT), a review of the scope, schedule, and budget programmed in the STIP is conducted to determine if changes are needed. For outsourced design it may be necessary for an internal team to provide this verification of the draft Project Charter. Proposed changes will require a change management request (CMR) and be included in the approved Project Charter. The reconciliation CMR called the "CMR 0" (zero) will document any changes that have taken place from scoping (final business case) and adopted STIP to what is proposed in the project charter.

Once the Project Charter is approved and signed, it is final: *no changes are made to the Project Charter after it has been signed.* The approved Project Charter baselines the project scope, schedule, and budget from which performance will be measured. If changes to the scope, schedule, budget, or project delivery approach are needed after the Project Charter is signed, the CMR process is used to document changes and gain approval prior to the change being implemented. See the CMR guidance for additional information.

Storage - ProjectWise

Final Project Charter documents will be housed in ProjectWise within the Project Initiation Folder. When the Project Initiation Phase Gate is complete the Project Lead will create a "set" containing the Project Charter, a PDF of the CMR 0 (zero) from the CMR Access database and any supporting documents placing it in the Project Initiation Folder. Project Lead will then change the state of the files in the "set" to final to trigger review of the package. See [ProjectWise Project Initiation to PS&E Workflow](#) and [Narrative](#) for more information on the review process.

The template for ODOT Project Charter is posted on the [Project Delivery Guide site](#) and also in the [ProjectWise template folder](#).

Section	Description
Project Description <ul style="list-style-type: none"> • In-Scope • Out-of-Scope 	Completion of the Project Description requires import of pertinent information from the following final Business Case fields: <ul style="list-style-type: none"> • Project Location • Project/Opportunity/Issue Description and Need • Potential Solutions • Project Outcomes, Goals, and Priorities

	<p>Note that the Project Information input fields on the Project Charter do not match the input fields on the Business Case as these forms serve different functions. The Business Case is intended explain why the project is needed, while the Project Charter is intended to describe what elements are included in the project. The Project Charter will contain more detail about the scope, schedule, and budget than what is included in the Business Case.</p> <p>Add additional project details or changes not included in the final Business Case as needed. Document any changes that occur after original STIP programming as described in the CMR 0 (zero).</p> <p>Should answer the questions:</p> <ol style="list-style-type: none"> 1. What is the purpose and need this project is addressing? 2. What is the description of the work to be performed? 3. What is in scope and out of scope? <p>Project Description and parameters will be defined.</p> <ul style="list-style-type: none"> • What will be built? • Services to be provided • Equipment that will be purchased • Can the project be completed in phases? • Has information from Advanced Investigation (AI) been included? • What elements are included in the scope? • What elements are excluded from the scope? Out of scope means items that will not be included in the project development (includes items previously discussed but not being included). • Any other elements to be considered or evaluated before the Design Acceptance milestone.
Constraints and Risks	<p>Import information from the final Business Case. Additionally, describe any other factors or concerns not included in the Business Case, or any new developments in cost/budget, environmental information, mobility, ADA, permitting, etc. (tree clearing timing windows, in-water work windows, construction deadlines, local festivals, etc.)</p>
Assumptions	<p>Identify and describe project assumptions related to the scope, schedule, budget, or approach. Include potential risks of the assumptions.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Will design exceptions be necessary? • Will there be an Access Management Exemption? • Will any IGA's be needed? • What mobility impacts will there be?
Project Delivery Approach	<p>Is project delivery in-house, out-sourced or hybrid? Is discipline specific work being out-sourced? Is alternative contracting or procurement being used? Are resource sharing agreements being used?</p>
Project Development Team (PDT)	<p>List project team members. This consists of in-house or consultant technical professional staff, engineers and key internal stakeholders (planning, maintenance, construction, and public involvement) assigned to a team that is responsible for developing and designing project plans, specifications and estimates.</p>

	<p>Changes to the PDT members after Charter signature and approval will not require a CMR.</p>
<p>Project Schedule (Milestones)</p>	<p>Identify major milestone dates (month, day, and year) from the MS Project schedule. Add additional milestones as needed using the buttons. See PD-19 for guidance on schedule milestones. For PE only or shelf projects, only use the milestones that correspond to the project activities. Mark other schedule milestones not applicable (N/A).</p> <ul style="list-style-type: none"> • PE EA Open MS Project activity code 008. This is the date when the PE EA is opened and ready for charges and when PE funds are obligated. This also signifies the budget for PE is loaded into ODOT’s financial systems and there is a start date and end date established for the account. • PDT Kickoff MS Project activity code 018. This is the date for the first Project Delivery Team (PDT) meeting to review and validate the draft Project Charter. • Project Initiation Phase Complete MS Project activity code 050. This is the date that all Project Initiation deliverables are completed, signifying passage through the Region Project Initiation phase gate. This is when scope, schedule, and budget are baselined signifying that the Project Charter and CMR 0 (zero) are complete and bid Let date is scheduled with the Project Controls Office. • Design Acceptance Phase Complete MS Project activity code 325. This is the date when the Design Acceptance Certificate Memo, checklist, and narrative are complete, signed, and posted in the ProjectWise DAP folder. This signifies that all DAP deliverables are complete and the DAP phase gate has been reached. DAP set is complete in ProjectWise and notification is sent to the Project Controls Office for Quality Assurance review. • ROW EA Open MS Project activity code 470. This is the date when ROW Expenditure Account (EA) is ready for charges. The ROW EA needs to be established before ROW Acquisition can be started. • PS&E Submittal MS Project activity code 551. The date the PS&E checklist, final project plans, specifications, estimate, and all supporting documentation are complete in ProjectWise and notification is sent to the Project Controls Office for Quality Assurance review 734-2948A (7/2019) Page 2 of 3 and processing through the PS&E phase gate. • Bid Opening MS Project activity code 560. This is the Bid Let Date. This is the concluding activity in the project design process. Note that Bid Opening dates must be scheduled with the Project Controls Office independent of setting them in MS Project. It is important to update the MS Project schedule before completing the milestone dates, as scheduling the bid opening date will trigger baselining of the project schedule. • Forecasted 1st Note MS Project activity code 735. First Notification is the date when the

	<p>Contractor or a Subcontractor 734-2948A (5/2019) Page 2 of 3 begins contract work. The project lead is expected to work with the Construction representative on the Project Development Team to forecast this construction 1st note date. First note is generally 100 days after Bid Opening. This date is included for information only and will not be used for performance measurement.</p> <ul style="list-style-type: none"> • Forecasted 2nd Note <p>MS Project activity code 790. Second Notification is the actual date on which the Agency determines that all On-Site Work has been completed (all bid-item work is done and the facility is open to the public). The project lead is expected to work with the Construction representative on the Project Development Team to forecast this construction 2nd note date. This date is included for information only and will not be used for performance measurement.</p> <ul style="list-style-type: none"> • Forecasted 3rd Note <p>MS Project activity code 796. Third Notification is the date the Agency determines that all work is complete, including corrective work, site clean-up, and submittal of all required documentation. The project lead is expected to work with the Construction representative on the Project Development Team to forecast this construction 3rd note date. Third note is generally 120 days after 2nd Note. This date may extend if plant establishment is required. This date is included for information only and will not be used for performance measurement.</p> <p>Schedule considerations:</p> <ul style="list-style-type: none"> • Is the bid opening date ideal for construction? • Does the schedule meet the federal or state funding obligation requirements outlined in the STIP? • Are lead times for outsourcing or alternative delivery accounted for?
Funding	<p>Add current budget from the STIP-FP Phase Total Estimated Cost field and the current estimate for all project phases.</p> <p>Enter the programmed STIP funding amount for each funding program. Add additional funding lines as needed using the + button.</p>

<p>Signatures</p>	<p>The final Project Charter is signed by the following:</p> <p>Funding Program Manager(s) - should sign the final Project Charter, in the funding section. The Funding Program Manager is responsible to ensure the project scope conforms to the program requirements, the project schedule meets their needs for funding obligation and construction years, and the project budget is adequate and within the programmed budget. The Funding Program Manager has the authority to approve or reject the Project Charter and subsequent project changes.</p> <p>Project Lead - responsible for effective planning, collaboration, execution, monitoring, and delivery of assigned projects in accordance with objectives and specifications outlined in the Business Case, Project Charter, and Funding IGA (if needed). Applies Change Management process, and makes recommendations/ decisions with or on behalf of the Project Development Team. The Project Lead works with resource providers to identify and secure project team members to support delivery of the project. e.g., Transportation Project Manager and Resident Engineer - Consultant Project.</p> <p>Area Manager- responsible for ensuring projects are delivered on scope, schedule, and budget as programmed. The Area Manager has authority to approve or reject the Project Charter and subsequent CMRs.</p> <p>Project Sponsor (optional) - works with the Project Lead to gain endorsement of Project Charter in accordance with the project's purpose and need. . The Sponsor is a project advocate/champion who is primarily invested in seeing the project's intent is met. They have input and influence throughout the project lifecycle. (e.g., Area Manager, Region Local Program Manager, District Manager, Region Project Delivery Manager, Local Agency partner)</p> <p>Tech Center Manager- reviews Charter and provides input. The Tech Center Manager is responsible for providing and overseeing the technical resources assigned to complete quality project designs, plans, and specifications according to the approved scope, schedule and budget.</p> <p>Maintenance Manager- reviews the Charter and provides input. The local Maintenance Manager is consistently a key stakeholder of STIP projects. They are responsible to ensure the project meets maintenance and operational needs, both for the project intent and for their ability to maintain the improvements.</p> <p>Additional Signatures:</p> <p>Add additional signature lines as needed using the + button. It is recommended that signatures be completed digitally for efficiency. See separate guidelines for completing digital signatures. Note that all content changes, including addition of signature lines, must be made</p>
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