

Vision: Improved Project Delivery Quality through Project Controls (Phase Gates)

David Kim shared some background about this PDII initiative that was implemented in May, 2019.

- This initiative was intended to improve statewide standards of practice for project development and design. As part of this initiative, some of major milestones/phases have been revised and new phase gates introduced to establish more rigor in the project development and design.
- After the implementation in May 2019, all new projects are expected to follow the new established process and current projects will have some changes to adjust to the new phase gates requirements

Larry McKinley and Oscar Njuju – *Please see the presentation for more information*

- Established region phase gate at Project Initiation phase, and a statewide phase gate at Design Acceptance Phase and PS&E phase.
- Updated statewide milestone deliverables at different phases for ODOT projects including checklists at the phase gates.

- **Scoping to Project Development Transition**

- After Scoping and Statewide Transportation Improvement Program (STIP) adoption, there could be changes to project scope, schedule, and budget. Therefore during Project Initiation Phase, those changes will be captured in the Change Management Request (CMR) database and the final Project Charter should include the updated scope, schedule, and budget as captured in the CMR.

- **Major Project Delivery Improvements**

- During Project Initiation Phase

- The Project Charter will be finalized and approved.
- The first CMR (CMR Zero) will be prepared by Resident Engineer – Consultant Projects (formerly *Consultant Project Manager (CPM)*) to address any changes to scope, schedule, and budget from Scoping Phase.

- During Design Acceptance Phase

- DAP Certification Memo and Checklist, Design Narratives, and DAP Exception Letter (when applicable) will have to be prepared and signed.
- Completion of these forms will be led by ODOT Resident Engineer – Consultant Projects in coordination with consultants.

- Project Charter &

- Draft Project Charter will be completed after scope validation by ODOT internal project team. This will also include Alternative Analysis which is always going to be a standalone contract separate from main design contract.
- Information from the draft Project Charter will be used to complete RFP that will be submitted to ODOT Procurement Office.

- o Final Project Charter will be completed and approved before project kickoff meeting with consultants.

Change Management Request (CMR)

- o All CMRs are entered into a CMR database by ODOT Resident Engineer – Consultant Projects (formerly *Consultant Project Manager (CPM)*).
- o There are three categories of Change Management Requests during Project Development and Design. These change categories are useful in developing reports that help in making informed project delivery decisions.

Updated ODOT Certification of Design Acceptance, Design Narrative, and DAP Exception Request

- o Completion of this form will be led by ODOT Resident Engineer – Consultant Projects in coordination with consultants and will include all the required deliverables at the end of Design Acceptance Phase (DAP) gate.
- o DAP Exception Request is to be completed whenever there is an outstanding DAP Checklist item by the end of Design Acceptance Phase. ODOT Resident Engineer – Consultant Projects will work on completing this form, get signature from the Region Manger and concurrence from Statewide Project Delivery Manager to proceed to other phases.

Delivery Options for Existing Design Contracts

- o All outsourced projects that were already in progress by May, 2019 when the new phase gates were implemented, are required to use one of the three available delivery options to finish delivery of the project. This may include amending the existing contract to adhere to the new phase gates.
- o *Option 1* allows projects to proceed with existing timelines but completed and approved DAP Exception Request acknowledging outstanding DAP checklist items.
- o *Options 2* requires project deliverable timelines to be extended to allow time for completion of all required DAP deliverables.
- o *Options 3* requires project schedule to be compressed to complete all the required DAP deliverables by the end of DAP.
- o Actual delivery of project initiation package will require Resident Engineer - Consultant Projects to collect all documents and create a final set in ProjectWise.

Updated Outsourced Project Delivery Process

- o Draft Project Charter will be completed after scope validation by ODOT internal project team.
- o Information from the draft Project Charter will be used to complete RFP.
- o The Project Charter will be finalized and approved when finalizing SOW and issuing NTP.
- o Information from final approved Project Charter will be used as a baseline of scope, schedule and budget.
- o Project Team Kickoff meeting will be held after finalizing Project Charter and issuing NTP.

- There should be less or no any major changes to the project at Project Initiation phase.
- The intent is to minimize changes to the project to have less amendments. The agency is trying to become more predictable and consistent.

Questions and Answers

Q: Is this to minimize the number of CMRs and amendments after DAP and therefore the goal to get between DAP and PS&E without CMR and/or amendments?

A: Yes, that is the goal. Things occur between Project Delivery and Development. If this is done right, most of the changes should be pre-DAP. Greater level of effort up front.

Q: Do we see the preliminary milestone being eliminated in scope support?

A: Preliminary milestone still in there for projects that use it because of the large scope of project. The use of Preliminary milestone/phase depends on the size of the projects. Project teams have flexibility to include it or not depending on the size of the project.

Q: Who does the CMR's?

A: CMR's are completed by ODOT Resident Engineer – Consultant Projects. This form is for internal use.

Q: DAP checklist filled out by Resident Engineer?

A: DAP checklist can be filled out by both ODOT Resident Engineer – Consultant Projects and Consultant but ODOT Resident Engineer – Consultant Projects is responsible for getting the form completed, signed and sent to ODOT Project Control Office (formerly *Office of Project Letting*) as part of the phase gate process.

Q: What about Local Agency?

A: We (ODOT) are not involved in all local projects but local projects that will be administered by ODOT will have to follow this new process.

ODOT Design Narrative Form

Q: Are these portions of a word document that will be cut & pasted into the original DAP Narrative or is this a summary of each of these things?

A: This form is the Design Narrative itself. It starts from Draft DAP all the way through the end of Design. Intent is to update this at each milestone and as a result, the name of this form has been changed from DAP Narrative to Design Narrative.

Q: Will legal descriptions be going with Final DAP and DAP Checklist?

A: Yes, DAP Checklist goes with Final DAP. Legal descriptions due by the end of DAP.

Q: There is place for comments in the form. Is there option to respond to the comments and closing them out?

A: That is between the Resident Engineer - Consultant Projects and Consultant. No notification is sent out when comments are added, the commenter should notify others of the update. The communication in this narrative is between the Resident Engineer - Consultant Projects and Consultant. This does not replace the traditional "comment log" we have at each milestone. The Resident Engineer - Consultant Projects fill out the design narrative for final DAP and then sends it to the project team to gather comments before final review.

Q: How does this become a living document? The CMR typically captures these same type of changes. Is there overlap between Design Narrative and say, Advanced Phase on what we would have on the CMR and what the CMR initiated?

A: CMR is much different document. Design Narrative is a summary of these changes instead of having to look at every CMR individually. CMR captures more information about the changes specifically with regard to scope, schedule, and budget from the beginning of the project to the end of Design instead of starting from Draft DAP like the Design Narrative.

Q: Will the Design Narrative look the same for every consultant?

A: Yes. The same template will be used.

Suggestion: Include in checklist, TPAR. – This is included in the Design Narrative which is already one of the DAP Checklist items.

Outsourced Project Delivery Process – New Projects

Q: You (ODOT) will initiate review at final DAP, but the consultant cannot start final design. Can the consultant move forward once we submit that to you?

A: This is not meant to impede the design process, it's meant to be quality assurance check that we are delivering and didn't miss anything. QA is at Final DAP. Draft DAP is from the Regions and Final DAP is what comes back to Project Control Office for review. If there is any outstanding

DAP checklist items, the project can proceed with completed and approved DAP Exception Request.

Q: You will hire a consultant for Alternative Analysis and then put an RFP if we are going to outsource the project?

A: Correct. Alternative Analysis will require a standalone contract separate from design contract.

Q: As you (ODOT) develop this Project Initiation Phase, these sub-tasks become their own projects and phases?

A: Yes, they can be treated as mini project to get them completed on time.

Q: You (ODOT) wants open and competitive selection for the design team but is there any thought on not having 2 consultants, open to close on the same job but to just move the fair and open competition to the very beginning and have that consultant team support you as you initiate the project with the initial phase of the first phase of work, followed by the owner's ability to award subsequent final design phases, if service is still acceptable. That way, scoping documents are done and have the benefit of the consulting team you have pick based on qualifications?

A: While it was stated in the webinar that there may be a challenge of specifying Tier A and Tier B early on; ODOT may still be determining at this stage if a project will be outsourced or kept in house. ODOT may also still be determining if they want a Specialized (Discipline Specific) vs. Full-Service approach. ODOT in its discretion, will decide how best to source the project(s) and the timing of whichever consultant opportunity it desires.

Q: Wouldn't it be based upon the ultimate value of the services?

A: No, it is based on many other factors in Rule, Statute, CFR, ODOT business need, and ultimately ODOT's discretion.

Next Steps

Developing 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