

ENCLOSURE 5

PROJECT INITIATION AND PLANNING

Following project award and contracting, the Contracting Party will gain an understanding of the intended outcome of the Project based on NRDA planning documents, the State Master Plan, and a review of previous work completed under CPRA expectations. The Contracting Party will work with the project team members to develop the following::

1. Project Vision

Draft a brief description of the project at completion, as viewed at the beginning of project delivery. The vision should be as detailed as required and understandable by the full project team, CPRA management, and stakeholders. This ensures the understanding of project goals and outcomes by the project team.

2. Project Definition

The project definition is a detailed technical description of the project itself describing the specific technical elements associated with the project and should be of a sufficient level to charter the team and initiate project delivery planning. Technical information may include, but is not limited to: location; purpose; design criteria, requirements, and/or constraints; budget estimates; applicable engineering/environmental science discipline requirements. Other general information may include: project stakeholder list and requirements; external constraints, project delivery approach, required permits/approvals; design phases/deliverables.

3. Team Charter

Chartering is the act of guiding a team through the process of defining itself through its purpose, scope, goals, roles, responsibilities, behaviors, and other elements that give the team clarity of purpose. The primary benefits of chartering are to increase the team's probability of success and to help them achieve high quality performance. Chartering also empowers team members by maximizing their effectiveness and influence and allows monitoring of the team's performance. Key CPRA, prime contractor and subcontractor team members should participate in the project chartering. A site visit may be conducted. The Contracting Party will produce a Golden Triangle Marsh Creation Project Charter, signed by each team member, following the five step process outlined: Define the project (vision, purpose, boundaries, requirements, etc. as conducted above); clarify the team purpose (membership, mission, organizational priorities, critical success factors); define responsibilities (team and individual responsibilities, shared responsibilities); develop team operating guidelines; develop interpersonal behavior guidelines (core values, guiding principles, rules of interpersonal conduct, protocol for resolving interpersonal conflict).

4. Project Delivery Planning

The Project Delivery Plan describes the knowledge, skills, tools, and processes that the project team needs in order to meet the project requirements. The Project Delivery Plan may include, but is not limited to:

- A Scope Management Plan which shall include a Work Breakdown Structure and a WBS Dictionary, and a mechanism for validating scope change.
- A Schedule and Schedule Management Plan which shall include optimistic, pessimistic, and most likely estimates for each activity, a Schedule based on these estimates, and methods for identifying and mitigating schedule slip.
- A Cost Management Plan which shall be updated monthly with the Planned Value, Earned Value, Actual Cost, Cost Performance Index, Schedule Performance Index, and Estimate to Complete for the Project.
- A Quality Management Plan which shall include the structure of planned reviews and the metrics for review.
- A Human Resource Management Plan which shall include roles and responsibilities, including those defined during chartering.
- A Communications Management Plan which shall identify meeting frequency, meeting attendees, communication channels, the necessary communication methodologies, and any other communications approaches identified during chartering.
- A Risk Management Plan which shall include a Risk Register, a risk response strategy for important project risks, and a mitigation plan for risk to be mitigated. At least one team meeting shall be devoted to brainstorming and identifying project risks.
- A Stakeholder Management Plan which shall include a Stakeholder Register, Stakeholder Expectations, and Stakeholder Management Approaches.