



[ENTER NAME OF PROJECT]

PROJECT CHARTER

SMALL TO MEDIUM PROJECTS

[Enter Date]

V1.0

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1. INTRODUCTION

PURPOSE OF THE PROJECT CHARTER

The [enter project name] Project Charter (formerly called the project Scoping Package) is part of the initiation process to define project objectives and other parameters mainly- defining scope, budget and schedule parameters, identifying project funding sources, identifying critical project assumptions and risks, and defining key roles and responsibilities of the various entities involved in the development and approval of the project. Its development is a collaborative process to ensure common project understanding between the End-user, Administrative Unit, and Design and Construction (D/C) to align project expectations.

The intended audience of the project charter is the Project End-User, Project Budget Authority, and Campus Planning and Facility Management.

Project Charter Methodology

Development: The initial assembly of the charter is a service at no cost to our campus clients to evaluate whether to officially move forward with the project and allocate funding to do so. D/C services are for one project scoping package and associated *minor* adjustments in its development.

If multiple project concepts are desired and/or the project is complex and requires a higher level of understanding, we recommend the client start off with a feasibility assessment (high-level programming). This avenue is highly beneficial for these types of projects, however funding will be required in order to develop such an assessment.

Budget Opinion: The initial budget opinion will establish a range of expected costs associated with your project. Please keep in mind, this range is established ahead of design, detailed estimating, or procurement and is a tool to provide our clients with a basic understanding of the potential cost range for this type of project. The budget opinion is derived from our experience, using historic cost information in establishing the range. As the project develops, design will commence, accompanied by detailed estimating which will refine the budget. The End-user will have opportunities through the course of the design process to make adjustments to either scope or budget amount to meet the desired results of their project.

Charter Approvals and Funding requirements: Staff within our office are funded largely through campus projects. It is University policy to have funding in place prior to entering into design and/or construction contracts. Upon your acceptance of the project charter, full or partial releasing of funding for a feasibility study, design, and/or construction will be required to launch each phase of the project.

2. BASIC PROJECT DELIVERY PROCESS

	Task	Lead	Participants	Authorization
1	Initiation			
1.1	Project Inception	End-User(EU)	Department Budget Authority	
1.2	Project Initiation to CPFM	EU or Department Budget Authority		
2	Scoping			
2.1	Project Charter Development	CPFM	EU, Department Budget Authority	
1.2	Project Charter Review, Approval, and Authorization	EU, Department Budget Authority	EU, Department Budget Authority, CPFM	Department Budget Authority
3	Design¹ (Check design approach that applies)			
3.1	Programming and Concept	CPFM	EU, Department Budget Authority	
3.2	Schematic Design (SD)	CPFM	EU, Department Budget Authority	
3.3	SD Review and Approval	CPFM	EU, Department Budget Authority, CPFM	Department Budget Authority
3.4	Design Development (DD)	CPFM	EU, Department Budget Authority	
3.5	DD Review and Approval	CPFM	EU, Department Budget Authority, CPFM	Department Budget Authority
3.6	Construction Documents (CD)	CPFM	EU, Department Budget Authority	
3.7	CD Review and Approval	CPFM	EU, Department Budget Authority, CPFM	Department Budget Authority
4	Permitting²	CPFM	City of Eugene	City of Eugene
5	Bidding and Procurement			
5.1	Bid Review and Approval	CPFM	EU, Department Budget Authority, CPFM	Department Budget Authority
6	Contract Execution	CPFM		CPFM
7	Construction	CPFM	EU	
8	Occupancy	CPFM, EU	EU	
9	Warranty	CPFM	EU	

1. The design phases listed are all the phases of design. Depending on project complexity your project may include all distinct phases or some phases could be combined.

2. Permitting is not always required; however, most projects require COE permitting. Common elements that trigger permitting include moving/adding a door, wall construction, electrical, plumbing, and mechanical work. Permitting requirements will be determined during the scoping process.

3. PROJECT OVERVIEW AND GOALS

[Provide a brief project overview/goals]

4. SCOPE

4.1 OBJECTIVES

[Enter detail]

4.2 BOUNDARIES

[Describe the project boundaries. You could place a drawing into the appendix as well]

5. ASSUMPTIONS AND RISKS

5.1 ASSUMPTIONS

1. [List all preliminary assumptions]

5.2 RISKS

1. [List all anticipated risks]

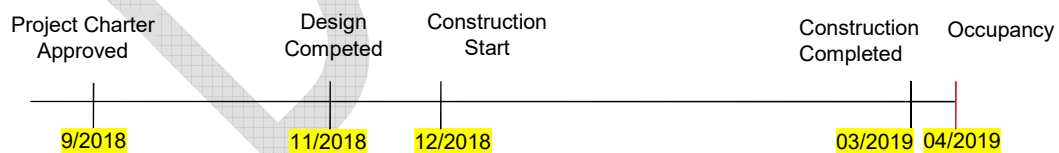
5.3 EXCLUSIONS

1. [List all anticipated exclusions]

6. DURATION

6.1 TIMELINE

High-level Project Timeline [adjust accordingly, the below is from another project]



7. BUDGET OPINION

The budget range generated during the charter development is to be considered a budget opinion and will establish anticipated cost range based off historical data from past projects. This budget is strictly to provide a general representation of potential project costs. As the project is further developed during the design process, the budget will be refined, with client reviews and approvals, engaged accordingly.

The [project name] project budget range is between XXXX and YYYY.

Concept Budget Opinion		
	Low	High
Direct Construction (Contractor or FS)	\$ -	\$ -
Campus Project Support Services	\$ -	\$ -
Design Services	\$ -	\$ -
Furnished, Fixtures and Equipment	\$ -	\$ -
Fees	\$ -	\$ -
CPFM Services	\$ -	\$ -
Contingency	\$ -	\$ -
TOTAL BUDGET OPINION RANGE	\$ -	\$ -

8. CONTRACT METHODOLOLY

Design-Bid-Build (for projects less than \$5M)

This methodology is where the project is designed, and upon completion of design, is competitively bid to the contractor community. This is the common methodology on projects in the cost band.

Construction Manager General Contractor (CMGC) (for projects over \$5M)

This methodology is an integrated approach to project delivery where the contractor is brought on early in the project, such as early design, to provide pre-construction services such as constructability review and estimating. This methodology is advantageous on large projects, but is costlier option on S/M projects in spite of the potential savings during construction.

Design/Build (limited use for special circumstances)

This is a methodology where the contractor hires the design team to design and implement the project. The university would need to understand the performance parameters of the project going into procurement. There is also some loss of control to the University, with this approach in terms of competition and checks and balances.

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9. PROJECT ROLES AND RESPONSIBILITIES

Check all that apply for this project

	Project Role	Name/Organization	Unit(s)	Project Responsibilities
End User				
<input checked="" type="checkbox"/>	End User	Name	Department	Usually the primary individual that has the project need and is occupying the space. This position defines the project, program, and secures funding.
User Group (may or may not be applicable)				
<input type="checkbox"/>	User Group	Names	Units	Other end-user constituents that assists in defining the project objectives, develops programmatic space needs, and acts as the primary advocate for the program/project. This includes collaborating with CPFM staff in reviewing work of the design team. The User Group committee meets at regular intervals throughout the design process.
Departmental Budget Authority				
<input checked="" type="checkbox"/>	Departmental Budget Authority	Names	College/Department	Refers to the individual(s) who has department scope and budget authority on behalf of a college/department.
Management Team (may or may not be applicable)				
<input type="checkbox"/>	Management Team	Names	Units	Serves as the project's steering committee throughout the entire project process. This group meets regularly and addresses routine issues that affect the overall project objectives in terms of scope, budget and schedule.
Institutional Project Delivery Team				
<input checked="" type="checkbox"/>	Project Manager or Owner's Representative	Name of OR/PM	Design and Construction (D/C)	Provides overall project implementation oversight and leadership. This position represents the institution, manages the project's budget and schedule, and facilitates the overall project delivery process. This is the project's primary point of contact to address project issues.
<input type="checkbox"/>	UO Campus Architect	Mike Harwood	AVP CPFM	Provides overall design and planning oversight to the UO campus. This position may or

	Project Role	Name/Organization	Unit(s)	Project Responsibilities
				may not be involved in the project
<input type="checkbox"/>	UO Planning	Name	UO Planning Office	Provides planning expertise in the context of the overall campus, to the campus plan and the design of the project. Works alongside the Project Manager/Owners Representative in the development of the project. This position may or may not be involved in the project depending on scope.
<input type="checkbox"/>	UO Engineering and Utilities Oversight	Jeff Madsen	Design and Construction	Provides institutional energy and systems expertise in the areas of mechanical, electrical, plumbing and utilities to campus projects. Manages campus policies such as Advanced Energy Threshold (AET), Oregon Model for Sustainable Development (OMSD) and LEED. This position may or may not be involved in the project, depending upon scope.
<input type="checkbox"/>	Furniture, Fixtures, and Equipment (FFE)	Alison Hake	Design and Construction	Provides institutional FFE expertise and reviews on all campus projects, working with the design team and End Users.
<input type="checkbox"/>	In-House Architect	David Cates	Design and Construction	In-house architect may be used in lieu of hiring and outside architect for small projects. Dependent on size, complexity, and timing.
<input type="checkbox"/>	Facility Services Construction	Justin Grishkin	Facility Services	Depending on scope, complexity, and timing the in-house FS Construction Team may perform all or parts of the construction work. <i>This will be determined at the time of bidding.</i>
Outside Project Delivery Team				
<input type="checkbox"/>	Architect	TBD	Outside Design Consultant	This is an outside consultant hired to formulate the overall project design. The architect will also hire supporting engineers and a landscape architect, as needed to assist in developing the project. The architect will contract directly with CPFM and will work alongside CPFM, the Management Team, and the User Group/End User.

	Project Role	Name/Organization	Unit(s)	Project Responsibilities
<input type="checkbox"/>	Contractor	TBD		This entity is the hired construction contractor.
Reviews and Approvals				
<input checked="" type="checkbox"/>	Technical Input and Review	UO Technical Team	NTS, SRS, UOPD, CPFM, CMET, CVAT	Various campus technical groups which represent integrated campus systems that are implemented in association with many projects.
<input type="checkbox"/>	Programmatic Input and Review (End-User)	Focus Groups	Various	Small end-user groups formed to provide programmatic insight into the functional use of the space. These groups provide refined detail during the design process.
<input type="checkbox"/>	Regulatory Review and Permits (External)	City of Eugene		Provides regulatory plan reviews and building permits related to all of our campus projects.
<input type="checkbox"/>	Campus Context Review (Campus)	Campus Planning Committee (CPC)	Faculty Staff Students	A committee that represents a broad spectrum of the campus community to review site options and provide feedback on elements of the (or 'contained within the') Campus Plan: focused on site selection, site issues and planning issues. This committee makes recommendations to the President. This may or may not be applicable.
OCCUPANCY				
<input type="checkbox"/>	D/C Move Coordinator	Names	Design and Construction	Responsible for arranging move, moving contents into new space and/or surplus (except computers and printers), and signage.
<input type="checkbox"/>	End-User (or designated end-user move manager to work with department/units)	Names	College/Department	Responsible for packing and labelling contents and furniture, posting surplus items, e-waste and furniture donations, phone and network transfer, computer packing and relocation, printer relocation, and unpacking contents.

	Project Role	Name/Organization	Unit(s)	Project Responsibilities
BUDGETARY APPROVALS				
<input type="checkbox"/>	Departmental Budget Authority	Names	College/Department	Refers to the individual(s) who has department scope and budget authority on behalf of a college/department.
<input type="checkbox"/>	D/C Assistant Director of Budget Operations	Names	Design and Construction	Responsible for contracts and invoicing associated with projects
<input type="checkbox"/>	OTHER	Names	Other	Place holder for other entities that might sign off on budgets

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10. FUNDING SOURCES

The project funding is comprised of the following funding sources:

Funding Source Needed	Index	Amount or Percentage
<source name>		
<source name>		
<source name>		
Total Funding:		

Existing Funding Source	Index	Amount or Percentage
<source name>		
<source name>		
<source name>		
Total Funding Received:		

NOTE: Our services are funded largely through campus projects. At a minimum, Design and Construction requires 30% of the project value initially to start the project*. This funding is to address costs associated with the design and bidding processes prior to construction. Projects elements funded by the initial 30% funding include, but not limited to:

- Design fees,
- PM staff time,
- CPFM and Technical Units Design Support,
- D/C administrative costs, and
- Similar work prior to construction

Prior to starting construction, the remainder of the funding will need to be in place.

*For feasibility studies, all aspects of implementing the study will need to be funded in whole.

Minimum Initial Funding Required \$ _____

11. PROJECT CHARTER APPROVAL

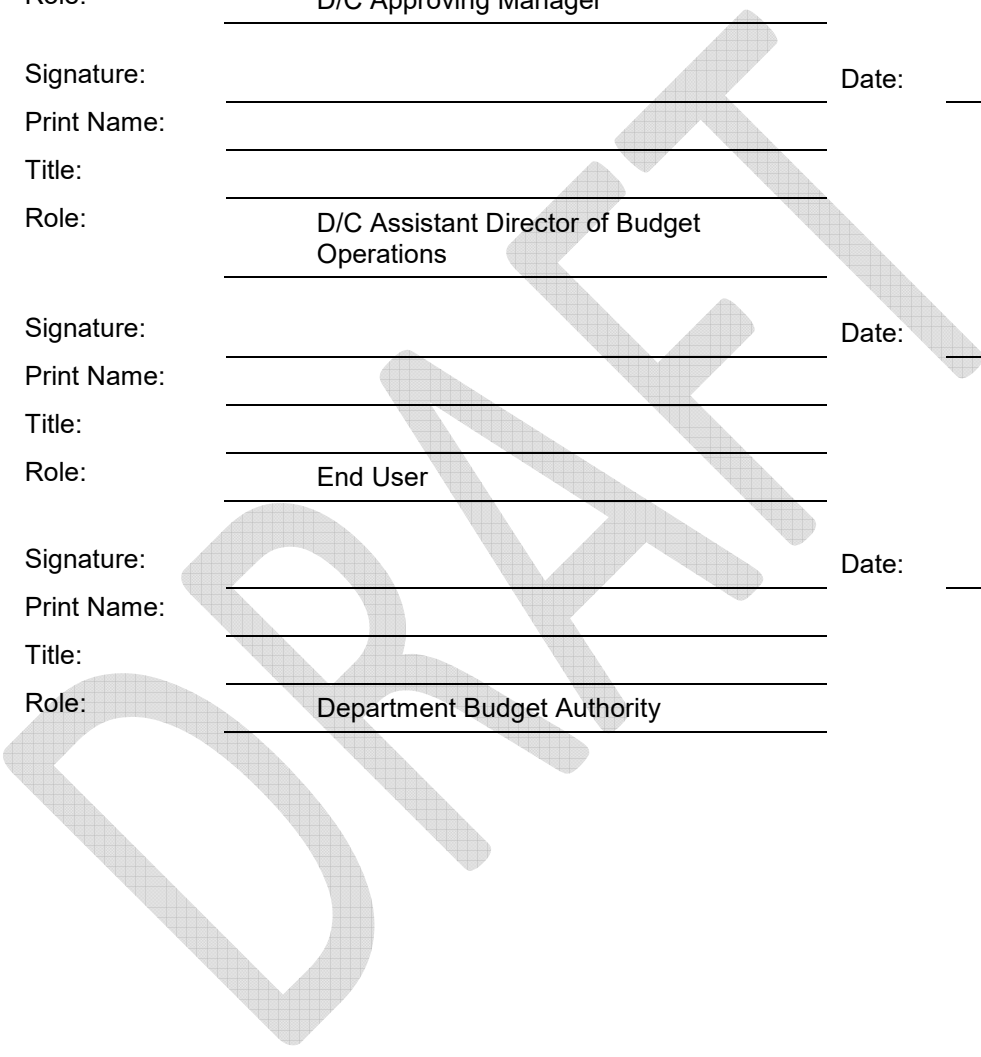
The undersigned acknowledge they have reviewed the project charter and authorize and fund the (Project Name) project. Changes to this project charter will be coordinated with and approved by the undersigned or their designated representatives.

Signature: _____ Date: _____
 Print Name: **Name** _____
 Title: _____
 Role: D/C Approving Manager _____

Signature: _____ Date: _____
 Print Name: _____
 Title: _____
 Role: D/C Assistant Director of Budget Operations _____

Signature: _____ Date: _____
 Print Name: _____
 Title: _____
 Role: End User _____

Signature: _____ Date: _____
 Print Name: _____
 Title: _____
 Role: Department Budget Authority _____



APPENDIX A: KEY ACRONYMS and TERMS

The following table provides definitions for acronyms/terms relevant to project delivery.

Term	Definition
ADA	Americans with Disabilities Act. This refers to all accessibility issues, which also involves the federal Rehabilitation Act, Oregon building code, and Campus Plan policies. See Universal Access/ Universal Design.
BAS	Building Automation System, the electronic controls which run the HVAC and possibly other systems. See DDC, which is part of the BAS.
BIM	Building Information Modeling, which describes a building as a large number of three dimensional objects. The BIM concept envisages virtual construction of a facility prior to its actual physical construction, in order to reduce uncertainty, physical conflicts, improve safety, work out problems, and simulate and analyze potential impacts.
Budget Opinion	A budget range established during the project charter development, based on historic project data. It is high-level, \$/square foot analysis ahead of any design, detailed estimating, and bidding. The purpose is to provide clients an expected project cost range ahead of investing funds to further develop a project.
CAI	Committee on Academic Infrastructure
CMET	Center for Media and Educational Technologies
CM/GC	The Construction Manager/General Contractor provides an advisory role during design, producing cost estimates, reviewing plans to ensure that they can be built without undue effort or cost, and otherwise advising the UO. They construct the physical elements of the project. Typically used on projects that exceed \$5M.
Design-Bid-Build	A project delivery methodology is where the project is designed, and upon completion of design, is competitively bid to the contractor community. This is the common methodology on projects in the cost band.
Design-Build	A project delivery methodology which is not common at UO, where the contractor hires the design team to design and implement the project. The university would need to understand the performance parameters of the project going into procurement. There is also some loss of control to the University, with this approach in terms of competition and checks and balances.

Design Team	The architectural firm engaged to design the project plus the engineers, lighting designers, interior architects, landscape architects, and other consultant firms also working on the project.
Direct Cost of Construction	The cost of a project that are directly accountable to cost to construct the project. They are typically viewed as labor and materials performed by the contractor. This value is part of the overall project budget.
EHS	Environmental Health and Safety is a unit within Safety and Risk Services. This unit addresses hazardous materials, life/safety, research and lab safety, and occupational safety.
End-User	This refers to the champion of the project and often the primary occupant of the project space.
Estimate	An estimate is performed when there is some level of design established that develops quantities of materials for construction. The design process provides the level(s) of detail necessary to generate an estimate that refines the Budget Opinion.
FFE	Furniture, fixtures, and equipment
Feasibility Study	An option beyond the Project Charter development that is useful for detailed scoping of complex projects. The study, further establishes the program, conducts a high-level review of the potential systems (mechanical, electrical, plumbing) involved, develops a basic concept(s), and provides a more refined estimate. Feasibility studies can be viewed as pre-design work and is funded by the client.
GMP	The Guaranteed Maximum Price from the CM/GC. On our projects, this is usually provided at the end of design. It should be a close reflection of the estimates being provided during the design phase.
HVAC	Heating, Ventilation, and Air Conditioning systems in a building
Indirect Cost of Construction	Costs not directly accountable to the construction work. These costs are usually design cost, administrative costs, fees, and similar project related costs. These values are part of the overall project budget.
LEED	A system for rating the sustainability of a building project, usually done initially during design. It awards points based on building and site characteristics that are grouped into several major areas: Sustainable Sites; Water Efficiency; Energy & Atmosphere; Materials & Resources; Indoor Environmental Quality; and Innovation & Design Quality. A final LEED rating is not available until after the completion

	of the project. LEED is administered by the USGBC. LEED originally was an acronym: Leadership in Energy and Environmental Design.
MEP	Mechanical, Electrical, and Plumbing systems. Mechanical includes HVAC.
NTS	Network and Telecom Services
OAC	The Owner/Architect/Contractor meeting during construction, usually held weekly. This usually includes and end-user from the project's management team such as the project chair.
OFCI	Owner furnished, contractor installed materials or equipment
OFOI	Owner furnished, owner installed materials or equipment
OMSD	Oregon Model for Sustainable Development is sustainable building policy of the UO Campus Plan. It has three main parts: <u>Energy</u> : meet the Advanced Energy Threshold of 25% better than current Oregon code. <u>Water</u> : In addition to treating roof storm water, also treat nearby or other highly-polluted storm water such as drainage from campus streets and parking lots. <u>People</u> : Set aside project resources to capitalize on the human potential of building users to engage their surroundings and improve building performance.
Overall Project Budget	This is the complete project budget that incorporates all indirect and direct costs associated with the project.
Project Budget Authority	Typically this is an administrator within the college or administrative unit that has budget authority and/or oversees project development on behalf of the college/department. This also includes approving scope and budget changes that exceeds previous approvals.
SAG	Space Advisory Group – Upper administrative group who approves space allocations when departments need additional space outside their assigned space holdings
Sci-SAG	A sub-group to SAG who assess space needs for science and research activities
SRS	Safety and Risk Services
UOPD	University of Oregon Police Department
VE	Value Engineering can be defined as an organized effort directed at analyzing designed building features, systems, equipment, and material selections for the purpose of achieving essential functions at the lowest life cycle cost consistent with required performance, quality, reliability, and safety. This is inherent to the design and estimating

	phases, prior to establishing a GMP. This is often confused with Scope Reduction. Value Engineering should reduce cost without reducing scope or function.
	Add additional

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APPENDIX B: REFERENCE MATERIALS**Tailor to project needs**

The following table summarizes the documents that supplement this document.

Document Name and Version	Description	Location
Small Projects Toolbox	Standalone packet that provides helpful project related documents for educational purposes	Handout packet
UO Move Guide and Checklist	Guide to articulate and delineate unit and D/C responsibilities associated with projects	Attachments

APPENDIX C: Project Charter Change Tracking

The Charter Change Tracking is a tool used to track variations to the original (and approved) charter. Changes tracked are fundamental variations in scopes of work that changes the overall project budget and/or schedule.

Date	Section Change	Description	+/- Duration (weeks)	+/- Cost	DBA Approver (initials)
12/24/2018					
12/24/2018					
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