



PROJECT CHARTER

DEPARTMENT:

PROJECT NAME:

PROJECT ID:

Project Charter Prepared By:

Date Prepared:

Approval of this Project Charter indicates 1) **approval of the constraining factor and levels of success established for this project**, 2) an understanding of the purpose and content as described in this document, and 3) agreement with the Scope, Schedule, Budget and Quality of the recommended alternative. By signing this document, each individual agrees that work should be initiated on this project with **all necessary resources allocated** and commits to fulfill his/her role and responsibilities as described herein.

Approver Name	Position	Signature	Date
	Project Manager		
	Department Director		
	County Administration		

***NOTE:** NOT ALL SECTIONS OF THE PROJECT CHARTER FORMAT ARE APPLICABLE TO ALL PROJECTS. TO INSURE ALL SECTIONS HAVE BEEN COMPLETED AS NEEDED, DO NOT DELETE ANY SECTIONS FROM THIS FORM. IF A SECTION IS NOT APPLICABLE TO THE PROJECT, SIMPLY TYPE "NOT APPLICABLE" AND MOVE ON TO THE NEXT SECTION. SEE "GUIDANCE FOR PREPARING A PROJECT CHARTER" AND "CHECKLISTS FOR PROJECT CHARTER & GATES" FOR ADDITIONAL INFORMATION.

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PROJECT CHARTER SUMMARY

(This section of the Project Charter will be included with materials for all gates)

Scope Statement

[Copy and Paste from "Scope Management: Scope Statement"]

Constraining Factor

[Copy and Paste from "Overview: Constraining Factor"]

Levels of Success

[Copy and Paste the Levels of Success Chosen in "Quality Management: Levels of Success"]

Summary Budget and Requested Funding Sources

Total Project Budget: *[Copy and Paste Total from "Budget Management: Financial Schedule for Requested Budget"]*
Requested Funding Source(s): *[Copy and Paste from "Budget Management: Requested Funding Sources"]*
Total Project Soft Cost Percentage: *[Copy and Paste from "Budget Management: Project Cost Model Summary"]*

Summary Schedule

Project Start: *[Copy and Paste Project Start Date from "Schedule Management: Summary Schedule"]*
Project Finish: *[Copy and Paste Project Finish Date from "Schedule Management: Summary Schedule"]*

Risks to Achieving Project Charter's Scope, Schedule, Budget and/or Quality

[Copy and Paste Name of Each Risk from "Risk Management: Risk" Table]

Proposed Gate Meetings

[Copy and Paste from "Communication Management: Proposed Gate Meetings"]

Proposed Project Delivery Method

[Copy and Paste from "Procurement Management: Proposed Project Delivery Method"]

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Map of Project Area with Polygon

[Copy and Paste from "Overview: Map of Project Area with Polygon"]



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OVERVIEW

(The Pima County Project Management & Gate Process Manual seeks alignment with project management industry standards and guidelines. Whenever possible, concepts and definitions used in the Project Charter are paraphrased from A Guide to the Project Management Body of Knowledge, (PMBOK Guide), Project Management Institute (PMI), 5th Edition, 2013.

The Project Charter sets forth parameters for establishing a project. As noted in the PMBOK Guide, in order for a project to be successful, a project team needs to:

- *Establish and maintain appropriate communication and engagement with stakeholders starting with the preparation of the Project Charter (for details see Guidance for Establishing a Stakeholder List in the Pima County Project Management & Gate Process Manual);*
- *Comply with requirements of the Pima County Project Management & Gate Process Manual per County Administrative Procedure 3-28;*
- *Balance the competing constraints of Scope, Schedule, Budget, and Quality, and*
- *Manage risks that could adversely impact the project team's ability to meet Scope, Schedule, Budget and/or Quality as described in the Project Charter.)*

Constraining Factor

(Scope, Schedule, Budget and Quality are all important to a project. However, for each project, one of these four factors is more constrained than the others. Selection of the Constraining Factor is the first key step in the Project Charter. The selected constraining factor is pivotal in the selection of the levels of success, the second key step, addressed later in this Project Charter under Quality Management.)

For this project, the following one factor is understood by the project team, all stakeholders and senior management to be the least flexible to change:

- Scope
- Schedule
- Budget
- Quality

Background

(The background is a brief synopsis of the when and how the proposed project was identified.)

[Insert Background]

Need Statement

(The need statement is a brief description of the problem that the project will remedy.)

[Insert Need Statement]

Justification and Estimated Benefits of Project

(The justification is a statement of the reason(s) for the request to dedicate resources (financial and personnel) to the project. These reasons can vary from responding to changes in regulations, increasing system capacity to meet future needs, replacement of facilities that have reached their useful life, etc.)

[Insert Justification]

Estimated Benefits of this Project

(The table below identifies some general benefits that are applicable to most capital improvement projects. The project team, with input from stakeholders, qualitatively determines the estimated level of benefit that will be most likely achieved as a result of completing the project.)

Benefit	Estimated Level of Benefit			
	High	Med	Low	None
Protects Health, Safety & Property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Benefit	Estimated Level of Benefit			
	High	Med	Low	None
Increases Capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets Regulatory/Mandated Requirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotes Economic Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Makes Use of Non-County Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduces Long-Term Costs to the County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rehabilitates/Preserves/Enhances Existing Asset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhances Environment and/or Cultural Resource	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improves System Continuity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meets Master/Long-Range Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is Regionally Significant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Map of Project Area with Polygon

Below is a map of the area associated with this project. To meet certain Pima County requirements, any project that anticipates ground disturbance must show on this map a polygon of the limits of potential ground disturbance.



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SCOPE MANAGEMENT

*(Scope management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project. (PMBOK Guide) During project delivery, if a change in scope is requested, the Project Manager will follow the Change Management process as detailed in the Pima County Project Management & Gate Process Manual in order to obtain the necessary approvals **PRIOR TO** committing to a change in scope. To initiate scope management, alternatives with their associated assumptions and constraints are analyzed in the Project Charter. The results of this analysis for these alternatives are then discussed with the department's approval authority. Based on this discussion, a recommendation and scope statement are developed.)*

Alternatives

*(Alternative analysis evaluates identified options in order to select which options or approaches to use to execute and perform the work of the project. (PMBOK Guide) Some projects have a pre-defined general scope description (e.g., a project approved by the public in a bond election). However, the project team should consider **ALL** viable alternatives, **including** any pre-defined scope, for satisfying stakeholder needs and expectations for the project. Per the Pima County Project Management & Gate Process Manual - Phase I: Project Charter & Project Setup, these alternatives are then discussed with the department's approval authority **PRIOR TO** finalizing the recommendation and scope statement in the Project Charter.)*

For this project, the alternatives analyzed by the project team are: [Add as many alternatives as needed]

Alternative 1: [Provide name]
Description: [Insert description]

Alternative 2: [Provide name]
Description: [Insert description]

Assumptions and Implications

[Add as many assumptions/implications as needed]

*(Assumptions are **unknown** factors that are considered, based on professional judgment and experience, to be true, real, or certain, but without documented proof. (PMBOK Guide) Implications are effects or consequences that may occur if assumptions prove to be incorrect. For example, one might make the assumption that, based on experience, obtaining a permit will take X months from the time an application is submitted. The implication is that, if obtaining this permit is on the critical path and the time to obtain the permit is longer than assumed in the Project Charter, a recovery plan will need to be implemented in order to keep the project on schedule.)*

Many assumptions and associated implications are common to all alternatives. Common assumptions and associated implications for this project are:

Assumption A: [Insert text]
Implication A: [Insert text]

Assumption B: [Insert text]
Implication B: [Insert text]

Some assumptions and associated implications are specific to an alternative. Assumptions and associated implications specific to an alternative are:

Alternative 1: [Insert name]
Assumption 1.1: [Insert text]
Implication 1.1: [Insert text]

Assumption 1.2: [Insert text]
Implication 1.2: [Insert text]

Alternative 2: [Insert name]
Assumption 2.1: [Insert text]
Implication 2.1: [Insert text]



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Assumption 2.2: [Insert text]
Implication 2.2: [Insert text]

Constraints and Impacts

[Add as many constraints/impacts as needed]

(Constraints are known limiting factors to the delivery of a project. (PMBOK Guide) Impacts are the effects on the project as a result of the constraint. For example, one constraint might be that the project's available funding cannot be increased. A corresponding impact might be that, if the estimated Cost of the project Scope is greater than the available Budget, elements of the project scope may need to be deleted or reduced in quality.)

Many constraints and associated impacts are common to all alternatives. Common constraints and associated impacts for this project are:

Constraint A: [Insert text]
Impact A: [Insert text]

Constraint B: [Insert text]
Impact B: [Insert text]

Some constraints and associated impacts are specific to an alternative. Constraints and associated impacts specific to an alternative are:

Alternative 1: [Insert name]
Constraint 1.1: [Insert text]
Impact 1.1: [Insert text]

Constraint 1.2: [Insert text]
Impact 1.2: [Insert text]

Alternative 2: [Insert name]
Constraint 2.1: [Insert text]
Impact 2.1: [Insert text]

Constraint 2.2: [Insert text]
Impact 2.2: [Insert text]

Recommendation

(This section describes the preferred alternative. Per the Pima County Project Management & Gate Process Manual, the recommendation is chosen AFTER consultation with the department's approval authority (typically, the department director).

Note: In the event there needs to be additional analysis completed prior to recommending a single alternative, the Project Charter will note that Phase II: Project Development will need to be completed along with Gate 2-1. The following specific language should be added to the recommendation presented here if this is the case: "In order to set up this project, Alternative ____ has been chosen as the preliminary basis for the Project Charter scope statement, cost model and Microsoft project schedule. If another alternative is selected as the result of completing the concept analysis, per Phase II Project Development of the Pima County Project Management & Gate Process Manual, the Project Charter, cost model and Microsoft project schedule will be amended. The results of Phase II will be presented at Gate 2-1."

[Insert preferred alternative]

Scope Statement

(The scope statement is a brief description of the preliminary details of the work that has to be completed to deliver the project successfully. This includes basic scope parameters such as location and project elements such as length of roadway, square footage of building, number and types of recreation fields, length and diameter of pipes, etc.)

[Insert scope statement]



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BUDGET/COST MANAGEMENT

(Budgets and costs form an important part of any project. Budget Management involves ensuring that a project meets its objectives without exceeding the budget. (PMBOK Guide) The Budget is amount the project is authorized to spend. The Cost is the estimated dollars required to meet the project's Scope, Schedule and Quality. To initiate budget/cost management, a cost estimate using the project cost model template is generated as the basis for establishing the project budget. In addition, requested funding sources are identified. During project delivery, if a change in budget/cost estimate is requested, the Project Manager will follow the Change Management process as detailed in the Pima County Project Management & Gate Process Manual in order to obtain the necessary approvals, including verification that monies are available to fund an increase, PRIOR TO committing to a change in the budget.)

Project Cost Model Summary

(This table is a summary estimated costs and soft cost percentages from the project cost model. The full project cost model is included as an appendix to this Project Charter.)

[Copy and paste data from project cost model in appendix.]

Cost Model Project Line Items	Estimated Cost	Soft Cost %
Land Acquisition (RWY) - 001	\$0	%
Project Development (PLN)* - 002	\$0	%
Design (DES) - 003	\$0	%
Construction - CON - 004	\$0	%
Utility Relocation - UTL - 005	\$0	%
Public Art - PRT - 006	\$0	%
Contingency - CTG - 007	\$0	%
TOTAL COST ESTIMATE & SOFT COST PERCENTAGE	\$0	%

*Only use Project Development (PLN) if the Project Charter recommends additional analysis prior to finalizing the project scope. See note in the Pima County Project Management & Gate Process Manual – Part I, Phase I: Project Charter & Project Setup for further details.

Financial Schedule for Requested Budget

The following is the requested budget by phase and fiscal year.

[Insert requested budget by phase and fiscal year]

Phase	FY XX/XX	TOTAL				
Land Acquisition-RWY-001	0	0	0	0	0	0
Project Development-PLN-002	0	0	0	0	0	0
Design-DES-003	0	0	0	0	0	0
Construction-CON-004	0	0	0	0	0	0
Utility Relocation-UTL-005	0	0	0	0	0	0
Public Art-PRT-006	0	0	0	0	0	0
Contingency-CTG-007	0	0	0	0	0	0
TOTAL PROJECT BUDGET	0	0	0	0	0	0

Requested Funding Sources

[Copy and paste data from project cost model in appendix.]

Funding Summary			
Funding Sources	Amount	% of Total	
A.	\$	%	

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B.		\$	%	
C		\$	%	
D.		\$	%	
TOTAL FUNDING SOURCES		\$	%	

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SCHEDULE MANAGEMENT

*(Schedule Management is necessary to ensure that a project is completed according to its schedule. (PMBOK Guide) To initiate schedule management, a summary schedule and major tasks with anticipated completion dates are established in the Project Charter. During project delivery, if a change in schedule is requested, the Project Manager will follow the Change Management process as detailed in the Pima County Project Management & Gate Process Manual in order to obtain the necessary approvals **PRIOR TO** committing to a change in the schedule.)*

Summary Schedule

This table is a summary of the specific line items (denoted by Microsoft Project as "ID") from the Microsoft Project Template used to create project work orders. The full Microsoft Project Schedule is included as an appendix to this Project Charter.

[Copy and paste data from Microsoft Project Schedule in appendix]

ID	Phase	Timeframe	Anticipated Start Date	Anticipated Completion Date
1	Project Start	1 Day	NA	
2	Land Acquisition			
16	Project Development (PLN)*			
17	Procurement (PLN)*			
31	Design (DES)			
32	Procurement (DES)			
40	Procurement Bids / Advert & Printing			
51	Construction (CON)			
55	Construction (CON)			
56	Substantial Completion Milestone**			
1	Project Finish	1 Day	NA	
	Total		NA	NA

*Project Development is used only if the recommendation of this Project Charter is to conduct further concept analyses prior to making a final recommendation. See note in the Pima County Project Management & Gate Process Manual – Part I, Phase I: Project Charter & Project Setup for further details.

**Substantial Completion, as defined in the Pima County Project Management & Gate Process Manual, is the date on which the construction work is sufficiently complete so that the owner can use or occupy the project for its intended use. This is the date on which a letter of substantial completion is issued by the owner to the contractor, contract time is halted and liquidated damages can no longer be assessed. Contract time is defined as the number of working days or calendar days allowed for substantial completion of the work by the contractor, including authorized time extensions. Punch list items may still need to be completed after substantial completion.

Major Tasks and Anticipated Completion Dates

(Major tasks are anticipated critical path activities required to achieve the project scope statement. Each major task has concrete deliverables and an anticipated completion date in order that the project finish date is achieved. One example of a major task could be the anticipated critical path activity and concrete deliverables required to obtain a permit (e.g., 404, ADEQ, building, etc.). The major task description would include the anticipated critical path activity and the concrete deliverable(s) (e.g., "Submit the 404 permit application with all required supporting documents"). The anticipated completion date related to the major task must be consistent with the time frame established in the project's Microsoft Project Schedule (in this example, (ID 39) Permits (DES).)

[Insert project major tasks. Add as many major tasks as needed.]

	Major Task Description	Anticipated Completion Date
1		
2		

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	Major Task Description	Anticipated Completion Date
3		
4		
5		
6		
7		
8		
9		
10		



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QUALITY MANAGEMENT

(Quality Management is concerned with ensuring that a project meets the standards and requirements that were set out for it. (PMBOK Guide) To initiate quality management, the project team, with input from stakeholders, will select levels of success for Scope, Schedule, Budget and Quality based on the constraining factor that was selected in the first key step of the Project Charter in the Overview. Senior management is then responsible for approving the selected levels of success. Selection of the levels of success is the second key step in the Project Charter.)

Levels of Success

(The collective levels of success as selected by the project team, with input from the stakeholders and approval of senior management, are used as the vision of success - a "guiding star" per se - by which the project team can assess whether decisions made during project delivery potentially move the project's end results closer to or farther from this vision of success. Levels of success clarify the project-specific relationships between Scope, Schedule, Budget and Quality and the tradeoffs between these four factors that must be made during project delivery. Using the items provided below, the project team, with input from stakeholders and approval of senior management, establishes the end results for Scope, Schedule, Budget and Quality that the project team, stakeholders and senior management consider as successful for this project. Levels of success, for the purposes of project management, must not be confused with a Key Performance Indicator (KPI) or other performance metrics. A KPI usually defines the overall performance targets of a capital improvement program, such as number of projects delivered within X days of the proposed substantial completion date in those projects' respective Project Charters. On the other hand, levels of success define the boundaries in terms of changes in Scope, Schedule, Budget and/or Quality that are acceptable by all in order to maintain the common vision of success for the project.)

For example, if the cost cannot exceed available funding, the level of success for cost that is chosen by the project team is the one where the percent difference between the actual total cost and the proposed total cost as noted in this Project Charter is equal to or less than 0%. This may require that the level of success for scope chosen by the project team is the one where the project team and stakeholders consider the project to be a success even though one or more elements were deleted from the scope statement in the Project Charter. The success of the project should be defined by considering the project team's likelihood to complete the project given the constraints of scope, schedule, budget, quality, resources, and risks associated with the project as identified in the Project Charter and approved by the Project Manager and Senior Management. (PMBOK Guide)

While the project team may choose to add items, the six items below in the Project Charter format are required to be completed. The project team can modify the levels of success under an item (e.g., if for the project a difference between actual project start date and the proposed project start date of 2 years is more appropriate than 1 year, this value can be changed.) The levels of success chosen by the project team must be consistent with the constraining factor identified earlier in the Project Charter in the Overview.)

For this project, the levels of success chosen by the project team, with input from the stakeholders, for Scope, Schedule, Budget and Quality are indicated below.

Scope

- The project team and stakeholders consider this project successful:
 - If all elements from the scope statement in the Project Charter were completed
 - Even though one or more elements were deleted from the scope statement in the Project Charter
 - Even though one or more elements were added to the scope statement in the Project Charter
 - _____

Schedule

- The project team and stakeholders consider this project successful if the difference between the actual project start date and the proposed project start date noted in this Project Charter is equal to or less than:
 - 0 Days
 - 6 Months
 - 1 Year
 - _____

- The project team and stakeholders consider this project successful if the difference between the actual project close out date and the proposed project close out date noted in this Project Charter is equal to or less than:
 - 0 Days
 - 6 Months

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- 1 Year
 -
-

Budget

1. The project team and stakeholders consider this project successful if the percent difference between the actual total cost and the proposed total cost as noted in this Project Charter is equal to or less than:

- 0%
 - 10%
 - 20%
 -
-

2. The project team and stakeholders consider this project successful if the final total project soft cost percentage is equal to or less than:

- 35%
 - 45%
 - 50%
 -
-

Quality

1. The project team and stakeholders consider this project successful if the quality of the work completed is as follows:

- Quality meets the minimum functionality requirements of the project scope
 - Quality is state-of-the-art/top of the line/best in class
 -
-

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STAKEHOLDER MANAGEMENT

(A stakeholder is an individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project. Stakeholders include all members of the project team as well as all interested entities that are internal or external to the County (see Guidance for Establishing a Stakeholder List in the Pima County Project Management & Gate Process Manual). Project internal stakeholders include both those individuals within a department as well as individuals from other County departments. Identifying stakeholders, understanding their relative degree of influence on a project, and balancing their needs and expectations are critical to the success of the project. Overlooking stakeholder interests can result in an increased likelihood of failures, delays, or other unintended consequences to the project. (PMBOK Guide)

Stakeholder Roles and Responsibilities

(Stakeholders have varying levels of responsibility and authority when participating on a project. (PMBOK Guide) Stakeholders are expected to fulfill the roles and responsibilities as indicated to insure the success of this project.)

To initiate stakeholder management, below is a preliminary list of stakeholders for this project.

[Insert project stakeholders with roles and responsibilities. Add as many boxes as needed for this project.]

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Member's Name:	[Affiliation]
Role:	
Responsibility:	

Summary of Stakeholder Meeting

Because understanding stakeholder needs and expectations is critical to the success of a project, a meeting with stakeholders is a **required step**, per the Pima County Project Management & Gate Process Manual-Phase I: Project Charter & Project Setup, in preparing a Project Charter. A stakeholder meeting is held at the start of drafting the Project Charter.

A summary of the stakeholder meeting held prior to development of this Project Charter is as follows:

Date of Stakeholder Meeting: [Insert date]
 Invitees: [Insert list of names]
 Attendees: [Insert list of names]
 Summary of Meeting Minutes: [Insert brief summary]
 Critical Issues and Action Items: [Insert any critical issues and action items]

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RISK MANAGEMENT

(Risk, in the context of project delivery, is an uncertain event or condition, which if it occurs, may have a positive or negative effect on the project team's ability to achieve the Scope, Schedule, Budget and/or Quality as described in this Project Charter. The objectives of risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project. To be successful, a project team should be committed to addressing risk management proactively and consistently throughout the project. Moving forward on a project without a proactive focus on risk management is likely to lead to more problems arising from unmanaged risks. The key benefit to risk assessment is the communication with, obtaining agreement and support from all stakeholders to ensure risk management is supported and performed effectively during project delivery.) (PMBOK Guide)

Assessment of Risks to Achieving Project Charter's Anticipated Scope, Schedule, Budget and/or Quality

(Risk assessment, in the context of project delivery, is the start of risk management and includes identification of risks that may affect the project team's ability to achieve the project's anticipated Scope, Schedule, Budget and/or Quality as described in this Project Charter. Each risk is assessed as to its probability of occurring, the potential impact to achieving the anticipated Scope, Schedule, Budget and/or Quality if the risk occurs, the action the project team will take, and the proposed mitigation strategies that will be part of a recovery plan. The actions are defined as follows: 1) Control: reduce the probability or impact of the risk to an acceptable level; 2) Absorb: project will bear the impact, which may require a contingency reserve of time, money and/or resources; 3) Avoid: eliminate threat posed by the risk or relax the objective that is in jeopardy, such as extending schedule or reducing scope; and 4) Deflect: transfer or share risk with a third party, which may involve partnering strategies or adding elements such as insurance, bonding, contract language or a guarantee.)

To initiate risk management, the following risks have been identified and analyzed for this project:

Risk Table

[Complete all information for each individual risk. Add as many risks as needed]

1. [RISK – name]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							

2. [RISK – name]							
Alternative: 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/>							
Probability:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>	Impact:	High <input type="checkbox"/>	Med <input type="checkbox"/>	Low <input type="checkbox"/>
Action:	Control <input type="checkbox"/>	Absorb <input type="checkbox"/>	Avoid <input type="checkbox"/>	Deflect <input type="checkbox"/>			
Mitigation Strategy:							

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HUMAN RESOURCE MANAGEMENT

(Human Resource Management is concerned with assembling and managing a project team. Roles and responsibilities are established, reporting relationships are defined, and changes in team members are processed.) (PMBOK Guide)

Project Organization

To initiate human resource management, the project organization chart below depicts the roles (unless specific project team members have been identified) and the interrelationships of those roles for a specific project. (PMBOK Guide)

[Insert preliminary project organizational chart]



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:

DEPARTMENT:

PROJECT NAME:

DATE PREPARED:

COMMUNICATION MANAGEMENT

(Effective communication is important to the ultimate success of any project. Inadequate communications may lead to problems such as delay in message delivery, communication of information to the wrong audience, or insufficient communication to the stakeholders and misunderstanding of the message communicated. (PMBOK Guide) One tool to assist in the communication of project status and approvals to move forward is the gate meeting. Detailed information and guidance with respect to gate meetings is contained in the Pima County Project Management & Gate Process – Part II: The Gate Process. Communication management is initiated by the project team proposing which gate meetings will be held and the anticipated dates for these gate meetings. These proposed gates and dates will be entered by the Project Manager into the CIP Program/Program Phases Maintenance Request (aka CAS Form) that is used, along with the Project Charter and the polygon, by Finance to set up this project in the financial system.)

Proposed Gate Meetings

For this project, the following gate meetings are proposed:

[Check all that apply and insert date]

	Proposed Date
<input type="checkbox"/> Gate 1-1 Entry Gate	
<input type="checkbox"/> Gate 2-1 Project Development	
<input type="checkbox"/> Gate 3-1 Preliminary Design	
<input type="checkbox"/> Gate 3-2 Construction Documents Ready for Contractor Selection	
<input type="checkbox"/> Gate 4-1 Ready to Issue Letter of Construction Acceptance	
<input type="checkbox"/> Gate 5-1 Close Out.....	

For any gate meetings not proposed to be held, the following explanations are provided for the decision to not hold the gate(s):

[Provide a separate explanation for each gate]

PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:

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DEPARTMENT:

DATE PREPARED:



PROCUREMENT MANAGEMENT

(Procurement management includes the contract management and change control processes required to develop and administer contracts or Delivery Orders (DO) issued by authorized project team members. To initiate procurement management, the project manager proposes the delivery method that will likely be used for this project.)

Proposed Project Delivery Method

(There are a variety of project delivery methods for procurement related to capital improvement projects. The traditional method of project delivery is design-bid-build. However, there are a number of alternative project delivery methods (APDM). If an APDM is proposed, per Pima County Board of Supervisors Policy D29-1, the Department Director must submit a memorandum to Procurement requesting establishment of an APDM contract with the justification for doing so. Detailed instructions related to requesting the use of an APDM are contained in the Pima County Board of Supervisors Policy D29-1.)

The proposed project delivery method for this project is:

[Check appropriate box]

- Design-Bid-Build
- Construction Management at Risk
- Design-Build
- Design-Build-Own-Operate
- Job Order Contract



APPENDICES

PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:



APPENDIX A

PROJECT COST MODEL



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:

DEPARTMENT:

PROJECT NAME:

DATE PREPARED:

[Attach Project Cost Model here – one method to do this is after the Project Charter and Project Cost Model have been converted to pdf format. Then one can drag and drop the pdf version of the Project Cost Model here.]



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:
PROJECT NAME:

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APPENDIX B

MICROSOFT PROJECT SCHEDULE



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:

DEPARTMENT:

PROJECT NAME:

DATE PREPARED:

[Attach Microsoft Project Schedule here – one method to do this is after the Project Charter and Microsoft Project Schedule have been converted to pdf format. Then one can drag and drop the pdf version of the Microsoft Project Schedule here.]



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:

APPENDIX C

STAKEHOLDER MEETING MINUTES

**PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL
PROJECT CHARTER**

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:



[Attach the Stakeholder Meeting Minutes here.]



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:

APPENDIX D

CIP PROGRAM/PROGRAM PHASES MAINTENANCE REQUEST FORM
(AKA CAS FORM)

THE DATA ON THIS FORM MUST MATCH THE DATA IN THE PROJECT CHARTER.



**PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL
PROJECT CHARTER**

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:

[Attach the CIP Program/Program Phases Maintenance Request Form (aka CAS Form) here – one method to do this is after the Project Charter and CIP Program/Program Phases Maintenance Request Form (aka CAS Form) have been converted to pdf format. Then one can drag and drop the pdf version of the CIP Program/Program Phases Maintenance Request Form (aka CAS Form) here.]

THE DATA ON THIS FORM MUST MATCH THE DATA IN THE PROJECT CHARTER.



PIMA COUNTY PROJECT MANAGEMENT & GATE PROCESS MANUAL

PROJECT CHARTER

PROJECT ID:
PROJECT NAME:

DEPARTMENT:
DATE PREPARED:

APPENDIX E

GUIDANCE FOR PREPARING A PROJECT CHARTER

Pima County's desired outcome resulting from project teams adhering to the Pima County standard methodology for capital improvement project delivery contained in the Pima County Project Management & Gate Process Manual is defined as follows:

All individuals, whether internal or external to Pima County, involved at any and all levels with a capital improvement project maintain throughout project delivery the same perspective with respect to the project's definition of success. This outcome is achieved by effectively managing change as the project moves from initial concept through project close out. The project's definition of success is established by the project team with input from the project's stakeholders and agreement from senior management.

Maintaining a Consistent Definition of Success

With this desired outcome in mind, the Project Charter is the tool the project team uses to establish the project's definition of success in order to maintain the consistency from project startup to project completion. The project-specific definition of success is established by the project team through two key steps in the Project Charter:

1. **Constraining Factor:** The project team, with input from stakeholders and approval from senior management, establishes which one of the four factors of project delivery (i.e., Scope, Schedule, Cost and Quality) is the least flexible to change for the specific project being initiated. Whichever constraining factor is chosen, this choice will have a direct impact on the need for flexibility in the management of the other three factors (e.g., if cost is the constraining factor, flexibility in scope management may be necessary).
2. **Levels of Success:** Levels of success clarify the project-specific relationships between scope, time, cost and quality and the tradeoffs between these four factors that must be made during project delivery. Using the items provided in the Project Charter format, the project team, with input from stakeholders and approval from senior management, establishes the end results for Scope, Schedule, Budget and Quality that the project team and stakeholders consider as successful for this project.

Alignment with Project Management Industry Standards

The Pima County Project Management & Gate Process Manual seeks alignment with project management industry standards and guidelines. Whenever possible, concepts and definitions used in the Project Charter are paraphrased from A Guide to the Project Management Body of Knowledge (PMBOK Guide), Project Management Institute (PMI), 5th Edition, 2013.

For those Pima County employees unfamiliar with or wanting a refresher course of the PMI guidelines, Pima County's Online Learning Source, accessible from the County's intranet home page, provides online training modules directly related to the PMBOK Guide. Instructions on how to sign up and use this online project management training are provided on the County's intranet home page.

SPECIFIC GUIDANCE FOR PREPARING A PROJECT CHARTER

The PMBOK Guide concepts and definitions referenced above as well as other concepts, definitions, and examples specific to Pima County have been incorporated into the text of the Project Charter in *blue italic font* as introductions to various sections. This text provides the reader with critical information for understanding the purpose and expected content of the various sections and should remain a part of the Project Charter. Points where the author needs to insert text, check boxes or fill in data are identified in gray text. **The author should delete the gray instruction (the only exception to the note below) and check boxes or fill in data as needed.**

***NOTE:** NOT ALL SECTIONS OF THE PROJECT CHARTER FORMAT ARE APPLICABLE TO ALL PROJECTS. TO INSURE ALL SECTIONS HAVE BEEN COMPLETED AS NEEDED, DO **NOT** DELETE ANY SECTIONS FROM THIS FORM. IF A SECTION IS NOT APPLICABLE TO THE PROJECT, SIMPLY TYPE "NOT APPLICABLE" AND MOVE ON TO THE NEXT SECTION. SEE "CHECKLISTS FOR PROJECT CHARTER & GATES" IN THE PROJECT MANAGEMENT AND GATE PROCESS MANUAL FOR ADDITIONAL INFORMATION.