

Program Mgmt			Project Management Leadership																		
CD-0100.001			<-----Initiation----->					<-----Planning & Definition----->					<-----Execution and Controlling ----->					<-Close-Out->			
Phase Gate Deliverables																					
What			How					Execute													
Project Criteria Input Form	Idea		Idea Review	Discovery		Phase Gate 1: Discovery to Planning	Planning		Phase Gate 2: Planning to Execution Leadership Transition	Development		Phase Gate 3: Execution Begins	Design		Performance Measurement Baseline Review	Pre-Construction	Phase Gate 4: Const. begins	Construction	Project Complete (G2 Milestone)	Close-Out	
	Deliverable	Product		Deliverable	Product		Deliverable	Product		Deliverable	Product		Deliverable	Product		Deliverable		Deliverable		Deliverable	
	Mission/ Business Need and Risk	CAPP Database		Establish Project File	Project Folder @ S/NLV/Construction Projects		Project Initiation Checklist	FRM-2464		Project Kick-off Meeting	Meeting Minutes		Project Authorization for Project Funds	FRM-2084		Applicable Permits		Execution in the Field		As-built Drawings	
	Advocate, Asset / Funding Program Mgr.			Project Description / Scope Boundaries	CAPP Database		Conceptual Design (if req'd for programming)	Conceptual Design		Update WBS Dictionary	WBS Dictionary		Update WBS Dictionary	WP Level (PCRS)		Subcontract Award				Start-up Testing / Acceptance Testing	Lessons Learned
	Funding Program, Fiscal Year, Location			High Level Milestones (Quarterly schedule)			Rate and Funding Determination	FRM-2449		Project Schedule	P6 Resource Loaded to Control Acct Level		Control Account Plan	FRM-2080		ALWD Development (internal), Contract Negotiations (external)				Close-out Risk Register	
	Cost Range			Functional Requirements (if required)			Functional Requirements Document	Updated Acquisition Strategy		CAPP Database	Baseline Design Schedule		P6 Resource Loaded to WP Level	Work Package Execution Authority		FRM-2059				Material Ordering and Delivery	Project Close-out Report
	Proposed Solution (if known)	Stakeholders List		Preliminary Acquisition Strategy (Make/Buy)	CAPP Database		High Level WBS	WBS Template		Risk Register Process	Risk Register / analysis		Organizational Breakdown Structure (OBS)	OBS				Records Management			
	Assumed Project Rigor			Estimate	Class 4 or 5 Estimate		Initial Risk Register	Risk Register		Baseline Preliminary Estimate	By Control Account w/assoc. Resources		Responsibility Assignment Matrix (RAM)	PCRS				Financial Close			
	Identify Key Stakeholders			Project Rigor Determination	Project Complexity/Rigor Determination		Charter	Approved Charter		Project Execution Plan	PEP, complete as possible pending Design		Baseline Construction Schedule	Resource Loaded at WP Level							
							Preliminary Estimate	Class 3 Estimate		Project Planning Checklist	FRM-2510		Performance Measurement Baseline (PMB)	Task Plan / BCR							
				Initial Schedule	Resource Loaded by Control Account; Milestones	Finalized Acquisition Strategy	Finalized Acquisition Strategy **See Note	Detailed Design	IFC Drawings, Specification, SOW												
						Procurement spec (if required)	Procurement Spec	Material/ Equipment Defined	Bill of Material												
						NEPA Checklist	NFO-16	Update Risk Register	Risk Register												
						REOP	List of REOP numbers	Finalized PEP	Approved PEP												
								Project Budget Base Log	FRM-3052												
								Definitive Estimate	Class 2 Estimate												

Phase Gate 1

Phase Gate 2

Phase Gate 3

Phase Gate 4

Phase	Definition	Phase Approval
Idea	Problem, Opportunity or Mission Need Identified, advocate listed, and program sponsor provided if known	Director / Division Manager (for sponsoring program)
Discovery	Scope boundaries are defined (draft Charter), FRD's finalized, ROM estimate, and high level quarterly schedule	*Phase Gate Board
Planning	Finalize charter, conceptual design and a preliminary estimate, Inputs required for programming.	*Phase Gate Board
Development	Project plan development and acquisition strategy finalized.	*Phase Gate Board
Design	Detailed Design (through IFC), PMB, and finalized PEP	Const. Proj. Execution, Engineering and Construction Managers
Pre-Construction	Completed procurement requisitions, construction work packages and applicable permits	*Phase Gate Board
Construction	In execution in the field	N/A
Close-Out	Project complete, financial close, as-builts, Maximo (PM's) and other close-out activities	Program & Project Manager
Hold	Project is held up for technical, scope, funding or other issues. Action required.	
Shelf	Project has reached a logical pause point (e.g. waiting for funding). No other barriers.	
Cancelled	Project cancelled, no longer being worked (do not use for "delayed")	
Closed	Project is complete and all cost codes closed	

*Phase Gate Board Members
Director - Project Planning & Delivery (Chair) Director - Construction Director - Engineering Director - Essential Site Services Director - Maintenance and Critical Site Infrastructure Director - Stockpile Experimentation & Operations Director - Supply Chain Chief of Staff - Infrastructure Director / Manager - Sponsoring Program

**Note
If the project is design-build, then the Specification(s) and Statement of Work (SOW) for the design-build is required prior to Phase Gate 3.
If long lead items are anticipated, items should be identified during Planning. A long lead acquisition plan must be provided prior to Phase Gate 3.
If the design will be subcontracted, then the Specification and Statement of Work (SOW) is required prior to Phase Gate 3.