

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	Product		Deliverable	Product		Deliverable	Product			
	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)	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	Stakeholders List		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												
														Material/ Equipment Defined		Bill of Material										
														Update Risk Register		Risk Register										
														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.