

COMMONWEALTH OF VIRGINIA

Project Management Division

Project Proposal & Charter Writer's Guide

PROJECT MANAGEMENT DIVISION

Project Proposal & Charter Writer's Guide

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How to Use this Guide

The primary objective of the Commonwealth Project Proposal & Charter Writer's Guide is to assist Project Sponsors, Project Managers and other agency representatives to effectively write a Project Proposal and Project Charter in order to obtain approval for development. The Project Proposal and Charter templates used in this guide are extracted from the Commonwealth's Portfolio Management tool (ProSight), which is the mandatory repository for project documentation. The writer's guide provides an overview of each section in the Project Proposal and Charter and identifies key elements of information that should be included in those sections. In addition, the Writer's Guide provides examples of how that information would, in a best practices situation, be provided. Finally, each section of the guide contains references to questions from the Commonwealth's Balanced Scorecard. Agency staff responsible for preparing Project Proposals and Charters will be able to quickly identify what questions from the Balanced Scorecard are going to be used during evaluation of each section and the required information to answer those questions.

Project Proposal

General Information

The project proposal template is located in the Commonwealth's Portfolio Management tool ProSight. In the General Information section of the proposal, provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title - The working name or acronym that will be used for the project; Proponent Secretariat - The Secretariat to whom the proponent agency is assigned or the Secretariat that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document; Date Prepared - The date this document is initially prepared.

ProSight Portfolios - Forms: Project Proposal - Microsoft Internet Explorer

Address: https://ctp.vta.virginia.gov/prosight/Portfolios/

ProSight Portfolios Zappa, Bob | Wednesday, Feb 27, 2008

Form: Project Proposal Item: 154 Department of Motor Vehicles (DMV)

Form | Item | Collaborate | View | User | Setup | Help

GENERAL INFOR... QUESTIONS/POCS BUSINESS PROBL... PROJ PURPOSE PROJ DEScriptI... MAJOR MILESTO... CBA EXECUTION ESTI... O&M ESTIMATE PROJECT RISK

*Title: 154 Department of Motor Vehicles (DMV)

Working Title:

Proponent Secretary: 186 Secretary of Transportation

Proponent Agency: 154 Department of Motor Vehicles

Prepared By: Administrator, System

Date Finalized:

Control Number: 1808

Submit Reset

Questions/POCs

Answer the following questions by marking Yes or No and provide a brief response as appropriate. List the principal individuals who may be contacted for information regarding the project.

ProSight Portfolios - Forms: Project Proposal - Microsoft Internet Explorer

Address: https://ctp.vta.virginia.gov/prosight/Portfolios/View.htm?window=form&itemID=1808&formID=288&abID=63

ProSight Portfolios Zappa, Bob | Wednesday, Feb 27, 2008

Form: Project Proposal Item: 154 Department of Motor Vehicles (DMV)

Form | Item | Collaborate | View | User | Setup | Help

GENERAL INFOR... QUESTIONS/POCS BUSINESS PROBL... PROJ PURPOSE PROJ DEScriptI... MAJOR MILESTO... CBA EXECUTION ESTI... O&M ESTIMATE PROJECT RISK

1. Answer the following questions by marking Yes or No and provide a brief response as appropriate.

1) Is this an updated Project Proposal Document? If yes, what is the reason for this update?

1a) What is the reason for this update?

2) Is this a follow-on to a previous project?

3) Will the project deliverable(s) replace a current asset or group of assets?

3a) What is being replaced?

4) Is the Project Initiation Phase effort funded?

4a) What is the amount of funding?

5) Is the Project Planning Phase effort funded?

5a) What is the amount of funding?

2. Points of Contact

List the principal individuals who may be contacted for information regarding the project.

Position	Title /Name/Organization	Phone	E-mail
Project Sponsor			
Program Manager			
Project Manager			
Proponent Cabinet Secretariat			
Proponent Agency Head			
Customer (User) Representative			
Customer (User) Representative			
Customer (User) Representative			
Other			

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- All stakeholders associated with the project along with point of contact information. Major stakeholders should be included and represented by customer (user) representative(s).

Note: A stakeholder, for purposes of the proposal, is any party who affects, or can be affected by the agency’s project. Stakeholders may include any or all of the following: citizens, supervisory boards, advisory boards, agency staff, staff from other state agencies, institutions of higher education, local governmental bodies, Secretaries, the Governor and the General Assembly.

- The name and point of contact information for the appropriate governing body for an enterprise investment if applicable (for example, the Virginia Enterprise Applications Program).

Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency’s Strategic Plan or IT Strategic Plan.

The screenshot displays the ProSight Portfolios web application in Microsoft Internet Explorer. The browser window title is "ProSight Portfolios - Forms: Project Proposal - Microsoft Internet Explorer". The address bar shows the URL "https://ctp.virginia.gov/prosight/Portfolios/". The application interface includes a navigation menu with "INVESTOR", "SCORECARD", "WORKBOOK", "FORMS", "DASHBOARDS", and "TO-DO". The "FORMS" section is active, showing "Project Proposal" and "154 DMV Projects". The "Business Problem" form is displayed with a text area for input and "Submit" and "Reset" buttons. The left sidebar contains "Sub-Process 1.1. Initiate, Update and Submit Project Proposal and Project Charter" and "3.1 Project Initiation".

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

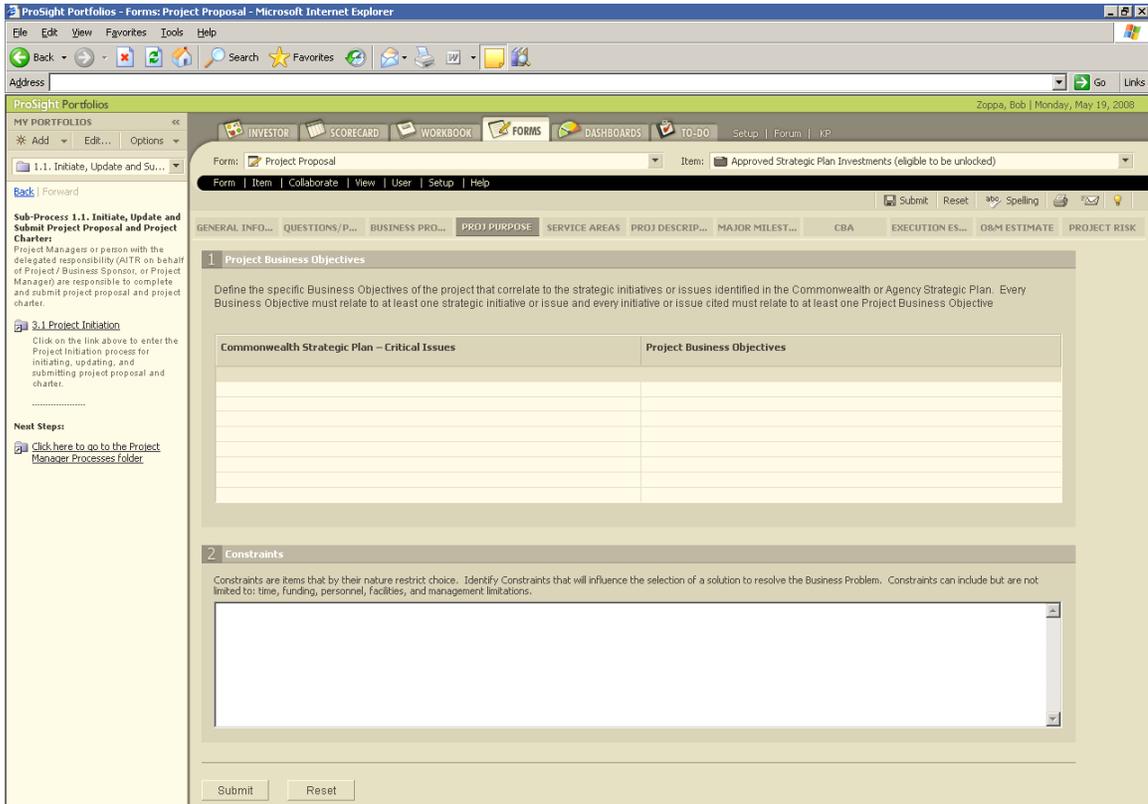
- Stakeholder interests associated with the business problem.
Note: Stakeholder interests are impacts or interrelationships with affected business processes and supporting systems and/or specific goals and objectives associated with the project.
- A specific legal or regulatory citation if the investment supports an activity or business process that is mandated by a federal or state legal or regulatory requirement. For example, if the investment supports a business process that is mandated by the Code of Virginia or the Budget Bill, cite the specific section of the law and include a brief quotation.
- A detailed explanation of the business problem and how that problem is directly tied to a business need from the Agency Strategic Plan.
- An explanation of any changes to the business need that was identified on the Investment Business Case template during the Select Phase.
- An explanation of the specific agency-level business processes as they relate to the business problem, if applicable.
- An explanation of the specific enterprise wide business processes as they relate to the business problem, if applicable.
- A statement on how a solution to the business problem will or will not promote collaboration with other agencies, localities or other government entities.

Project Purpose

Explain the business reason(s) for doing this project. If the Project Analysis Worksheet was completed, the Project Purpose (Section B) from the worksheet provides information to support completion of this section.

1. Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one Project Business Objective.



In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Business objectives tied to business needs identified in the Agency Strategic Plan.
- Identification of any enterprise wide business processes.
- Identification of any business objectives that promote collaboration in the Commonwealth

2. Constraints

Constraints are items that by their nature restrict choice. Identify Constraints that will influence the selection of a solution to resolve the Business Problem. Constraints can include but are not limited to: time, funding, personnel, facilities, and management limitations. Constraints are evaluated but not scored on the Balanced Scorecard.

Service Areas

Select Service Areas this investment supports by clicking on the "Add" button (below right). From the pop-up box, choose from the list of your agency service areas. Ensure you click 'OK' at the bottom of the pop-up list box. After the Service Areas have been added, indicate the Primary Service Area by double clicking on the cell in the "Weight" column. Describe how the investment supports the Service Area by clicking on the Service Area name and then press the "Edit" button; enter the description in the "Annotation" box. If the service area is identified in the Governor's Performance Goals, type "Governor's Performance Goals" in the annotation box also. Service Areas are evaluated but not scored on the Balanced Scorecard.

The screenshot shows the 'Align Investment to Service Areas' section of the ProSight Portfolios web application. The page includes a navigation menu with options like 'INVESTOR', 'SCORECARD', 'WORKBOOK', and 'FORMS'. The main content area contains a table for 'Service Areas Supported' and an 'Annotation' box.

Align Investment to Service Areas

Select Service Areas this investment supports by clicking on the "Add" button (below right). From the pop-up box, choose from the list of your agency service areas. Ensure you click 'OK' at the bottom of the pop-up list box. After the Service Areas have been added, indicate the Primary Service Area by double clicking on the cell in the "Weight" column. Describe how the investment supports the Service Area by clicking on the Service Area name and then press the "Edit" button; enter the description in the "Annotation" box. If the service area is identified in the Governor's Performance Goals, type "Governor's Performance Goals" in the annotation box also.

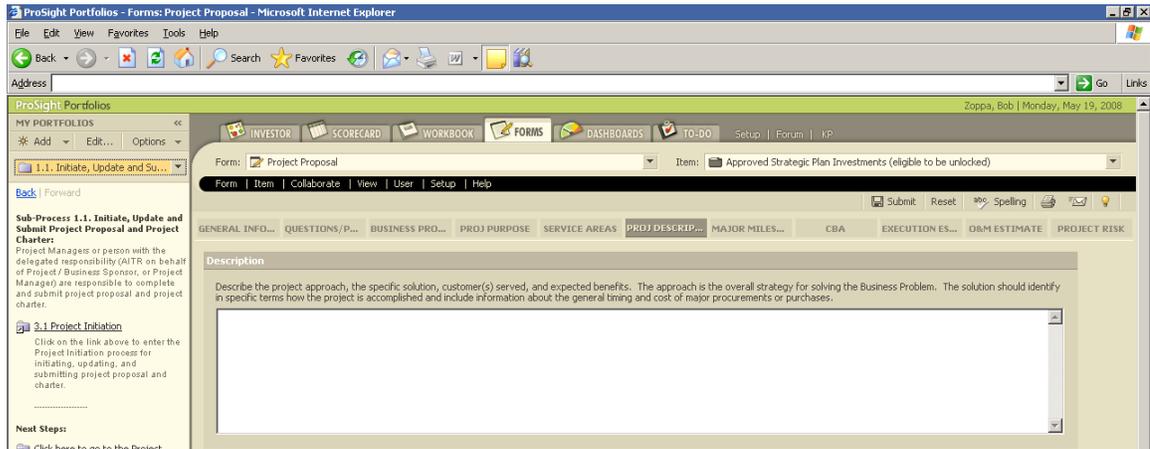
Service Areas Supported							Direction: Supports, Type: Service Area	
Item Name	Dependency Properties			Item Properties			Add...	
	Weight	Cost	Manager	Start Date	End Date	Phase		
							Edit...	
							Remove	

Annotation:

Submit Reset

Project Description

Describe the project approach, the specific solution, customer(s) served, and expected benefits. The approach is the overall strategy for solving the Business Problem. The solution should identify in specific terms how the project is accomplished and include information about the general timing and cost of major procurements or purchases. If the Project Analysis Worksheet was completed, the Preliminary Project Description (Section C) and the Recommendation (Section G) on the worksheet provide information to support development of the Project Description.



In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Stakeholders and their specific interests with this IT investment.

Note: A stakeholder, for purposes of the proposal, is any party who affects, or can be affected by the agency's project. Stakeholders may include any or all of the following: citizens, supervisory boards, advisory boards, agency staff, staff from other state agencies, institutions of higher education, local governmental bodies, Secretaries, the Governor and the General Assembly. Stakeholder interests are impacts or interrelationships with affected business processes and supporting systems and/or specific goals and objectives associated with the project.

- An explanation of any changes to the stakeholders and their interests from the Project Business Alignment template used during the Select Phase.
- Stakeholder roles, responsibilities, and expected participation in project development.

Note: Stakeholder participation will vary from project to project. Some stakeholders may be directly involved on steering committees or have direct oversight over Project Managers while other stakeholders merely watch and observe and wait for the final product. Agencies must be able to identify stakeholders and how they will participate throughout the Project Management lifecycle.

- An explanation of any changes to the stakeholder benefits (values) from the last formal approval action.
- A more detailed statement of stakeholder value as compared to the original value identified in the Investment Business Case template.
- A list of business activities that will be impacted by the IT project

- **The impact on business activities.** Agencies must quantify what the impact (positive or negative) will be on the business activity.

Note: IT projects will generally impact business process speed, required resources, output quality or output capacity. Agencies must be able to quantify the impacts to business processes by documenting specific operational efficiencies around speed, resources, quality and capacity such as:

- Reduced number of steps per transaction
- Reduced resources required per transaction
- % Reduction in paperwork
- Reduced number of manual tasks
- Improved transaction processing time
- Reduced error rates
- % improvement

Explain how the quantified values were derived. A range for an operational efficiency is acceptable if a specific value cannot be identified.

- A statement as to why any negative impacts to business activities are acceptable (if applicable).
- A specific legal or regulatory citation if the investment supports an activity or business process that is mandated by a federal or state legal or regulatory requirement. For example, if the investment supports a business process that is mandated by the Code of Virginia or the Budget Bill, cite the specific section of the law and include a brief quotation.
- A business problem that can be directly tied to a business need from the Agency Strategic Plan.
- An explanation of any changes to the business need that was identified on the Investment Business Case template during the Select Phase.
- An explanation that describes how the IT solution to the business problem is tied to the Agency business architecture.
- The net economic impact that the proposed investment will have on the Commonwealth or a designated region within the state.

Note: Economic impact should be quantified. Examples include (not all inclusive):

- % increase or decrease in businesses or # of new businesses
- % increase or decrease in jobs or # of new jobs
- GDP

- **% increase or decrease in construction**
- **An explanation that describes how the agency used the Enterprise Business Architecture to identify organizations with similar processes and evaluate their solutions to the same or similar business problem.**

Strategic Justification

Identify how the project is consistent with the Commonwealth and Agency Strategic or IT Strategic Plan. If the project is not consistent, explain why the project is being proposed.

1. Briefly, describe how this project supports or is consistent with the Commonwealth of Virginia Strategic Plan for Technology. If it does not support the Commonwealth of Virginia Strategic Plan for Technology, explain why this project proposal is being submitted.
2. Explain where and how this project is identified in the Agency IT Strategic Plan most recently approved by the Chief Information Officer. If it is not identified in the plan, explain why this project proposal is being submitted.
3. Briefly, describe how the planned solution complies with Commonwealth Enterprise Architecture Standards. If it does not comply with the Commonwealth Enterprise Architecture Standards, explain why this Project Proposal Document is being submitted, and identify which Commonwealth Enterprise Architecture Standard(s) are not being met.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A description of how the project supports the Commonwealth of Virginia Strategic Plan for Information Technology.
- An explanation of why the project does not support Commonwealth of Virginia Strategic Plan for Information Technology (if applicable).
- A statement describing where and how the project is identified in the Agency IT Summary (within the Agency Strategic Plan).
- An explanation of why the project is not in the Agency IT Summary (within the Agency Strategic plan (if applicable).
- An explanation of how the IT solution to the specific business problem is tied to the Agency business architecture.
- An explanation of the specific enterprise wide business processes being addressed with the project if applicable.
- A statement describing how the proposed solution has been evaluated for compliance with the Commonwealth Information Technology Resource

1. Financial Estimate

Use the Cost Benefit Analysis tool to provide an economic justification for the project. Identify the estimated funding resources required to complete the project and then identify the funding requirements to operate or maintain the product(s) or service(s) developed from the project.

2. Cost Benefit Analysis Summary

a. Summarize the results of the Cost Benefit Analysis. Explain why the expected monetary and non-monetary benefits validate the expenditure of resources for this project. Describe saving achieved and separate savings from cost avoidance.

b. Summarize the results of the Return on Investment Analysis. Provide ROI for 5 years and 10 years. If the project does not have a positive expected return on investment, explain why this project proposal should be approved.

The screenshot shows a web browser window with the address <https://ctp.virginia.gov/prosight/Portfolios/>. The page title is "ProSight Portfolios - Forms: Project Proposal - Microsoft Internet Explorer". The user is logged in as "Zoppa, Bob" on "Tuesday, Mar 4, 2008". The page has a navigation menu with options like "INVESTOR", "SCORECARD", "WORKBOOK", "FORMS", "DASHBOARDS", and "TO-DO". The main content area is titled "Project Proposal" and includes a "Form" tab and an "Item" dropdown set to "154 DMV Projects". The form is divided into three main sections:

- 1 Financial Estimate**: Includes the instruction: "Use the Cost Benefit Analysis tool to provide an economic justification for the project. Identify the estimated funding resources required to complete the project and then identify the funding requirements to operate or maintain the product(s) or service(s) developed from the project."
- 2 Cost Benefit Analysis Summary**: Includes two sub-sections:
 - Summarize the results of the Cost Benefit Analysis. Explain why the expected monetary and non-monetary benefits validate the expenditure of resources for this project. Upload the Cost Benefit Analysis to the project document repository. Describe saving achieved and separate savings from cost avoidance.
 - Summarize the results of the Return on Investment Analysis. Provide ROI for 5 years and 10 years. If the project does not have a positive expected return on investment, explain why this project proposal should be approved. Upload the detailed Return on Investment Analysis to the project document repository.
- 3 Upload CBA and ROI documents**: Includes the instruction: "Use the upload feature to save CBA and ROI documents for the project."

At the bottom of the form, there is an "Item Links" table with columns for Name, Link, Size, Owner, Uploaded, and a "New..." button.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A description of the quantified benefits that the project will achieve.

Note: Agencies must be able to quantify the benefits to stakeholders by documenting specific performance measures such as:

- Reduced transaction time
- Increased on-time delivery
- Reduced average wait time
- More accurate and available information
- Reduced resolution and response time
- Increased order fill rate
- Improved quality of material
- Increased accessibility to services
- % improvement in an area of value

Explain how the quantified values were derived. A range for a performance measure is acceptable if a specific value cannot be identified.

- An explanation of any changes to the stakeholder benefits (values) from the last formal approval action.
- A more detailed statement of stakeholder value as compared to the original value identified in the Investment Business Case template.
- An explanation as to why any negative value to a stakeholder is acceptable.
- An explanation of the financial return on investment (ROI) and what the value indicates.

Note: If the proposed investment leverages funding from the federal government or from the private sector, the impact must be shown in the ROI calculation.

- A summary of the Cost Benefit Analysis (CBA) with a statement identifying cost avoidance and/or savings as a result of the project.

Estimate of Execution Expenditures and Funding

Provide an Estimate of the Expenditures and Funding required for execution and close out of the project.

Estimate of Execution Expenditures and Funding

Estimated Expenses FY06-FY10

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Internal Staff Labor					
Services					
Software Tools					
Hardware					
Maintenance					
Facilities					
Telecommunications					
Training					
IV&V					
Contingency (Risk)					
Total	0.00	0.00	0.00	0.00	0.00

Estimated Expenses FY11-FY14, Total

	FY 2011	FY 2012	FY 2013	FY 2014	Total
Internal Staff Labor					0.00
Services					0.00
Software Tools					
Hardware					
Maintenance					
Facilities					
Telecommunications					
Training					
IV&V					0.00
Contingency (Risk)					
Total	0.00	0.00	0.00	0.00	0.00

This estimate is accurate to:

Explanation:

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A completed estimate of execution expenditures and funding.

Estimate of Operations Expenditures and Funding

Provide an Estimate of the Expenditures and Funding for Operations and Maintenance of the asset(s) delivered upon project completion.

The screenshot shows a web browser window titled "ProSight Portfolios - Forms: Project Proposal - Microsoft Internet Explorer". The address bar shows "https://ctp.virginia.gov/prosight/Portfolios/". The page content includes a navigation menu with options like "INVESTOR", "SCORECARD", "WORKBOOK", "FORMS", "DASHBOARDS", and "TO-DO". The main form area is titled "Form: Project Proposal" and "Item: 184 Secretary of Technology (SOTEC)".

The form is divided into several tabs: "GENERAL INFOR...", "QUESTIONS/POCS", "BUSINESS PROBL...", "PROJ PURPOSE", "PROJ DESCRIPT...", "MAJOR MILESTO...", "CBA", "EXECUTION ESTI...", "O&M ESTIMATE", and "PROJECT RISK". The "O&M ESTIMATE" tab is active.

The "O&M ESTIMATE" section includes:

- 1. Estimate of Operations Expenditures and Funding**
 - Fiscal Year (FY) 1 =
 - 2. Estimate of Operations Expenditures**
 - Estimate of Expenditures** (FY 1 - FY 5)

	FY 1	FY 2	FY 3	FY 4	FY 5
Internal Staff Labor					
Services					
Software Tools					
Hardware					
Maintenance					
Facilities					
Telecommunications					
Training					
Contingency (Risk)					
Total		0.00			

 - Estimate of Expenditures 2** (FY 6 - FY 9)

	FY 6	FY 7	FY 8	FY 9	Total
Internal Staff Labor					0.00
Services					0.00
Software Tools					0.00
Hardware					0.00
Maintenance					0.00
Facilities					
Telecommunications					
Training					
Contingency (Risk)					
Total					0.00
- This estimate of Operations expenditures is accurate to:**
- Explanation:**

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A completed estimated funding for the first four years of operations and maintenance (O&M).
- An explanation of how has the agency intends to fund O&M (General fund, non-general fund, etc.).

Project Risk

After completing a Preliminary Risk Analysis Worksheet for this project, determine the level of risk for the project and the risk score. The Risk Summary table below will automatically fill out after completing the Preliminary Risk Analysis form.

Risk Summary

The Risk Summary table is completed in the Preliminary Risk Analysis form. Complete the Preliminary Risk Analysis form as part of preparing the Project Proposal. The Risk Summary table will automatically fill out from Preliminary Risk Analysis form completion.

*Project Name:

Risk Model Tool

Project Risk Model Summary	Risk Score	Risk Indicator
Budget Risk		
External Dependencies Risk		
Management Risk		
Mission Critical Risk		
Failure Risk		
Complexity Risk		
Total Risk Score		

The IT Project Risk Model Template provides a scoring mechanism to determine the level of risk associated with a project. The scoring relates to the Budget Risk, External Dependencies Risk, Management Risk, Mission Critical Risk, Failure Risk, Complexity Risk. Each question has four responses each carrying a numerical score. The level of Project Risk is:

Low Risk 1 - 36 Green
 Medium Risk 36 - 72 Yellow
 High Risk > 72 Red

Submit Reset

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A summary of the Preliminary Risk Analysis Worksheet identifying the comparative levels of risk, complexity and benefits associated with this IT project.
- A total risk score.

Project Charter

General Information

The project charter template is located in the Commonwealth's Portfolio Management tool ProSight. In section A. of the charter, provide basic information about the project including: Project Title – The proper name used to identify this project; Project Working Title – The working name or acronym that will be used for the project; Proponent Secretariat – The Secretariat to whom the proponent agency is assigned or the Secretariat that is sponsoring an enterprise project; Proponent Agency – The agency that will be responsible for the management of the project; Prepared by – The person(s) preparing this document..

The screenshot shows the ProSight web application interface. The browser window title is "ProSight Portfolios - Forms: Project Charter - Microsoft Internet Explorer". The address bar shows "https://ctp.virginia.gov/prosight/". The page header includes "ProSight Portfolios" and "Zoppa, Bob | Monday, Mar 10, 2008". The main content area displays the "Project Charter" form. The form has a title "166 Secretary of the Commonwealth (SOC)" and a "Control Number" of "289". The "Prepared By" field is filled with "Administrator, System". Other fields like "Working Title", "Proponent Secretary", "Proponent Agency", and "Date Finalized" are empty. The form also includes "Submit" and "Reset" buttons.

Points of Contact

List the principal individuals who may be contacted for information regarding the project.

The screenshot shows a web browser window titled "ProSight Portfolios - Forms: Project Charter - Microsoft Internet Explorer". The address bar shows the URL: <https://ctp.virginia.gov/prosight/Portfolios/View.htm?window=form&itemID=2690&formID=648&tabID=2>. The page displays a navigation menu with options like INVESTOR, SCORECARD, WORKBOOK, FORMS, DASHBOARDS, and TO-DO. The main content area is titled "Points of Contact" and contains a table with the following structure:

Position	Title /Name/Organization	Phone	E-mail
Project Sponsor			
Program Manager			
Project Manager			
Proponent Cabinet Secretariat			
Proponent Agency Head			
Customer (User) Representative			
Customer (User) Representative			
Customer (User) Representative			
Other			

Below the table are "Submit" and "Reset" buttons. The left sidebar contains instructions for "Sub-Process 1.1. Initiate, Update and Submit Project Proposal and Project Charter" and a "Next Steps" section with a link to "Click here to go to the Project Manager Processes folder".

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- All stakeholders associated with the project along with point of contact information. Major stakeholders should be included and represented by customer (user) representative(s).

Note: A stakeholder, for purposes of the charter, is any party who affects, or can be affected by the agency's project. Stakeholders may include any or all of the following: citizens, supervisory boards, advisory boards, agency staff, staff from other state agencies, institutions of higher education, local governmental bodies, Secretaries, the Governor and the General Assembly.

- The name and point of contact information for the appropriate governing body for an enterprise investment if applicable (for example, the Virginia Enterprise Applications Program).

Executive Summary

The Executive Summary is required when Sections C thru G of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this document.

The screenshot shows a web browser window titled "ProSight Portfolios - Forms: Project Charter - Microsoft Internet Explorer". The address bar shows the URL: <https://ctp.virginia.gov/prosight/Portfolios/View.htm?window=form&itemID=2690&formID=648&tabID=95>. The page displays a navigation menu with options like INVESTOR, SCORECARD, WORKBOOK, FORMS, DASHBOARDS, and TO-DO. The main content area is titled "Form: Project Charter" and includes a sub-process description: "Sub-Process 1.1. Initiate, Update and Submit Project Proposal and Project Charter". Below this, there is a section for "Executive Summary" with a text area for input. The text area contains the instruction: "An Executive Summary is required when Sections covering the Project Purpose through the Project Organization of the charter are excessively long. In two or three paragraphs, provide a brief overview of this project and the contents of this Charter." At the bottom of the form, there are "Submit" and "Reset" buttons.

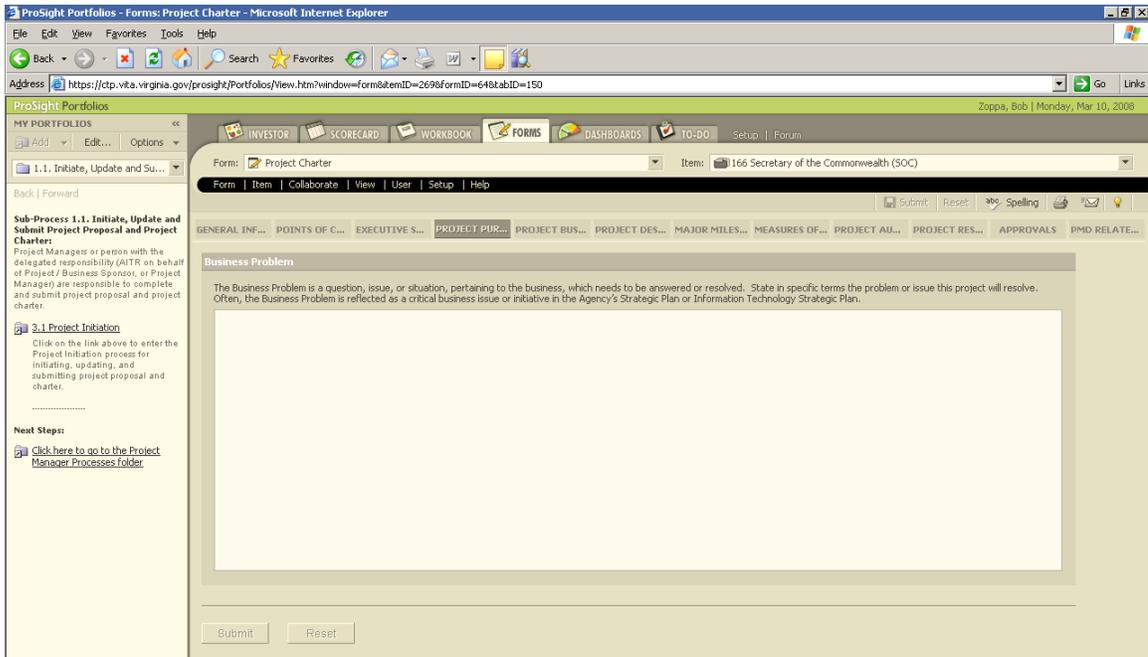
The Executive Summary is evaluated but not scored on the Balanced Scorecard.

Project Purpose

Explain the business reason(s) for doing this project. The Project Purpose (the Business Problem and Project Business Objectives) is in the Project Proposal, Section B.

Business Problem

The Business Problem is a question, issue, or situation, pertaining to the business, which needs to be answered or resolved. State in specific terms the problem or issue this project will resolve. Often, the Business Problem is reflected as a critical business issue or initiative in the Agency's Strategic Plan or IT Strategic Plan.

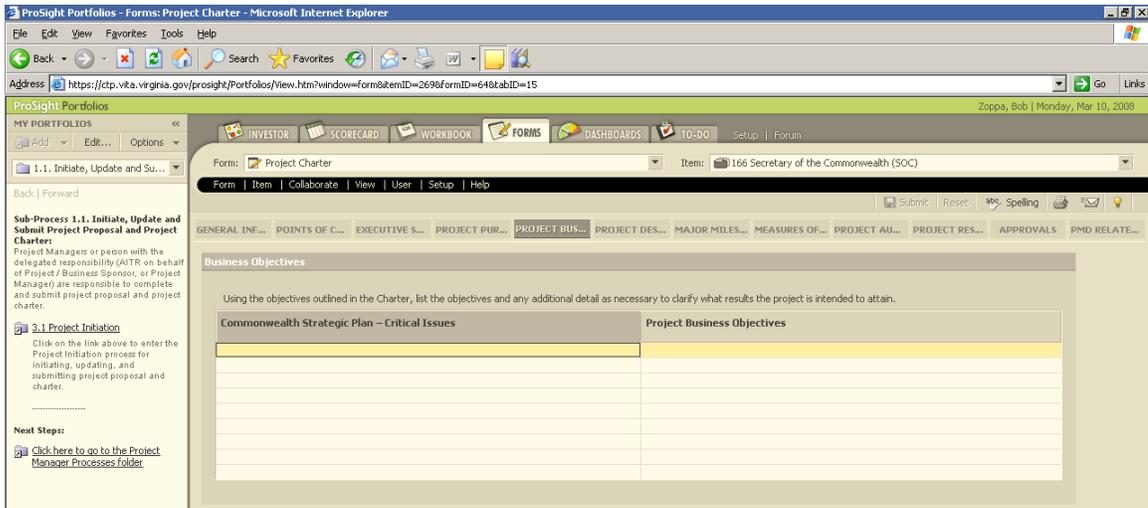


In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A detailed explanation of the business problem and how that problem is directly tied to a business need from the Agency Strategic Plan.
- An explanation of any changes to the business need that was identified on the Investment Business Case template during the Select Phase.

Project Business Objectives

Define the specific Business Objectives of the project that correlate to the strategic initiatives or issues identified in the Commonwealth or Agency Strategic Plan. Every Business Objective must relate to at least one strategic initiative or issue and every initiative or issue cited must relate to at least one Project Business Objective.

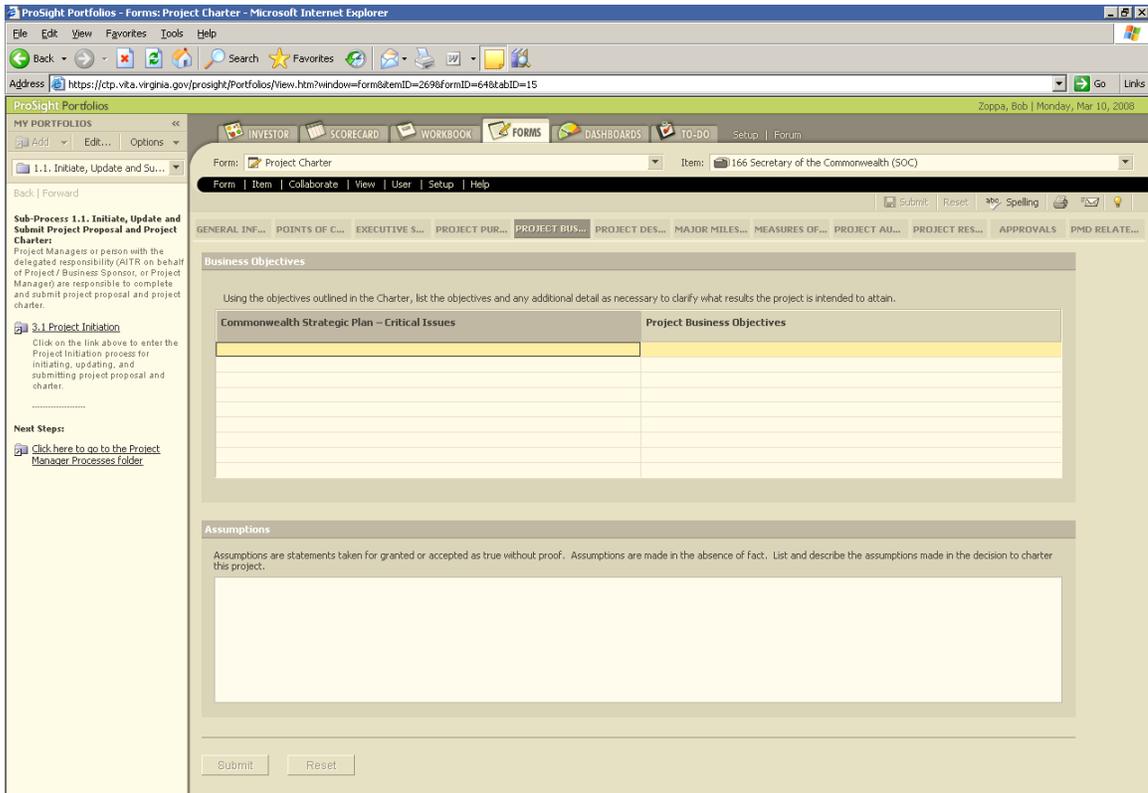


In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Business objectives tied to business needs identified in the Agency Strategic Plan.

Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to charter this project.



Assumptions in the charter are evaluated but not scored on the Balanced Scorecard.

Project Description & Scope

Project Description

Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Stakeholders and their specific interests with this IT investment.

Note: A stakeholder, for purposes of the charter, is any party who affects, or can be affected by the agency's project. Stakeholders may include any or all of the following: citizens, supervisory boards, advisory boards, agency staff, staff from other state agencies, institutions of higher education, local governmental bodies, Secretaries, the Governor and the General Assembly. Stakeholder interests are impacts or interrelationships with affected business processes and supporting systems and/or specific goals and objectives associated with the project.
- An explanation of any changes to the stakeholders and their interests from the Project Business Alignment template used during the Select Phase.
- An explanation that describes how the IT solution to the business problem is tied to the Agency business architecture.
- A clearly defined description of the specific IT solution.
- A concise list of project management deliverables
- The net economic impact that the proposed investment will have on the Commonwealth or a designated region within the state.

Note: Economic impact should be quantified. Examples include (not all inclusive):

- % increase or decrease in businesses or # of new businesses
- % increase or decrease in jobs or # of new jobs
- GDP

- % increase or decrease in construction

Project Scope

The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project.

The screenshot shows a web browser window titled "ProSight Portfolios - Forms: Project Charter - Microsoft Internet Explorer". The address bar shows the URL: "https://ctp.virginia.gov/prosight/Portfolios/View.htm?window=form&emID=269&formID=648&tabID=215". The page header includes "Zoppa, Bob | Monday, Mar 10, 2008". The main content area is titled "Form: Project Charter" and "Item: 166 Secretary of the Commonwealth (SOC)". The form has several tabs: "GENERAL INF...", "POINTS OF C...", "EXECUTIVE S...", "PROJECT PUR...", "PROJECT BUS...", "PROJECT DES...", "MAJOR MILES...", "MEASURES OF...", "PROJECT AU...", "PROJECT RES...", "APPROVALS", and "PMD RELATE...". The "Project Description" section contains the text: "Describe the project approach, specific solution, customer(s), and benefits. The Project Description is located in the Project Proposal." The "Project Scope" section contains the text: "The Project Scope defines all of the products and services provided by a project, and identifies the limits of the project. In other words, the Project Scope establishes the boundaries of a project. The Project Scope addresses the who, what, where, when, and why of a project." There are "Submit" and "Reset" buttons at the bottom of the form.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A clearly defined description of the entire scope of the IT project.
- An explanation of the specific enterprise wide business processes being addressed with the project if applicable.
- A statement on how a solution to the business problem will or will not promote collaboration in the Commonwealth.

Measures of Success

Provide a summary of the Measures of Success . List the Business Objectives, Performance Goal for each business objective, and briefly describe the Methodology for how the Performance Goal is measured

The screenshot shows a web browser window displaying the 'ProSight Portfolios' application. The main content area is titled 'Measures of Success' and contains the following instructions: 'Provides a summary of the Measures of Success . List the Business Objectives, Performance Goal for each business objective, and briefly describe the Methodology for how the Performance Goal is measured'. Below this, there are three identical sections for 'Objective 1', 'Objective 2', and 'Objective 3'. Each section has three input fields: 'Objective 1:', 'Performance Goal:', and 'Methodology:'. The browser's address bar shows 'https://ctp.virginia.gov/'. The page header includes navigation tabs: 'INVESTOR', 'SCORECARD', 'WORKBOOK', 'FORUMS', 'DASHBOARDS', and 'TO-DO'. The left sidebar shows a navigation menu with '1.1. Initiate, Update and Submit Project Proposal and Project Charter' selected.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Identification of the impact on business activities. Agencies must quantify what the impact (positive or negative) will be on the business activity.

Note: IT projects will generally impact business process speed, required resources, output quality or output capacity. Agencies must be able to quantify the impacts to business processes by documenting specific operational efficiencies around speed, resources, quality and capacity such as:

- Reduced number of steps per transaction
- Reduced resources required per transaction

- **% Reduction in paperwork**
- **Reduced number of manual tasks**
- **Improved transaction processing time**
- **Reduced error rates**
- **% improvement**

Explain how the quantified values were derived. A range for an operational efficiency is acceptable if a specific value cannot be identified.

- **A complete list of project performance measures (measures of success).**

Note: Assessment must include the following:

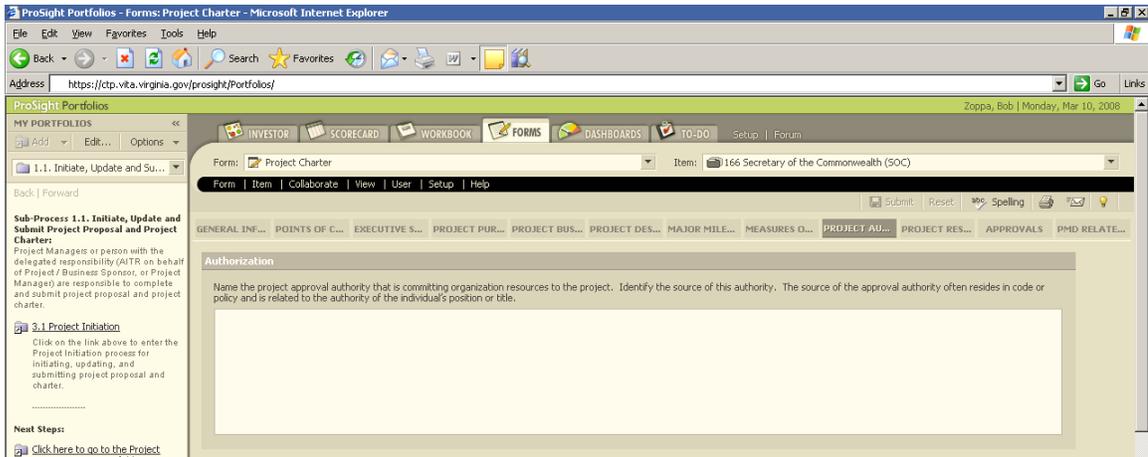
- **Performance measures for project success, which assess whether or not the project is maintaining cost, schedule and scope requirements.**
- **Performance measures for product success, which assess whether or not the investment is meeting the business need.**

Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

Authorization

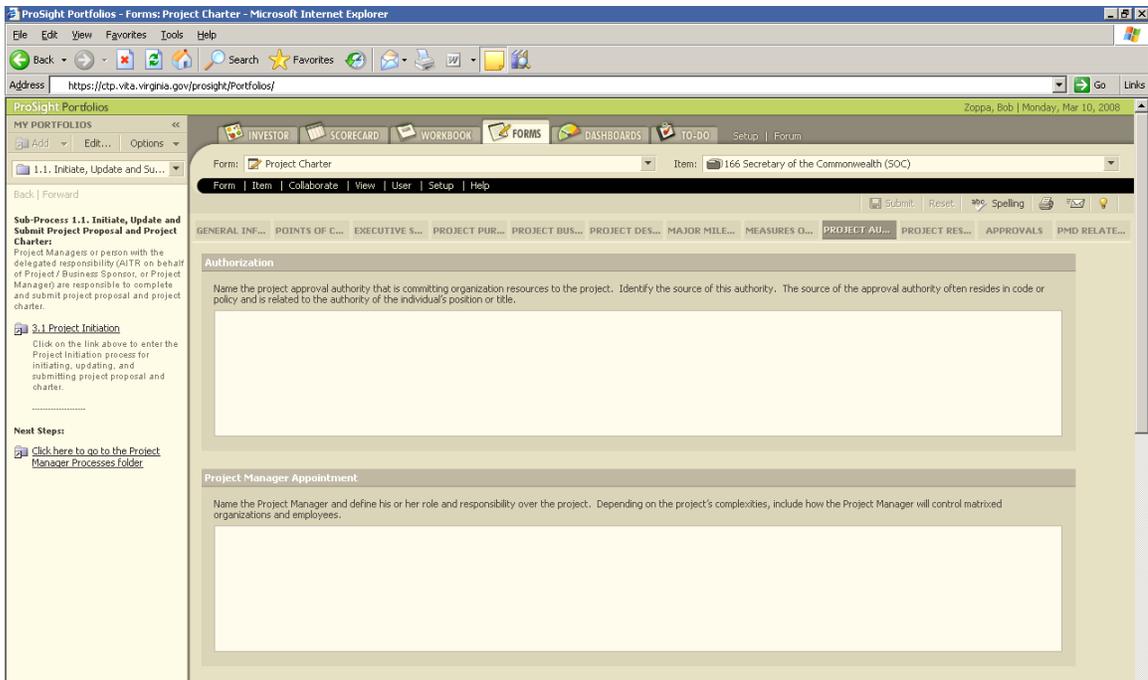
Name the project approval authority that is committing organization resources to the project. Identify the source of this authority. The source of the approval authority often resides in code or policy and is related to the authority of the individual's position or title.



Approval authority in the charter is evaluated but not scored on the Balanced Scorecard.

Project Manager Appointment

Name the Project Manager and define his or her role and responsibility over the project. Depending on the project's complexities, include how the Project Manager will control matrixed organizations and employees.



In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Identification of a Commonwealth qualified project manager.

Oversight

Describe the Commonwealth or Agency Oversight controls over the project.

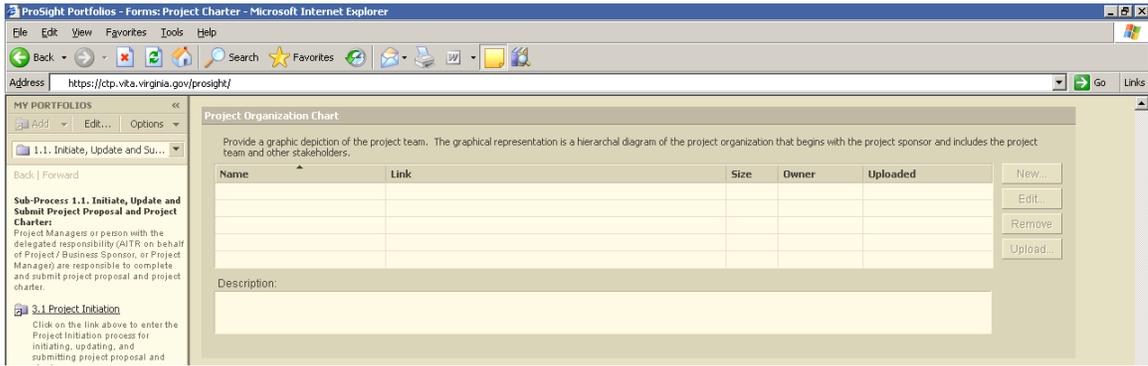
The screenshot shows a web browser window titled "ProSight Portfolios - Forms: Project Charter - Microsoft Internet Explorer". The address bar shows "https://ctp.vita.virginia.gov/prosight/Portfolios/". The page header includes "Zoppa, Bob | Monday, Mar 10, 2008". The main content area is a form titled "Project Charter" for "166 Secretary of the Commonwealth (SOC)". The form has several tabs: "GENERAL INF...", "POINTS OF C...", "EXECUTIVE S...", "PROJECT PUR...", "PROJECT BUS...", "PROJECT DES...", "MAJOR MILE...", "MEASURES O...", "PROJECT ALL...", "PROJECT RES...", "APPROVALS", and "PMD RELATE...". The "Oversight" section is currently selected and contains the text: "Describe the Commonwealth or Agency Oversight controls over the project." Below this text is a large empty text area for input. Other sections visible include "Authorization" and "Project Manager Appointment".

Oversight in the charter is evaluated but not scored on the Balanced Scorecard.

Project Organization

Project Organization Chart

Provide a graphic depiction of the project team. The graphical representation is a hierarchal diagram of the project organization that begins with the project sponsor and includes the project team and other stakeholders.

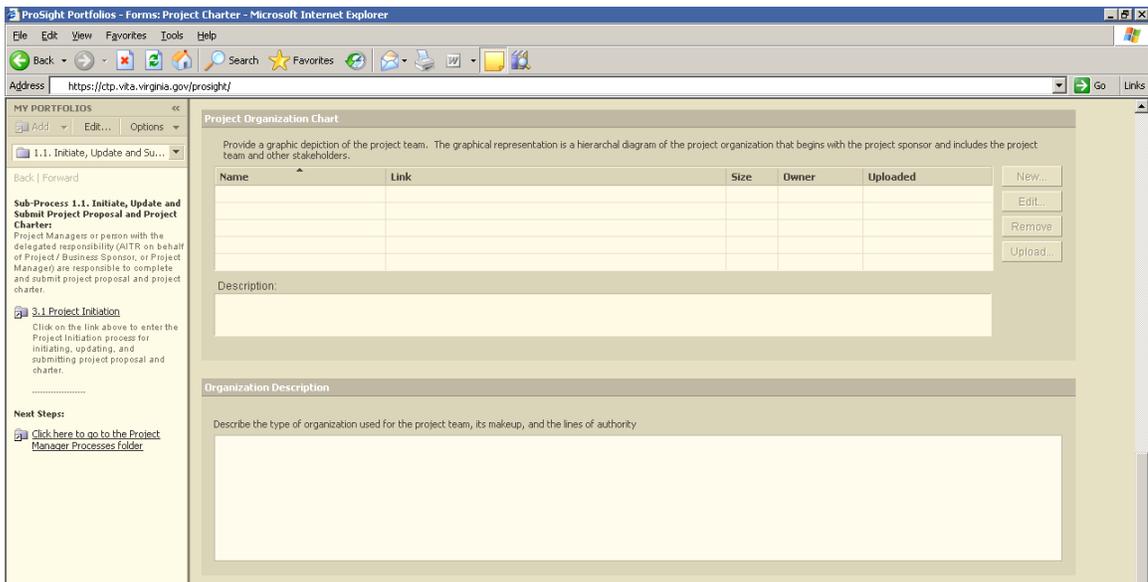


In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A detailed graphic depiction of the project management organization.

Organization Description

Describe the type of organization used for the project team, its makeup, and the lines of authority.



In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A description of the project management organization to include the participants, lines of authority and the roles and responsibilities.

Note: An effective project management organization includes all personnel who provide guidance and oversight from the ITIB down to the lowest level necessary at the agency level to manage the project. An effective management organization for a Major IT project must include the ITIB, PMD, an IAOC/Steering Committee, Project Sponsors, and Program and Project Managers at a minimum. The Project Charter must clearly identify authority and responsibility of project personnel.

Roles and Responsibilities

Describe, at a minimum, the Roles and Responsibilities of all stakeholders identified in the organizational diagram above. Some stakeholders may exist whom are not part of the formal project team but have roles and responsibilities related to the project. Include these stakeholders' roles and responsibilities also.

The screenshot displays the 'Project Organization Chart' form within the ProSight Portfolios application. The form is structured as follows:

- Table:** A table with columns: Name, Link, Size, Owner, and Uploaded. It includes buttons for 'New...', 'Edit...', 'Remove', and 'Upload...'.
- Description:** A text area for providing a graphic depiction of the project team.
- Organization Description:** A text area for describing the type of organization used for the project team, its makeup, and the lines of authority.
- Roles & Responsibilities:** A text area for describing the roles and responsibilities of all stakeholders identified in the organizational diagram.

The left sidebar contains the following elements:

- MY PORTFOLIOS:** Add, Edit, Options.
- 1.1. Initiate, Update and Submit:** Back | Forward.
- Sub-Process 1.1. Initiate, Update and Submit Project Proposal and Project Charter:** Project Manager or person with the delegated responsibility (PMR) on behalf of Project / Business Sponsor, or Project Manager) are responsible to complete and submit project proposal and project charter.
- 3.1 Project Initiation:** Click on the link above to enter the Project Initiation process for initiating, updating, and submitting project proposal and charter.
- Next Steps:** Click here to go to the Project Manager Processes folder.

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- Stakeholder roles, responsibilities, and expected participation in project development.

Note: Stakeholder participation will vary from project to project. Some stakeholders may be directly involved on steering committees or have direct oversight over Project Managers while other stakeholders merely watch and observe and wait for the final product. Agencies must be able to identify stakeholders and how they will participate throughout the Project Management lifecycle.

Project Resources

Identify the initial funding, personnel, and other resources, committed to this project by the project sponsor. Additional resources may be committed upon completion of the detailed project plan.

The screenshot shows the 'ProSight Portfolios - Forms: Project Charter' interface in Microsoft Internet Explorer. The browser address bar shows 'https://ctp.virte.virginia.gov/prosight/'. The application header includes 'MY PORTFOLIOS' and navigation tabs for 'INVESTOR', 'SCORECARD', 'WORKBOOK', 'FORMS', 'DASHBOARDS', and 'TO-DO'. The current form is 'Project Charter' for '1166 Secretary of the Commonwealth (SOC)'. The 'Resources' section contains a table for 'Project Charter - Funding' with columns for 'Source', 'Dollars (\$)', and 'Notes'. Below the table are input fields for 'Cost Savings' and 'Cost Savings Avoidance', and 'Submit' and 'Reset' buttons.

Source	Dollars (\$)	Notes
General Fund		
Non-General Fund		
Federal		
Other		
Total		
Project Team (Full & Part-tim...		
Customer Support		
Facilities		
Equipment		
Software Tools		
Other		

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- A summary of the initial funding, personnel, and other resources committed to the project along with identifying cost avoidance and/or savings.

Approvals

The Signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

The screenshot shows the ProSight Portfolios web application interface. The main content area is titled "Project Charter" and includes several approval sections:

- User:** A text input field for "Submit to Review Body for Approval:".
- Business Sponsor:** A section with a checkbox for "Indicate approval for new project or change to existing project.", a "Date and Time Stamp of Entry:" field, and a "Comments (if any):" text area.
- Agency Head Approval:** A section with a checkbox for "Indicate approval for new project or change to existing project.", a "Date and Time Stamp of Entry:" field, and a "Comments (if any):" text area.
- Secretariat Approval:** A section with a checkbox for "Indicate approval for new project or change to existing project.", a "Date and Time Stamp of Entry:" field, and a "Comments (if any):" text area.
- Balanced Scorecard Summary (Reference only):** A table with columns for "Category", "Summary Indicators", and "Comments".

Category	Summary Indicators	Comments
Stakeholder Perspective		
Business Process		
Project Management Pe...		
Financial and Economic		
Enterprise (Commonwe...		
Overall Summary		

In this section, specifically address the following points which will be evaluated using the Balance Scorecard:

- The appropriate executive-level approval for the size of investment.