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Replaces:
 N/A



IT PROJECT CHARTER

See Also:

- RCW [43.105.054](#) OCIO Governance
- RCW [43.105.205](#) (3) Higher Ed
- RCW [43.105.020](#) (22) "State agency
- RCW [43.105.255](#) Major technology projects and services-Approval
- RCW [43.105.245](#) Planning, implementation and evaluation of major projects

The process to determine a project as a major IT investment under WaTech.

Document Information

Agency			
Project Name			
Project Manager		Email:	
Executive Sponsor		Email:	
Business Owner		Email:	
OCIO Consultant		Email:	
Project Start		Project End:	
Project Tier	Tier 3 <input type="checkbox"/> Tier 2 <input type="checkbox"/> Tier 1 <input type="checkbox"/> [Select one as assigned by OCIO]		
Total Project Planned Spend <small>From Technology Budget Inputs cell D27</small>	\$	Technology Budget Approval Date	
Estimated Annual Maintenance Costs <small>(from Technology Budget Inputs cell D32)</small>	\$	Project Budget Code <small>(from Technology Budget Inputs cell I6)</small>	

Change Log

Change Date	Section Title	Brief Description of Change

Document Approvals

Role	Name	Signature	Date

Project Sponsor			
Committee Member			
Committee Member			
Committee Member			
Project Manager			

CONTACT INFORMATION

- For questions about this standard, please email the [WaTech Policy Mailbox](#).
- For technical assistance, please email the [WaTech Consultants Mailbox](#).

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Template Guide

[Delete this section after completing the remainder of this document.]

What is a project charter?

The project charter outlines the purpose of the project, clarifies scope, and documents critical assumptions, risks, dependencies, and constraints. It is completed after the business case has been approved and the project has been funded. Following approval of the project charter is the formal appointment of the project implementation team.

Why create a project charter?

The project charter formally documents the scope, schedule and budget, clarifies key roles and responsibilities, and authorizes the project team to begin work.

How to use this template

This template provides a guide for project managers to develop a charter for new projects. Additional sections may be added according to the specific business circumstance and need. Sample tables and charts have been included to provide tips on how to complete each section.

*Italicized instructions are included throughout this template to explain the purpose of and how to complete each section of the Project Charter. **These should be deleted from the final document.***

Project Overview

[This section summarizes the business case for the project. It provides a brief background as well as states the vision, desired outcomes, and specific goals and objectives for the project. In most cases, this information can be copied or updated from an approved business case document.]

Business Problem/Opportunity

[Provide a clear and concise description of the problem, business need, or opportunity to which this project responds. Include relevant history or background information.]

Vision

[Describe the desired end-state. How will things be different when this problem is solved, the business need is addressed, or the opportunity is seized?]

Goals and Objectives

[List the specific goals and objectives of the project. What will be accomplished and how will we accomplish it? Align project goals with broader business strategy, goals, or initiatives wherever possible. These goals create the foundation against which benefits of the project will be measured. Define goals that are specific, measurable, attainable, realistic, and time bound.]

The goals and/or measurable benefits for this project include:

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-

Funding

[Describe how this project will be funded through all phases and any associated funding risks, limitations or constraints. If project has secured only partial funding, describe the approach to secure the entire funding for the project costs through implementation and five years of maintenance, or otherwise address the risk. Confirm that the agency consulted with Office of the State Treasurer to determine if all or part of the project costs could be financed and the result of the consideration.]

Provide budget funding reference and proviso language:

[Include reference to budget, page, and line numbers or include proviso description. If funding was not provided through session law, include funding description as available.]

Delegated Authority (Not Required for Tier 1):

Amount \$ *[Insert amount]* authorized by Department of Enterprise Services on *[insert date of authorization letter]*.

Project Description and Scope

(Tier 3 projects must complete a feasibility study and embed as part of this response.)
[This section briefly describes and defines the boundaries for the project. This section should be as detailed as necessary, as any significant deviations from documented scope will be assessed and approved through a formal scope change process.]

In Scope

[Define the boundaries of the project effort. Include a description of the proposed solution, why you chose it, and how it addresses the business problem. Consider: 1) business processes that will change; 2) organizational areas that will be affected; 3) policies that will be impacted; 4) systems that will be implemented, enhanced, replaced, or retired; 5) technical infrastructure that will be implemented, upgraded, replaced, or retired; and 6) High level business requirements that need to be satisfied.]

Identify whether the project will independently develop, use [Commercial off the Shelf \(COTS\)](#), a [Software as a Service \(SaaS\)](#) solution, or some combination of products. If the project is proposing to build the solution rather than buying a COTS or SaaS solution, reference information about the alternatives explored and why this option was selected. Reference details of the technical scope of the solution if known. If the project has not yet made this decision, add a reference to how that determination will be made and the expected decision date.]

The scope of this project includes:

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-
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Out of Scope

[Clearly identify the related business processes, organizational areas, policies, systems, and technical infrastructure that land outside the scope of project efforts.]

The scope of this project DOES NOT include:

-
-
-

Projected Roadmap

[Identify the problems the team is solving and the sequence in which the team intends to take on those problems. This section to be updated periodically to reflect what has been learned.]

Key Milestones and Deliverables

[This section includes an implementation schedule covering activities, critical milestones, and deliverables at each stage of the project for the life of the project at each agency affected by the project.]

The following table identifies the key milestones and deliverables for the project. A detailed work plan and schedule will be developed as part of the project planning phase.

Key Milestones and Deliverables

Milestone/Deliverable	Target Completion Date

Project Organization

[This section outlines the governance structure including an organizational chart of the project management team for the project. Roles and responsibilities of key team members are included to show that the project is adequately staffed by state personnel in key functions to ensure success. Add, modify, or delete the sample list of roles and responsibilities as needed.]

Project Sponsor

[Define the purpose and authority of this role. While a single sponsor is a best practice to ensure accountability, multiple or co-project sponsors may be identified for selected projects based on business circumstances and need.

*Summarize the project sponsor's responsibilities. **Add, modify, or delete the sample list of responsibilities as needed.***

The project sponsor serves as the primary champion of this project. They manage the initial project justification and overall benefits realization. They also have final authority to approve changes to scope, schedule, and budget.

The following table identifies the responsibilities of the project sponsor during each phase of the project.

Project Sponsor Responsibilities

Initiate	<ul style="list-style-type: none"> • Approve the preparation of the business case and commit to the realization of benefits. • Secure project funding. • Work with the project manager to identify steering committee members and other project stakeholders. • Work with the project manager to define scope and identify project assumptions, risks, dependencies, and constraints. • Approve (with the steering committee) the project charter. • Participate in the project kickoff.
Plan	<ul style="list-style-type: none"> • Approve the benefits measurement plan. • Approve the project work plan and schedule. • Review and be familiar with the project management plan.
Execute	<ul style="list-style-type: none"> • Provide guidance and direction to the steering committee and project manager. • Monitor risks and approve (with the steering committee) risk management strategies. • Resolve issues escalated by the steering committee.
Monitor/Control	<ul style="list-style-type: none"> • Review project status as reported by the steering committee or project manager. • Ensure successful management of project scope, schedule, budget, and issues. • Approve or deny changes to scope, schedule, and budget recommended by the steering committee.
Close Out	<ul style="list-style-type: none"> • Approve project close out. • Measure and report on benefits realization.

Project Steering Committee

*[Define the purpose and authority of this role. Summarize member responsibilities. **Add, modify, or delete the sample list of responsibilities as needed.**]*

The project steering committee provides oversight for the project, regularly monitoring status and reviewing project milestones and deliverables. The committee has the authority to commit resources to the project, make project decisions and resolve project issues escalated by the project team. In some cases, when issues are not resolvable within the steering body, these issues can be escalated to the project sponsor.

The following table identifies the responsibilities of the steering committee members during each phase of the project.

Steering Committee Member Responsibilities

Initiate	<ul style="list-style-type: none"> • Approve (with the project sponsor) the project charter. • Participate in the project kickoff.
Plan	<ul style="list-style-type: none"> • Develop and/or approve the benefits measurement plan. • Review and be familiar with the project work plan and schedule. • Approve the project management plan.
Execute	<ul style="list-style-type: none"> • Provide guidance and direction to the project manager and project team. • Review and approve deliverables as identified in the scope of work and project work plan. • Monitor risks and approve (with the project sponsor) risk management strategies. • Resolve issues escalated by the project manager. • Escalate issues to the project sponsor as necessary.
Monitor/Control	<ul style="list-style-type: none"> • Update project sponsor and project manager on ongoing business environment and potential project impacts. • Attend regular project status review meetings and monitor scope, schedule, and budget. • Ensure successful management of project scope, schedule, budget, and issues. • Evaluate and recommend to the project sponsor changes to scope, schedule, and budget. • Ensure the successful and timely completion of the project.
Close Out	<ul style="list-style-type: none"> • Recommend project close-out deliverables. • Support benefits measurement according to the benefits measurement plan.

Project Manager

*[Define the purpose and authority of this role. Summarize responsibilities. **Add, modify, or delete the sample list of responsibilities as needed.**]*

The project manager manages the project scope, schedule, and budget. They have the authority to make decisions regarding day-to-day project activities.

The following table identifies the responsibilities of the Project Manager during each phase of the project.

Project Manager Responsibilities

Initiate	<ul style="list-style-type: none"> • Work with the project sponsor to identify steering committee members and project stakeholders. • Work with the project sponsor to define scope and identify project assumptions, risks, dependencies, and constraints. • Assist project sponsor, steering committee, and business unit stakeholders in defining requirements and desired outcomes. • Develop the project charter for steering committee and sponsor review and approval. • Develop high-level project schedule for steering committee and sponsor review and approval. • Create project library and collaboration site. • Support the negotiation of vendor contracts, including leading the negotiation of the statement of work, following procurement guidelines and ordinances. • Schedule and facilitate project kickoff, presenting the project objectives, desired outcomes, scope, schedule, budget, high-level work plan, and roles and responsibilities.
Plan	<ul style="list-style-type: none"> • Assist in refining project scope. • Develop detailed project work plan and schedule. • Prepare the project budget plan. • Develop project management plan. • Assist project sponsor/client organization to develop benefits measurement plan.
Execute	<ul style="list-style-type: none"> • Schedule tasks and project activities. • Assign project tasks and allocate project resources. • Ensure deliverable quality meets requirements. • Coordinate change management activities. • Facilitate project team meetings. • Facilitate the production readiness assessment.
Monitor/ Control	<ul style="list-style-type: none"> • Manage project scope, schedule, and budget. • Identify, track, and manage risk and issues. • Escalate issues to the steering committee as necessary. • Assist in the impact analysis of proposed changes to scope, schedule, and budget. • Track change requests. • Regularly report project status to steering committee, project sponsor, and other stakeholders. • Ensure the successful and timely completion of the project.

Close Out	<ul style="list-style-type: none"> • Create the operational cutover and transition plan and transition all deliverables for ongoing support/ownership. • Perform project close out activities. • Solicit satisfaction feedback from key stakeholders. • Document lessons learned. • Celebrate project success.
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Key Customers

[Identify the key customers for this project. Customers are the direct recipients of the project’s resulting products or services. The success of the project will primarily be measured based on its ability to meet customer requirements and expectations.]

The following table identifies the key customers of this project.

Key Customers

Customer Organization	Representative

Other Stakeholders

[Identify other stakeholders for this project. A stakeholder is any person or organization outside the project who has a key interest in the project or its outcome. Stakeholders are impacted by business practice, policy, or system changes resulting from the project. Stakeholder identification forms the basis for all communication and change management activities.]

The following table identifies key project stakeholders or stakeholder groups and their primary interest in the project.

Other Stakeholders

Stakeholder/Stakeholder Group	Description of Interest or Relevant Impact

Project Considerations

[This section documents the project’s known assumptions, risks, dependencies and constraints. Collectively, these form the basis for managing project risk.]

Assumptions

[List the major project assumptions. Consider assumptions regarding resource availability, goods and services costs, required level of effort, and environmental factors.]

This project is operating under the following assumptions:

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-
-

Risks

[Summarize the known risks associated with the project. Risks are defined as any event which may adversely impact project outcomes. Risks may be strategic, environmental, financial, operational, technical, or process related.]

Identify on a scale of 1 to 4 the probability and the impact of the risk occurring. Summarize the planned risk response should the risk occur. A more formal risk assessment and risk management plan may be necessary depending on the number and severity of the risks.]

The following table identifies the known risks associated with the project as well as their probability (rated on a scale of 1 [very unlikely] to 4 [very likely]) and impact (rated on a scale of 1 [insignificant disruption] to 4 [major disruption]) and preliminary risk response strategies.

Project Risks

Risk	Probability	Impact	Response

Dependencies

[List the major dependencies associated with the project. Consider dependencies on other concurrent projects, shared resources, and approval of policy changes.]

This project has the following dependencies:

-
-
-

Constraints

[List the major constraints associated with the project. Constraints include fixed budgets, limited resources, and immovable milestone or go-live dates.]

This project is operating under the following constraints:

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