



ADMINISTRATIVE DIRECTIVE

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I. **PURPOSE**

This Directive establishes common project management processes, documentation, and reporting expectations with the intent of improving timely, quality, cost-effective City project results. Additionally, the documentation and reporting requirements are expected to increase projects' visibility, showcase successes, and alert stakeholders to impending project risks.

II. **POLICY**

- A. All capital projects with total project costs exceeding \$2 million will be planned and executed in accordance with this Directive.
- B. All other projects, as defined below, non-construction as well as construction, will be jointly accessed by the applicable City of Tucson Department Head and Deputy/Assistant City Manager to decide which will be planned and executed in accordance with this Directive.
- C. All projects determined by the Department Head and Deputy/Assistant City Manager to be outside strict compliance with this Directive will still be planned and managed utilizing the underlying principles and approaches embedded in this Directive.

III. **DEFINITIONS**

- A. **Project** – An endeavor with a defined beginning and end, undertaken to meet unique goals and objectives, typically to bring about beneficial change or to add value for the City of Tucson. (This broad definition is intended to include non-infrastructure/construction efforts such as master planning, zoning code changes, budget development, annexations, property acquisition/sales, etc.)
- B. **Sponsoring Department** – The Department/Agency that achieves City Manager approvals for a project. The Agency Chief, Department Director, or City Manager Staff Office/Program Director personally represents the Sponsoring Department to the City Manager and applicable Deputy/Assistant City Manager and collaborates with the City Manager and applicable Deputy/Assistant City Manager in decision making regarding the Project.
- C. **Project Sponsor** – The Agency Chief, Department Director, or City Manager Staff Office/Program Director of the Sponsoring Department either serves as the Project Sponsor or delegates that responsibility to an individual who will oversee project development and execution on behalf of the citizens of Tucson. This role will typically be delegated to the Supervisor of the designated Project Manager (see below.)
- D. **Project Manager** – The individual formally assigned by the Project Sponsor to coordinate the planning, organizing, and managing of the resources to achieve the project's specific goals and outcomes. Project Managers will be assigned based on



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their personal knowledge and experience; but more importantly, they'll be assigned based on their individually-proven collaborative attitudes, abilities to think ahead and analyze root causes of situations, and their abilities to facilitate the Project Team through disagreement, controversy, and unrelenting public attention. While the assigned Project Manager is often within the Sponsoring Department, the Project Sponsor may assign an individual from another City Department/Agency to insure the best possible outcomes.

- E. Project Team** – The group of subject-matter experts/managers assembled from throughout the City, as well as supporting contractors, to plan, execute, and close out a project. The team includes individuals from multiple departments, agencies, and in some instances, other jurisdictions. The Project Manager, in conjunction with the Project Sponsor and other departments/agencies, ensures the team is complete and coordinates the roles and responsibilities of the members of the team to minimize overlap and ensure common goals and objectives.
- F. Subject-Matter Experts/Managers** – Individuals from throughout the City, and from applicable contractors or other jurisdictions, who manage and are responsible for their specialty activities supporting the overall Project. Their efforts are for the benefit of the Project, Project Team, and citizens of the City. Examples of Subject-Matter Experts/Managers include: Procurement Official managing all project-related contracting activities; GSD-Architectural and Engineering Project Manager of building design and construction planning and contracting; Information Technology Specialist who translates end-user needs into contractual requirements and manages resulting contracts; and Planning and Development Services Representative to ensure the Project Team understands all permitting requirements and incorporates appropriate permitting time into project plans and schedules. These individuals can be viewed as managing sub-projects of the overall project. They report to their Department Supervisors, but are accountable as Project Team members to the Project Manager and the Project Team for meeting Project-specific goals, schedules, budgets, and scopes.
- G. Stakeholders** – All organizations and individuals outside the Project Team who will be impacted by a project in any way.
- H. Fiscal Support Contact** – The individual assigned by the Project Sponsor to, in partnership with the Project Manager and Project Team, develop, track, and report the project budget and actual expenses, as well as coordinate the same with the City's Budget Office and Finance Department. While the assigned Fiscal Support Contact is often within the Sponsoring Department, the Project Sponsor may assign an individual from another City Department/Agency for optimum support of the Project Team. It is also possible and appropriate that this person will be the designated contact for a team of financial-support personnel. It is critical that the Project Team have a single fiscal support contact for continuity and full knowledge of the project's evolution.



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- I. **Project Plan** – The plan, developed by the Project Team, documents the objectives and expected outcomes of the project; the roles and responsibilities of those involved; tracking and reporting procedures; communications expectations; risk assessments and risk management/mitigation strategies; plans and expectations for processing and incorporating project changes; schedule plans and tracking document; and financial restrictions and tracking. The initial Plan sets the expectations; the subsequent Plan updates reflect changes as situations change throughout the project. The Project Manager compiles and publishes the Project Plan.
- J. **End-User Representative** – The individual assigned by the benefitting work group/organization to serve as the liaison for all those involved with the project and to vigilantly verify that all Project Plans and actions remain aimed on the agreed project objectives and outcomes. This Representative is often from the Sponsoring Department, may also be the assigned Project Manager, or is the person whose work group lives with the project outcome.
- K. **Project Management Coordinator** – Individual position assigned by the City Manager to manage and monitor the City’s Project Management processes, tracking, and reporting. Additionally, this Coordinator oversees, on the City Manager’s behalf, the quality of the process outcomes and agency’s and department’s conformance with this Directive.

IV. **PROCEDURE**

- A. All capital projects exceeding \$2 million, and all other projects jointly determined applicable by the appropriate Department Head and Deputy/Assistant City Manager, will follow the Project Management Process (Appendix A).
 1. The Department, Agency, or City Manager Office acquiring approvals for the project will be accountable to the City Manager and citizens of Tucson for the project meeting the expectations set during the approval process.
 2. The Project Sponsor, as defined in section III C above, will formally assign and set expectations for the Project Manager who will facilitate and oversee the project activities and results. The formal Project Manager Assignment Memo (sample shown as Appendix B) will clearly document the expectations between the Project Sponsor and Project Manager. Either the Project Sponsor or Project Manager will draft the assignment memo, but both will ultimately agree on the document as evidenced by their signatures.
 3. The Project Sponsor will assign a Fiscal Support Contact by memo (sample shown as Appendix C) to work with the Project Manager on clear, complete project financial planning, tracking, and reporting. This individual will ensure, on behalf of the Project Manager and Project Team, the applicable departments’ Financial Managers, the Finance Department, and the Budget



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Office remain aware of Project fiscal needs and status throughout the project. This individual provides the financial knowledge and continuity, from Project start to finish and closeout.

4. The Project Manager and Fiscal Support Contact will collaborate in getting funding for the Project as well as obtaining all required financial approvals and authorizations, including those of the Mayor and Council if required, before proceeding beyond the planning phase of the Project.
5. Based on the recommendation of the Sponsoring Department Director/Agency Chief, and using the Project Tracking and Briefing Decision Process (Appendix D), the City Manager's Office will decide if each project is included in a City-wide project tracking system and briefed periodically to the City Manager by the Project Manager, Fiscal Support Contact, and Project Sponsor.
6. The Project Manager will request applicable departments to assign Subject-Matter Experts/Managers to the Project Team. Those Subject-Matter Experts/Managers will apply their thinking, knowledge, and skills to the Project Team and the Project for the benefit of the citizens of Tucson. The Subject-Matter Experts/Managers will reach upfront agreement with the Project Manager on their individual role and responsibilities, which will be documented in the Project Plan (sample shown as Appendix E).
7. The Project Manager will facilitate and coordinate the Project Team, minimizing overlapping responsibilities and ensuring all commitments are kept by each team member. Any pattern of a problem with any team member will be brought to that member's department Supervisor immediately by the Project Manager. In extreme situations, the Project Manager will appeal to the Project Sponsor to contact the problem member's department supervisory chain.
8. The Project Team will develop a detailed Project Plan together (sample shown as Appendix E). The Project Manager will brief the plan to the Project Sponsor.
9. The Project Team will, with facilitation and coordination of the Project Manager, complete planning and execute the project through formal closure. Each Subject-Matter Expert/Manager will understand their role and responsibilities and manage all efforts to meet those responsibilities as sub-projects and optimally support the entire Project.
10. Throughout the Project, the Project Manager will keep the Project Sponsor informed to the extent appropriate. The Project Manager will provide project-tracking updates to the Project Management Coordinator as applicable and brief the City Manager quarterly on the project status and risks.



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11. The Project Manager will ensure the Project Team completes all aspects of the project and will brief the Project Sponsor, the Sponsoring Department/Agency, and City Manager as applicable on project completion and operational turnover.
12. Throughout the Project, the Project Sponsor will ensure that the Project Manager and Project Team meet all commitments and deliver the expected outcomes.

V. ORGANIZATION

- A. Projects are managed and completed through collaboration and teamwork, often including multiple departments as well as outside contractors, vendors, and stakeholders. The lines of project responsibility and accountability often do not conform with established supervisory reporting chains. Individuals assigned to project teams typically have two lines of responsibility for the duration of the project – to and through the Project Manager, and to their designated department Supervisor. These accountabilities are shown in a Project Organization (sample shown as Appendix E1).
- B. Each assigned Project Manager will develop a detailed project-specific Project Organization, similar to Appendix E1, and include it in the Project Plan. The Roles and Responsibilities documentation (IV.A.6. above and similar to Appendix E2), together with the Project Organization, are intended to answer all questions about roles and responsibilities and reporting relationships.

VI. RECORDS AND FILES

- A. All documents, drawings, plans, files, emails, electronic documents and communications related to any/all aspects of a project are Public Records. The Procurement Department maintains the formal contract files, and the Finance Department maintains the formal financial/accounting information; however, the Project Manager, Fiscal Support Contact, and Subject-Matter Expert's/Manager's files are also subject to public review.
- B. Each organization and individual involved in a project is responsible for maintaining project records and files that are organized, easy to research, and as complete as possible for their aspect of the project.
- C. As each project nears completion, the Project Team must consider records retention requirements and if/how project records will be consolidated.



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VII. TRACKING AND REPORTING

- A.** As each project is executed, the Project Manager will provide updates, reports, and briefings of the overall Project Plan, progress toward completion, and all risks to success. At a minimum, the Project Manager will keep the Project Sponsor regularly updated as decided between them. If it is decided the Project will be formally tracked and reported at the City Manager level, the Project Manager and Fiscal Support Contact will provide monthly Project updates to the Project Management Coordinator. Those updates will be complete, in the designated standard formats, and ready for publication to the City Intranet/Internet.
- B.** The City Manager will designate an existing funded position in Budget, Finance, or the City Manager's Office, to manage the Project Management Process as part of that position's normal duties. The incumbent of this position will, in addition to their assigned position title, function as the City's Project Management Coordinator. The Project Management Coordinator will get monthly project status updates from the Project Managers and Fiscal Support Contact and keep the City's projects' website current, as well as prescribe the format and schedule, and coordinate project status briefings by the Project Managers to the City Manager.
- C.** Additionally, for Projects in the formal tracking and reporting system, the Project Manager, Fiscal Support Contact, and Project Sponsor will brief project status to the City Manager regularly, as determined by the Sponsoring Department/Agency Director and the City Manager, and as scheduled by the Project Management Coordinator. The format for the briefing will conform with the standard format published by the Project Management Coordinator at direction of the City Manager. (Sample schedule and financial tracking formats included in Appendices E3 and E4 show the basic information that will be available at the briefings.)
- D.** Formats and schedules for formal tracking and reporting at the City Manager level may change over time as directed by the City Manager. The Project Management Coordinator will keep all Departments informed of the current formats. Department Directors will inform all personnel involved with projects of the current formats.
- E.** Projects not formally tracked and reported at the City Manager level will be tracked and reported at the applicable department level. Department Directors will establish internal department standard formats, methods, and procedures for tracking and reporting consistent with the intent and approach of this Directive. These expectations will meet the specific needs of each department; however, consistency with City Manager-level formats will minimize potential confusion.
- F.** Long term, the City Information Technology Department (IT) will develop and maintain a City-wide digital project documentation, tracking, and reporting system, in collaboration with potential users of that system.



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VIII. RISKS

The Project Sponsor, Project Manager, and Fiscal Support Contact will ensure the Project Team identifies likely risks to project success and the Team employs proactive strategies to plan for and mitigate those risks.

IX. CHANGE MANAGEMENT

The Project Manager will ensure the Project Team defines and documents a process for handling, tracking, approving, and implementing changes to the project. This process will include appropriate and required reviews/approvals of the Team, the Project Manager, the Fiscal Support Contact, and the Project Sponsor, as well as all other applicable processes.

X. PROJECT CLOSE-OUT

- A.** Each Project will be formally closed out. The Fiscal Support Contact and Project Manager will lead the efforts to close out projects.
- B.** Closure includes closing out each contract as well as financially closing the projects' accounting. This is typically a Project Team effort that gets too little attention and drags out well past Project work completion. The Project Sponsor, Project Manager, Fiscal Support Contact, and entire Project Team remain accountable until all close-out actions are complete.
- C.** Key contributors to smooth out the project close-out process are the Procurement and Finance Departments. Getting all contract payments made and sign-offs complete are necessary before financial close-out can be considered. Timely financial close-out links to critical financial management actions and milestones. The Fiscal Support Contact ensures the financial side is satisfied; the Project Manager ensures complete close-out is timely.

XI. PROJECT MANAGEMENT TRAINING

Each City Project Manager needs training and ongoing development to refine and improve his/her effectiveness in managing projects. The City's Human Resources Department (HR) will include both initial training and continuing education opportunities in HR's employee training program. HR will develop curriculums and Training Facilitators in collaboration with proven successful Project Managers and departments. HR will coordinate with departments to provide this training and development to all who need it, with added opportunities for those who want the training to enhance their current job performance and competitiveness for future assignments and positions.



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XII. SUMMARY

This Directive provides the framework and approaches to increase consistency and overall project management success across the City. Each project in the City is ultimately for the benefit of the citizens. Successful City projects result from comprehensive, well-coordinated teamwork. Each City organization and employee involved in a project must provide their very best effort and keep the entire Project Team informed and involved in their efforts. Through consistent tracking and timely reporting of projects, the City Manager and Elected Officials will stay better informed and watch projects develop and succeed.

Appendices

- A – Project Management Process**
- B – Project Manager Assignment Memo Sample**
- C – Fiscal Support Assignment Memo Sample**
- D – Project Tracking and Briefing Decision Process**
- E – Project Plan Sample**
 - 1) Project Organization Sample
 - 2) Project Roles and Responsibilities Sample
 - 3) Project Schedule Sample
 - 4) Financial Tracking Sample
 - 5) Notice of Award of Financed Project Funding Sample
 - 6) Expenditure Approval Request (EAR) Sample

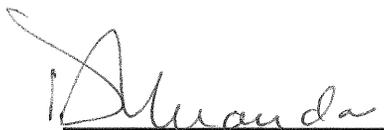
References

None.

Review Responsibility and Frequency

This Directive shall be reviewed by the City Manager in May of each year, or as necessary.

Authorized



 City Manager

7-11-13

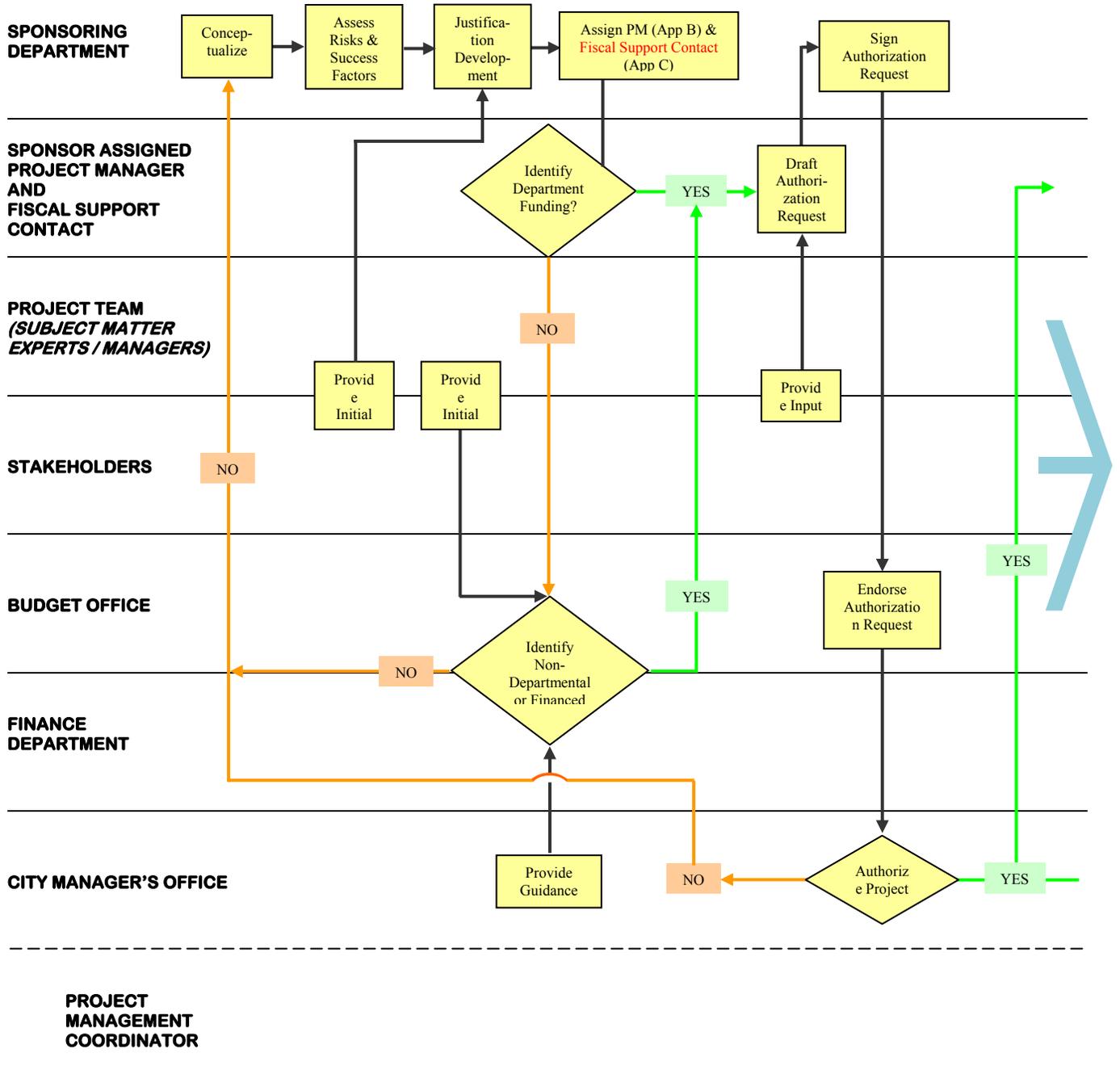
 Date



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Project Management Process
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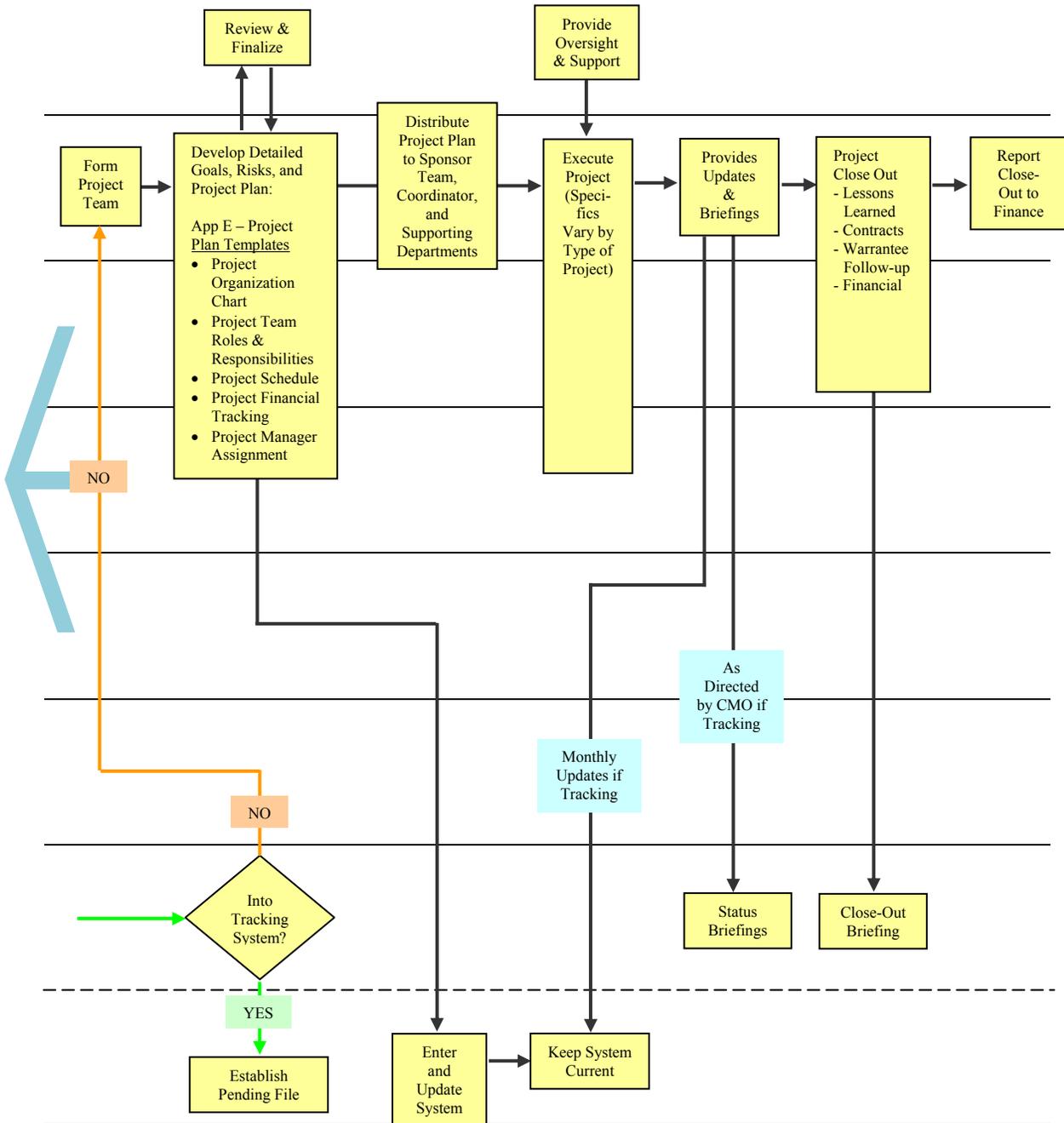




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Project Management Process
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Project Manager Assignment Memo Sample
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MEMORANDUM

DATE: May 6, 2013

TO: (Project Manager - not necessarily within Sponsoring Department) FROM: (Project Sponsor)

SUBJECT: Project Management Assignment – (Insert short title of Project)

Assignment

You are hereby assigned to manage the overall development of (insert the Project Title). (Insert the Project Intent and Outcomes).

Sponsor

The (insert Dept name) department and myself personally are sponsoring this Project. We are directly responsible to the City Manager, Elected Officials, and the Citizens of Tucson for delivering the desired outcomes of this effort.

Together, we must rely on the knowledge and expertise of others throughout the City organization to achieve success. You will build a Project Team, which will include subject matter experts/managers to manage each aspect of the project (sub-projects), and others, to ensure overall success. These team members will be assigned by their department supervisors.

I am available to help with any team challenges (such as individual not meeting commitments, other departments not providing team members, etc.). We must remember this is a City project and must manage it collaboratively.

Authority

You are authorized, on my behalf, to be the voice and knowledge of this Project. **The Project Budget must cover all Project-related costs.** You have the authority with the Project Team to plan for and expend those funds with the best interests of City taxpayers in mind. You must abide by all laws, regulations, ordinances, codes, City Administrative Directives, and established City and Department business and operating policies and procedures.

Without exception, I expect you will keep me immediately informed of Project scope changes, budget changes, and schedule changes, as well as definable risks of the same.

Project Plan

With your Project Team, you will develop a detailed Project Plan that includes the scope, planned outcomes, budget, schedule, Team roles and responsibilities, Team communications/coordination plans, and expected risks to Project success, along with risk mitigation considerations.

Schedule

This Project is to be completed no later than (insert Month and Year). Failure to meet this deadline date will result in the following consequences for the City:

(List)



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Project Manager Assignment Memo Sample
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TO:
SUBJECT:
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You will develop with the Project Team an overall schedule of actions and milestones to achieve completion and project closeout before the deadline.

Budget

You will manage this Project to satisfy the City’s needs within the initially-budgeted funds of **(insert total budgeted amount)**. You will carefully plan with the Project Team all expenditures, obtaining my approval of your expense plan before incurring costs.

Project Scope

You will develop with the Project Team a clear, concise Project Scope which will serve as the Project vision and the standard by which you consider all Project actions and decisions. The scope must be what is needed to best support the City goal/objective that the Project supports. The scope will not be changed just to use available fund capacity without my knowledge and formal approval.

Any and all anticipated or required changes to the initially agreed-to scope require my personal approval before proceeding.

Quality/Complexity

The end results of the Project must reflect conservative professionalism; cost effective, prudent use of resources; and the durability to sustain through the full expected useful life. What we do is done “right” in terms of the applicable industry’s quality standards and all laws, regulations, ordinances, directives, and policies/procedures. The project outcomes must be reflective of prudent use of public resources.

Reporting

You will provide monthly Project updates, in consistent agreed-to or directed formats, to me and, if applicable, the City’s Project Management Coordinator. Additionally, if applicable, you will brief the City Manager as scheduled on the Project’s status in terms of Scope, Schedule and Expense compared to the initial Project Plan.

I understand and commit to meeting your expectations:

_____ Date
Project Manager’s Signature

(Do not delete any of the above sections nor change their intent. A degree of customization to the incident project is expected. Additionally, the Project Sponsor and assigned Project Manager can add to any section or add sections to achieve clear explicit expectations.)

(Type initials of person memo is FROM): (type lower case initials of authors in order of progression)

Attachment(s): **(List, if any, or type None)**

c: **(Name(s) – (Department))**



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Fiscal Support Assignment Memo Sample
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MEMORANDUM

DATE: April 17, 2013

TO: (Project Fiscal Support Contact - not necessarily within Sponsoring Department) FROM: (Project Sponsor)

SUBJECT: Fiscal Support Contact Assignment – (Insert short title of Project)

Assignment

You are hereby assigned to be a member of the Project Team and support the Project and Project Manager in planning and tracking Project expenses for (insert the Project Title).

Sponsor

The (insert the Department Name) and I are sponsoring this Project. You, as the Fiscal Support Contact for the Project, are responsible to me, the Project Manager, the Finance Department, the City Manager, Elected Officials, and the Citizens of Tucson for developing, maintaining, and reporting all financial aspects of the Project. You are the Project's, the Sponsoring Department's, and the Finance/Budget Department's fiscal expert on the Project. You will work directly with applicable Department, Finance, and Budget personnel throughout all financial actions, transactions, and planning/reporting.

I am available to help with any challenges (such as others' lack of communication or insensitivities to fiscal responsibility). We must remember this is a City project and we must demonstrate professional fiscal responsibility throughout.

Authority

You are authorized, on my behalf, to be the financial lead on this Project. The Project Budget of (insert total budgeted amount) must cover all Project-related costs. You will work collaboratively with the Project Manager in developing a breakdown of the project into fiscally trackable work elements (work breakdown structure) and allocate available budget/funding appropriately to each element for both contracting and tracking. Both you and the Project Manager must agree on funding allocations and related expenses; bring any disagreements immediately to me for resolution. You and the Project Team must abide by all laws, regulations, ordinances, codes, City Administrative Directives, and established City and Department business and operating policies and procedures.

Reporting

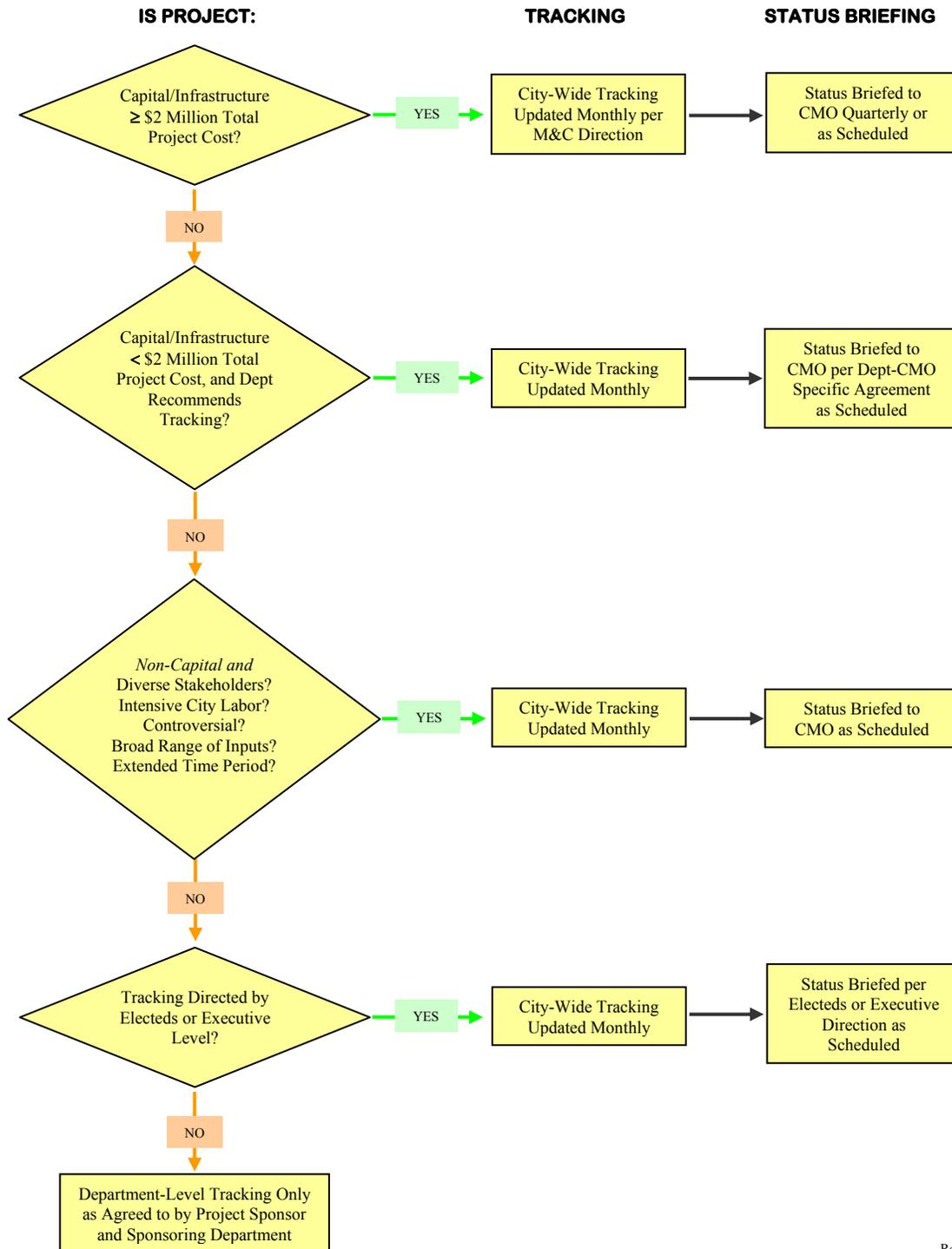
You will provide monthly Project financial updates, in consistent agreed-to or directed formats, to me, the Project Manager, the Project Team, and, if applicable, the City's Project Management Coordinator. Additionally, if applicable, you will be present with the Project Manager to formally brief the City Manager as scheduled on the Project's status in terms of Scope, Schedule and Expense compared to the initial Project Plan.



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Project Tracking and Briefing Decision Process





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Project Plan Sample

Developed and Agreed To By Project Team

(insert date signed – any revisions to be re-signed with new date)

Project Sponsor: (Name), (Title), (Department)

Project Manager: (Name), (Title), (Department)

Fiscal Support Contact: (Name), (Title), (Department)

Purpose/Outcome

(insert outcomes specified in Project Manager Assignment Letter)

Scope

(insert the basic scope of the effort, the starting point for the Team to develop specifics)

Team

(insert project organization/reporting chart and roles and responsibilities – this will evolve and develop over time; initially it starts as a list of what representation is required/needed in the Sponsor's, PM's, and other Departments' minds)

Communication Plan

(insert initial plans for regular meetings, briefings, and reporting; include who will be involved in each, and purpose of each)

Tracking and Reporting Process

(what and how: insert what is planned, the frequency, and who is responsible)

Changes

(insert description of how the Team will handle changes in scope, costs, and time: Who will do what and who has what responsibility regarding processing changes)

Attach Documents

- 1) Project Organization Sample
- 2) Project Roles and Responsibilities Sample
- 3) Project Schedule Sample
- 4) Project Financial Tracking Sample
- 5) Notice of Award of Financed Project Funding Sample
- 6) Approved EAR Sample

Team Acknowledgement of Project Plan Dated

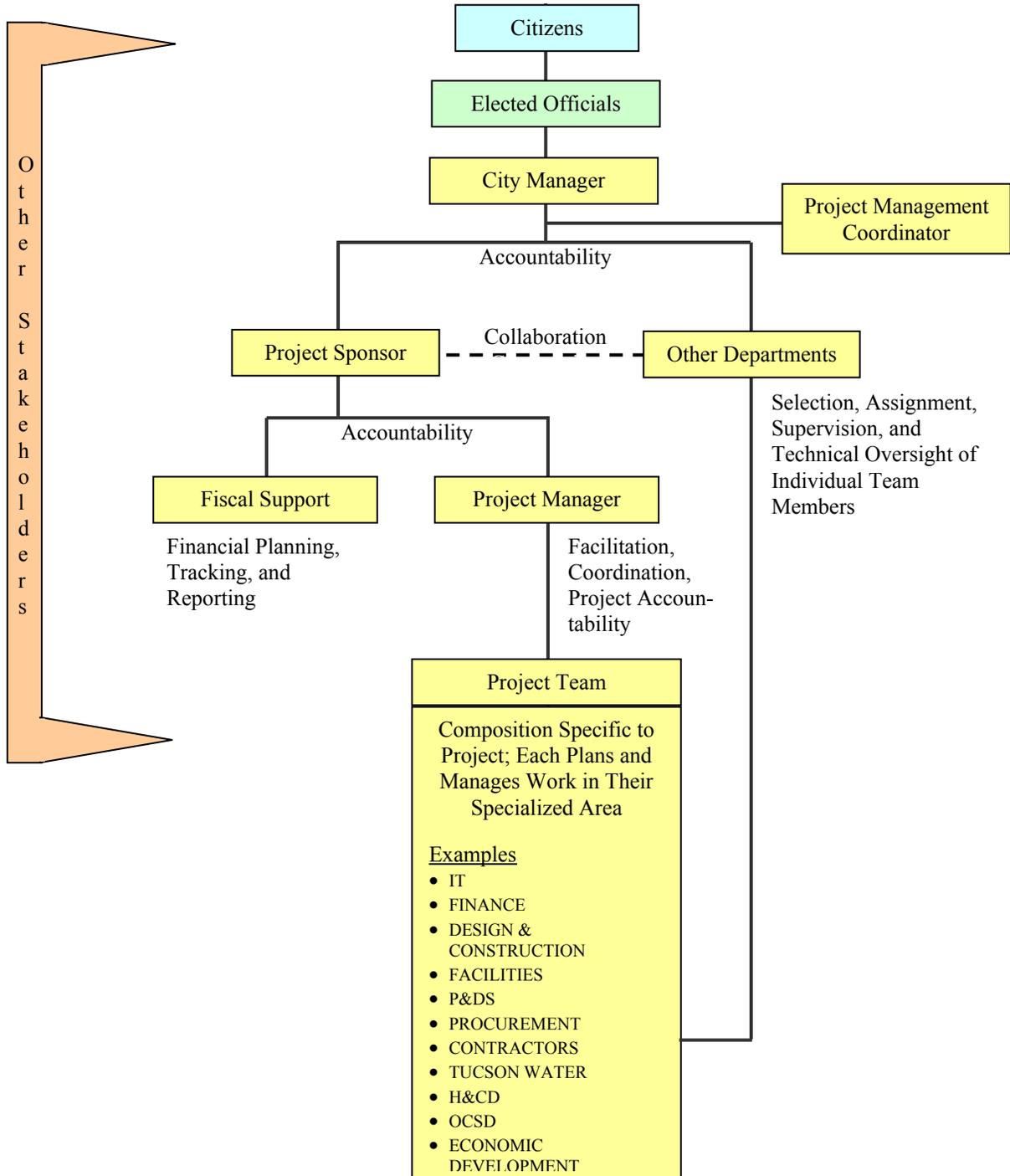
(insert each name and department/firm affiliation + signatures of all)



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Project Organization Sample





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Project Roles and Responsibilities Sample
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Name	Role	Responsibilities
Joe Bilkin – ____ Dept	Project Sponsor	<ul style="list-style-type: none"> - Overall project success - Guidance and oversight of Project Manager and Project Team - Regular review of project status - Assist Project Manager and Team as necessary
Sally Smith – ____ Dept	Project Manager	<ul style="list-style-type: none"> - Overall project success in terms of scope, schedule, and costs - Build project team - Facilitate project team’s collaboration and development of detailed project plan - Report project status
Carlos Jimenez – ____ Dept	Financial Support	<ul style="list-style-type: none"> - Financial planning and tracking - Facilitate payments - Analysis for Project Manager, Project Team, and Project Sponsor
Yolanda Perez – GSD A&E Div	Design and Construction Management	<ul style="list-style-type: none"> - Plan and manage design and construction from initial scope planning through contracts closeout - Keep overall Project Manager advised on design and construction status, including related costs and schedules - Continuously coordinate with Project Team on interfacing and interdependent activities - Advise Project Manager and Team on risks as well as opportunities to improve project outcomes
John Rawlings – ____ Dept	End User Rep	<ul style="list-style-type: none"> - Ensure the end user’s interests and needs are met - Input operational coordination needs during the project - Help Team in scheduling project - Ensure completion of work and cleanup of spaces before accepting the work from the Team
Sam Castro – IT Dept	IT Management	<ul style="list-style-type: none"> - Provide IT standards and needs - Work with Team in integrating IT with the other aspects of the project - Help Team with IT functionality and quality checks - Help End User “go live” with technology
Steelcase – Vendor	FF&E Provider	<ul style="list-style-type: none"> - Provide FF&E consistent with overall project schedule - Assist End User and Team in understanding options and alternatives
Laurel Jones – Procurement Dept	Contracting Official	<ul style="list-style-type: none"> - Contracting services from start to finish, consistent with all applicable laws, regulations, ordinances, and Administrative Directives - Work with Team to integrate contracting time into the overall schedule



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**Project Roles and Responsibilities Sample
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Name	Role	Responsibilities
H&J – Consultant	Designer	<ul style="list-style-type: none"> - Perform under management and direction of Design and Construction Manager - Provide planning, design, and construction administration services consistent with applicable contracts - Meet all schedules and milestones
Jones, Inc. – Contractor	Builder	<ul style="list-style-type: none"> - Perform under management and direction of Design and Construction Manager - Construct, startup, turnover and warrant the project consistent with applicable contracts - Meet all schedules and milestones - Minimize disruption of those in/around the building site - Proactively coordinate all activities
Evercold – Consultant	Commissioning Agent	<ul style="list-style-type: none"> - Ensure the various building systems are designed to achieve operational needs and efficiencies - Review builder’s startup and testing to ensure compliance with contract requirements - Validate builder’s testing as well as proper functionality of all systems included in their contract(s) - Advise the Team of opportunities to improve project outcomes



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Project Schedule Sample

(Insert Project Title)
(Insert Date of Update)

Activity	Responsible Party	Planned Start	Actual Start	Planned Complete	Actual Complete
• Conceptualize Outcomes/Results					
• Plan Actions to Achieve Outcomes					
• Get Approvals					
• Assemble In-House Project Team					
• Finalize Plan					
• Contracting Actions					
• Add Contractors to Team					
• Design					
• Permitting					
• Construction					
• Commissioning					
• FF&E					
• Turnover and Occupancies					
• Project Closeout					



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Financial Tracking Sample

		PROJECT TITLE: (Project Title)					
		Project Sponsor:		(Name), (Title), (Department)			
		Overall Project Manager:		(Name), (Title), (Department)			
		Fiscal Support:		(Name), (Title), (Department)			
FUNDING							
	Date	Source		Account Number		Amount	
	(Date)	(Narrative)		(Acct #)		\$ -	
	(Date)	(Narrative)		(Acct #)		\$ -	
	(Date)	(Narrative)		(Acct #)		\$ -	
						Current Total	\$ -
COSTS							
(Breakdown specific to individual project)			Initial Projected	Current Projected	Expended to Date	Remaining Encumbrances	Uncommitted
Planning (Acct #)							
	P&DSD		\$ -	\$ -	\$ -	\$ -	\$ -
	(Consultant)		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
Project Mgmt (Acct #)							
	GSD/A&E		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
Design (Acct #)							
	(Contractor)		\$ -	\$ -	\$ -	\$ -	\$ -
	Facilities ROWs		\$ -	\$ -	\$ -	\$ -	\$ -
	CMR		\$ -	\$ -	\$ -	\$ -	\$ -
	Commission		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
Construction (Acct #)							
	CMR		\$ -	\$ -	\$ -	\$ -	\$ -
	Material Test		\$ -	\$ -	\$ -	\$ -	\$ -
	Inspection		\$ -	\$ -	\$ -	\$ -	\$ -
	(CA - Design Contractor)		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
Commissioning (Acct #)							
	(Contractor)		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
FF&E (Acct #)							
	(Vendor 1)		\$ -	\$ -	\$ -	\$ -	\$ -
	(Vendor 2)		\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal</i>		\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL		\$ -	\$ -	\$ -	\$ -	\$ -
Contingency (Acct #)			\$ -	\$ -	\$ -	\$ -	\$ -
GRAND TOTAL			\$ -	\$ -	\$ -	\$ -	\$ -



ADMINISTRATIVE DIRECTIVE

PROJECT MANAGEMENT PROCESSES	NUMBER 1.02-18	PAGE APPENDIX E5
	EFFECTIVE DATE July 5, 2013	

Notice of Award of Financed Project Funding Sample
Page 1 of 2

(Use a separate form for each financed funding source)

The _____ has been issued \$ _____ in
City Department (Amt available net of issuance costs)

_____ proceeds to fund the following project and
Type of Financing (i.e. QECBs, BABs, COPs etc)

corresponding scope of work:

Project Title: _____

Project Description: _____

Scope of Work: _____

The bond covenants that govern the issuance of these funds require that the funds be spent in accordance with the purpose for which they were originally issued. If there is a change in scope for the project outlined above or if you have questions regarding the eligibility of certain expenditures please contact _____ at _____.

Project Accounting

The account information for the encumbrance and spend of these funds will be as follows:

Fund: _____
 Department: _____
 Unit: _____
 Program Code: _____

These funds are available on _____ and funding must be used by _____ to avoid arbitrage restrictions.
Date Date

Restrictions Regarding Use of Funds

The use of these funds requires compliance with the following items as indicated:

(check all that apply)

- _____ Davis Bacon
- _____ Independent Cost estimates
- _____ Buy American
- _____ Reporting on jobs created/maintained
- _____ Other Regular Recurring Reporting
 - Responsible person/position: _____ / _____
- _____ Other

Additional Detail: _____



ADMINISTRATIVE DIRECTIVE

PROJECT MANAGEMENT PROCESSES	NUMBER	PAGE
	1.02-18	APPENDIX E6
	EFFECTIVE DATE	
July 5, 2013		

Expenditure Approval Request (EAR) Sample



MEMORANDUM

DATE:

TO: Select a Name [dropdown]

FROM:

Select a Title [dropdown]

SUBJECT: Choose an Item [dropdown]

Amount to be Approved:	Date Required:
Blanket and Renewal Purchase Orders Only:	
Inception to Date Expenditures on BPO (from original start date):	Date Created:
	Date Expires:
Description of Item/Service (Include project name if Capital):	
Funding Available: <input type="checkbox"/> Yes - In account noted _____ <input type="checkbox"/> No - BCR/Transfer needed from Account No. _____	Purchase Order No: Contract Officer:
Vendor Name/No.	
Justification: (Including impact if not approved)	
<input type="checkbox"/> Justification Memo Attached for Sole Source or Brand/Emergency/Travel. Note: (Procurement approval on Sole Source/Brand Memo is not required for purposes of this form.)	
Requested by (Division/District):	Contact/Phone Number:

Department Approval _____ Date

Department Director Approval _____ Date

Budget Comments: [text box]

Budget Analyst Approval _____ Date

City Manager's Office: Approved Denied

City Manager Office Approval _____ Date