New Mexico
Department of
Information Technology

CULTURAL ATLAS OF NEW MEXICO

PROJECT MANAGEMENT PLAN (PMP)

EXECUTIVE SPONSOR – VERONICA N. GONZALES

BUSINESS OWNER - VERONICA N. GONZALES

PROJECT MANAGER – DOUG PATINKA

ORIGINAL PLAN DATE: MARCH 10, 2015

REVISION DATE: OCTOBER 13, 2015

REVISION: 2.0

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REVISION HISTORY

REVISION NUMBER	DATE	COMMENT
1.0	March 10, 2015	Initial Plan
2.0	October 10, 2015	Planning Phase Update
2.1	January 1, 2016	Implementation Phase Update
2.2		

PREPARING THE PROJECT MANAGEMENT PLAN

The workbook for preparation of the Project Management Plan is built around helping the project manager and the project team to use the Project Management Plan in support of successful projects. Please refer to it while developing this PMP for your project.

ABOUT THIS DOCUMENT

Project Oversight Process Memorandum – DoIT, July 2007

"Project management plan" is a formal document approved by the executive sponsor and the Department and developed in the plan phase used to manage project execution, control, and project close.

The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and documents approved scope, cost and schedule baselines.

A project plan includes at least other plans for issue escalation, change control, communications, deliverable review and acceptance, staff acquisition, and risk management.

"Project manager" means a qualified person from the lead agency responsible for all aspects of the project over the entire project management lifecycle (initiate, plan, execute, control, close). The project manager must be familiar with project scope and objectives, as well as effectively coordinate the activities of the team. In addition, the project manager is responsible for developing the project plan and project schedule with the project team to ensure timely completion of the project. The project manager interfaces with all areas affected by the project including end users, distributors, and vendors. The project manager ensures adherence to the best practices and standards of the Department.

Project product" means the final project deliverables as defined in the project plan meeting all agreed and approved acceptance criteria.

"Product development life cycle" is a series of sequential, non-overlapping phases comprised of iterative disciplines such as requirements, analysis and design, implementation, test and deployment implemented to build a product or develop a service.

1.0 PROJECT OVERVIEW

The Project Overview sets the stage for the details of the project and begins the "story" of the project and plan.

1.1 EXECUTIVE SUMMARY- RATIONALE FOR THE PROJECT

1.2 FUNDING AND SOURCES

SOURCE	AMOUNT	ASSOCIATED RESTRICTIONS	APPROVERS
Laws 2014 Chapter 63 Section 7 (12)	$128.1	PROJECT CERTIFICATION ISSUANCE OF RFP	PROJECT CERTIFICATION COMMITTEE DOIT EPMO

1.3 CONSTRAINTS

Constraints are factors that restrict the project by scope, resource, or schedule.

NUMBER	DESCRIPTION
7.0.1	BUDGET THE PROJECT BUDGET IS LEAN BY DESIGN. DCA IS SEEKING A RELATIVELY LOW-RISK PROJECT WITH POTENTIALLY HIGH IMPACT TO BEGIN TO REORIENT ITS IT OPERATIONS TOWARD PUBLIC FACING PROJECTS THAT HAVE BROAD APPEAL AND WIDE BENEFIT.
7.0.2	TIME DEVELOPMENT TIME ITSELF IS NOT A CONSTRAINT ON THE PROJECT; RATHER, THE TIME OF PARTICIPOATING IINSTITUTIONS AND STAFF MEMBERS IS LIMITED BY OTHER OBLIGATIONS. A LACK OF SUFFICIENT TIME TO DEVOTE TO THE PROJECT WILL AFFECT THE QUALITY OF RESOURCES PUBLISHED. WE SEEK TO MITIGATE THE EFFECT OF THIS CONSTRAINT BY FOCUSSING ON THE QUALITY RATHER THAN QUANTITY OF THE OFFERING. DCA WILL FOCUS ITS EFFORTS ON DATA ENHANCEMENT ON THOSE RESOURCES THAT WILL HAVE THE MOST IMPACT AND BROADEST APPEAL. PLANS FOR DEVELOPMENT OF A DATA MANAGEMENT PLATFORM WILL

NUMBER	DESCRIPTION
	TAKE INTO ACCOUNT THE FACT THAT RESOURCES WITHIN THE SYSTEM WILL GROW AS THEY BECOME AVAILABLE.
7.0.3	TECHNOLOGY IN DEVELOPING A MOBILE APPLICATION, WE ARE KEENLY AWARE THAT THE POSSIBILITIES FOR INCLUDED FUNCTIONALITY ARE LIMITED BY THE DEVICES OF USERS ACCESSING THE RESOURCE. WE WILL SEEK TO CREATE AN APPLICATION THAT IS AVAILABLE TO THE WIDEST NUMBER OF USERS IN ORDER TO HAVE THE WIDEST IMPACT. THOUGH THIS WILL NECESSARILY MEAN LIMITING THE FUNCTIONALITY TO THAT WHICH IS AVAILABLE ACROSS ALL DEVICES.

1.4 DEPENDENCIES

Types include the following and should be associated with each dependency listed.

- **M**andatory dependencies are dependencies that are inherent to the work being done.
- **D- Di**scretionary dependencies are dependencies defined by the project management team. This may also encompass particular approaches because a specific sequence of activities is preferred, but not mandatory in the project life cycle.
- **E-E**xternal dependencies are dependencies that involve a relationship between project activities and non-project activities such as purchasing/procurement

NUMBER	DESCRIPTION	TYPE M,D,E
8.0.1	PROJECT CERTIFICATION	M
8.0.2	ISSUANCE OF RFP	M
8.0.3	SUCCESSFUL EXECUTION OF A CONTRACT	E
8.0.4	OTHER DEPENDENCIES (E.G. UPGRADE OF DATABASE SYSTEMS) WILL NO DOUBT BE DISCOVERED DURING THE NEEDS ANALYSIS	D
8.0.5	HIRING OF ADDITIONAL IT STAFF	E

1.5 ASSUMPTIONS

Assumptions are planning factors that, for planning purposes, will be considered true, real, or certain.

NUMBER	DESCRIPTION

NUMBER	DESCRIPTION
9.0.1	THE PRODUCT WILL HAVE PUBLIC APPEAL. IT IS POSSIBLE THAT ALL ASPECTS OF THE PROJECT ARE EXECUTED AS ENVISIONED BUT THE PRODUCT IS NOT ONE THAT CAPTURES THE IMAGINATION OF THE PUBLIC.
9.0.2	DATA IN DISPARATE STORAGE SYSTEMS WILL BE SUFFICIENT WELL DESCRIBED (OR WILL BE ABLE TO BE SUFFICIENTLY WELL-DESCRIBED) TO BE MADE AVAILABLE IN A SINGLE INTERFACE.
9.0.3	DCA DIVISIONS WILL PARTICIPATE FULLY IN THE ENHANCEMENT OF RECORDS.
9.0.4	NO DCA NOR STATE OF NEW MEXICO RULES OR REGULATIONS PROHIBIT THE PUBLICATION OF STATE-OWNED DATA
9.0.5	EXECUTIVE SPONSOR, BUSINESS OWNER AND PROJECT MANAGER WILL REMAIN INVOLVED THROUGH THE LIFE OF THE PROJECT.
9.0.6	A CONTRACT CAN BE EXECUTED TO PERFORM THE REQUESTED SCOPE OF WORK

1.6 INITIAL PROJECT RISKS IDENTIFIED

In this section identify and describe how each risk will be managed. Include the steps that will be taken to maximize activity that will result in minimizing probability and impact of each risk.

Rapid Pace of Technology Change

<table>
<tr><td rowspan="2">Description -

Rapidly changing specifications of hardware and software in the mobile environment</td><td>Probability: Certain</td><td>Impact: Medium</td></tr>
<tr><td colspan="2">Mitigation Strategy: Because of the rapidly changing specifications of hardware and software in the mobile environment we are seeking to develop a web app based on common standards of HTML5, CSS3, and JavaScript in order to ensure maximum accessibility and ease of updating through a web-based content management system. We will also approach the project with the understanding that any mobile application will become obsolete and devote significant effort to the development of a data platform and API that can outlive any single product developed by DCA.</td></tr>
</table>

	Contingency Plan: Because of HTML enhancements made to modern browsers, a mobile-optimized web application that runs within a browser window may meet many of the goals defined by DCA. Progress on data sharing efforts and the creation of an API would not be affected.

Lack of Previous Experience

Description - DCA's lack of proven success with mobile application development	Probability: Certain	Impact: High
	Mitigation Strategy: We will look to our existing partners – both in state government and higher education for assistance in project definition and planning and seek out a vendor in the private sector for the development of the application.	
	Contingency Plan: In the event that DCA is unable to contract with a vendor for the scope of work as defined, we will reconsider options, perhaps scaling back plans	

Lack of Skilled Staff

Description - DCA does not presently have sufficient information technology staff oriented to the rapid development and ongoing support of public-facing software systems	Probability: Certain	Impact: Medium
	Mitigation Strategy: ~~We seek to reclassify and recruit for staff trained in these areas as part of the IT planning process~~. A defacto hiring freeze has eliminated the possibility of hiring additional staff during the fiscal year. We are pursuing contingencies.	
	Contingency Plan: In the event that reclassifications or hiring of new staff is denied, we will to obtain long-term support agreements with qualified vendors.	

Distributed Decision-Making

Description - DCA is seeking input in the project from across 15 divisions each with highly specialized content experts contributing to the Atlas	Probability: Possible	Impact: Low
	Mitigation Strategy: DCA will mitigate the problems inherent in having too many contributing voices by authorizing the project manager to make decisions about strategy, content, and design. The Steering Committee, itself a large group, will be subdivided into content, technology, and user experience teams. Steering Committee members will direct those under their supervision to work directly with the project manager should issues arise.	
	Contingency Plan: In the event that teams are unable to come to consensus, decision-making processes will be simplified and streamlined.	

Scope Creep

Description - In early discussions with stakeholders, a variety of assumption were voiced, and suggestions were made that "the Atlas would do that"	Probability: Certain	Impact: High
	Mitigation Strategy: The early phases of the project will clearly identify and communicate a narrow set of content types, interaction types, goals, and partners in the project. The Steering Committee will meet periodically throughout the life of the project to review these and ensure that the project is on track. Contracts for planning and implementation will be separate so that a clear scope of work can be created in each phase.	
	Contingency Plan In the event that opportunities become available to create a better project after the definition of the design document, the Committee will reassess.	

2.0 PROJECT AUTHORITY AND ORGANIZATIONAL STRUCTURE

The Project Organization describes the roles and responsibilities of the project team. It also identifies the other organizational groups that are part of the project and graphically depicts the hierarchical configuration of those groups. It exists to clarify interaction with the project team.

2.1 STAKEHOLDERS

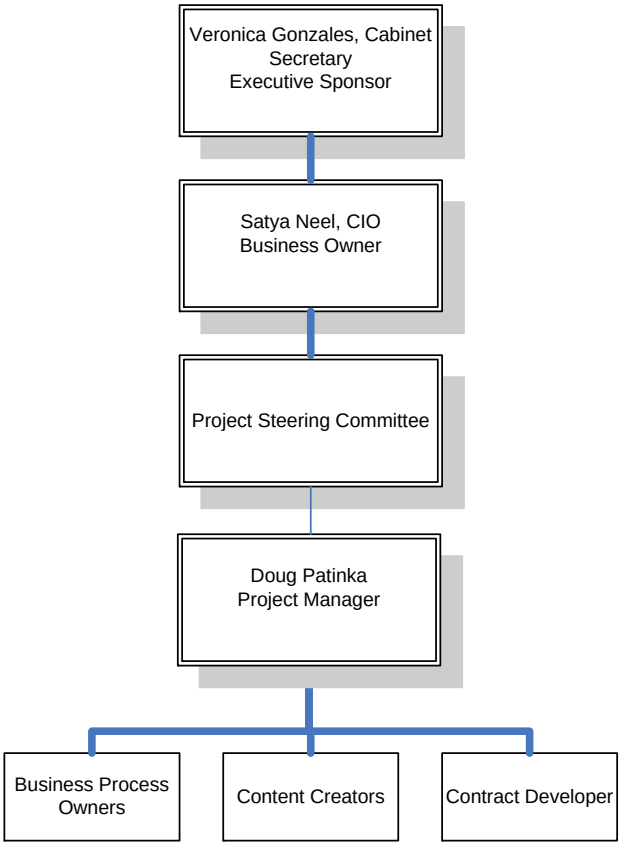
List all of the major stakeholders in this project, and state why they have a stake. . Stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results.

NAME	STAKE IN PROJECT	ORGANIZATION	TITLE
VERONICA N. GONZALES	EXECUTIVE SPONSOR	DCA	CABINET SECRETARY
SATYA NEEL	BUSINESS OWNER	DCA/IT	CIO
DOUG PATINKA	PROJECT MANAGER	DCA/IT	DEPUTY CIO
JEFF PAPPAS	CONTENT CONTRIBUTOR	DCA/HPD	DIVISION DIRECTOR
LOIE FECTEAU	CONTENT CONTRIBUTOR	DCA/NM ARTS	DIVISION DIRECTOR

NAME	STAKE IN PROJECT	ORGANIZATION	TITLE
MARYANN HATCHITT	CONTENT MANAGER	DCA	COMMUNICATIONS DIRECTOR
ERIC BLINMAN	CONTENT CONTRIBUTOR	DCA/OAS	DIVISION DIRECTOR
CHRIS ORWOLL	CONTENT CONTRIBUTOR	DCA/NMMSH	DIVISION DIRECTOR
DAMIAN JARAMILLO	SYSTEMS MANAGER	DCA/IT	SYSTEMS MANAGER

2.2 PROJECT GOVERNANCE STRUCTURE

2.2.1 DESCRIBE THE ORGANIZATIONAL STRUCTURE – ORG CHART



2.2.2 DESCRIBE THE ROLE AND MEMBERS OF THE PROJECT STEERING COMMITTEE

Will include management representatives from the key organizations involved in the project. The Steering committee will act individually and collectively to champion the project throughout their representative organizations. They will approve project deliverables, help resolve issues and policy decisions, and provide direction and guidance to the project. The steering committee can will be involved in identify and providing staff and data resources and act as liaisons to DCA business units.

Steering Committee Members:

Name	Division
Jeff Pappas	Director, Historic Preservation Division
Loie Fecteau	Director, New Mexico Arts
Eric Blinman	Director, Archaeology Division
Della Warrior	Director, Museum of Indian Arts and Culture
Mary Kershaw	Director, Museum of Art
Chris Orwoll	Director, Museum of Space History
Mark Santiago	Director, Farm and Ranch Heritage Museum
Gary Romero	Director, Museum of Natural History and Science
Felicity Broennan	Director of Statewide Partnerships
Veronica Gonzales, Executive Sponsor	Cabinet Secretary
Satya Neel, Business Owner	Business Owner

2.2.3 ORGANIZATIONAL BOUNDARIES, INTERFACES AND RESPONSIBILITIES

Use this section to describe any special considerations regarding contact between the project team, the project manager, and individuals from various organizations involved in the project:

2.3 EXECUTIVE REPORTING

3.0 SCOPE

3.1 PROJECT OBJECTIVES

3.1.1 BUSINESS OBJECTIVES

NUMBER	DESCRIPTION
2.2.1	IMPROVE DOCUMENTATION OF DCA-MANAGED RESOURCES IMPROVED DOCUMENTATION OF DCA-OWNED PUBLIC RESOURCES. IMPROVED RECORDS WILL INCLUDE THOSE RELATED TO ALL STATE-RUN MUSEUMS AND HISTORIC SITES; ALL LISTINGS OF NATIONAL HISTORIC LANDMARKS IN THE STATE; HISTORIC MARKERS AS THESE ARE IMPROVED BY THE CULTURAL PROPERTIES REVIEW COMMITTEE.
2.2.2	PROMOTE FEDRAL, PRIVATE AND MUNICIPAL CULTURAL INSTITUTIONS IN NM DCA WILL, THROUGH COLLABORATING WITH FEDERAL, PRIVATE, AND MUNICIPAL ENTITIES, IMPROVE DOCUMENTATION ABOUT 296 NON-STATE RUN CULTURAL INSTITUTIONS.
2.2.3	CREATE MECHANISMS FOR DATA SHARING ACROSS DCA DIVISIONS THE PROJECT WILL RESULT IN THE CREATION OF A COMMON DATA STRUCTURE AND APPLICATION PROGRAMMING INTERFACE THAT WILL FACILITATE THE PUBLISHING OF INFORMATION ACROSS MULTIPLE DCA DATASETS.
2.2.4	IMPROVE STAFF SKILLS SINCE ITS INCEPTION, ONE OF THE STATED OBJECTIVES OF THE CULTURAL ATLAS PROJECT HAS BEEN TO SERVE AS A PILOT PROJECT AIDING THE TRANSITION OF DCA'S INFORMATION TECHNOLOGY ORGANIZATION TO ONE THAT BETTER MEETS THE NEEDS OF ITS CONSTITUENTS.

3.1.2 TECHNICAL OBJECTIVES

NUMBER	DESCRIPTION
OBJ 2.2.1	CREATE MECHANISMS FOR DATA SHARING ACROSS DCA DIVISIONS
2.3.1	IDENTIFY COMMONALITIES IN DATA MANAGEMENT ACROSS DATASETS; DEVELOP STRATEGIES FOR INTEGRATION
2.3.2	DEVELOP SECURE AND STABLE APPROACHES TO PROVIDING OPEN ACCESS TO DCA DATASETS
2.3.3	DEVELOP STRATEGIES AND SYSTEMS FOR RAPID WEB APPLICATION DEVELOPMENT
OBJ 2.2.4	IMPROVE STAFF SKILLS
2.3.4	PROVIDE LEARNING OPPORTUNITIES FOR DCA INFORMATION TECHNOLOGY STAFF
2.3.5	FACILITATE ADOPTION OF MOBILE-READY (AND/OR MOBILE-FIRST) PUBLICATION OF CULTURAL HERITAGE INFORMATION
OBJ 2.2.1	IMPROVE DOCUMENTATION OF DCA-MANAGED RESOURCES
2.3.6	CREATE MECHANISMS FOR EASY END-USER MAINTENANCE OF PUBLICALLY ACCESSIBLE DATA

3.2 PROJECT EXCLUSIONS

NUMBER	DESCRIPTION
1.0	SUCCESSFUL COMPLETION OF RFP PROCESS, VENDOR SELECTION, AND CONTRACT EXECUTION
2.0	SUSTAINED INVOLVEMENT FROM DCA CONTENT CONTRIBUTORS
3.0	HIRING OF ADDITIONAL INFORMATION TECHNOLOGY STAFF

3.3 CRITICAL SUCCESS FACTORS

Identify the critical success factors for achieving success in this project. Metric are key to understanding the ability of the project to meet the end goals of the Executive Sponsor and the Business Owner, as well as the ability of the project team to stay within schedule and budget. See also section 6.7 Quality Objectives and Controls.

NUMBER	DESCRIPTION
1.0	SUCCESSFUL COMPLETION OF RFP PROCESS, VENDOR SELECTION, AND CONTRACT EXECUTION
2.0	SUSTAINED INVOLVEMENT FROM DCA CONTENT CONTRIBUTORS
3.0	HIRING OF ADDITIONAL INFORMATION TECHNOLOGY STAFF
4.0	DEFINITION OF PROJECT SCOPE: SELECTION OF APPROPRIATE PLACES FOR INCLUSION

4.0 PROJECT DELIVERABLES AND METHODOLOGY

4.1 PROJECT MANAGEMENT LIFE CYCLE

Phase	Summary of Phase	Key Deliverables
Initiation	Initial project research; creation of RFP; selection of vendor(s); selection of IV&V vendor; execution of IV&V contract; content creation	Initial Project Management Plan; IV&V Contract
Planning	Conduct assessment; development of project plan; content creation; partner selection	Revised Project Management Plan; Monthly Reports; IV&V Reports
Implementation	Creation of software programs; content creation; initial user/usability testing	Monthly Reports; IV&V Reports
Closeout	Final user testing; documentation; training	Project Closeout Report; IV&V Closeout Report

4.1.1 PROJECT MANAGEMENT DELIVERABLES

Project Deliverables are work products or artifacts that are driven by the project management methodology requirements and standard project management practices regardless of the product requirements of the project.

Project Charter	The Project Charter for Certification sets the overall scope for the project, the governance structure, and when signed is considered permission to proceed with the project. The Project Charter for Certification is used to provide the Project Certification Committee with adequate knowledge of the project and its planning to certify the initiation phase of the project
Certification Form	The Request for Certification and Release of Funds form is submitted when a project goes for any of the certification phases. It deals with the financial aspects of the project, as well as other topics that indicate the level of planning that has gone into the project. Many of the questions have been incorporated into the preparation of the project charter
Project Management Plan	. "Project management plan" is a formal document approved by the executive sponsor and the Department and developed in the plan phase used to manage project execution, control, and project close. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and documents approved scope, cost and schedule baselines. A project plan includes at least other plans for issue escalation, change control, communications, deliverable review and acceptance, staff acquisition, and risk management. plan."
IV&V Contract & Reports	"Independent verification and validation (IV&V)" means the process of evaluating a project to determine compliance with specified requirements and the process of determining whether the products of a given development phase fulfill the requirements established during the previous stage, both of which are performed by an organization independent of the lead agency. Independent verification and validation assessment reporting. The Department requires all projects subject to oversight to engage an independent verification and validation contractor unless waived by the Department.

IT Service Contracts	The Department of Information Technology and the State Purchasing Division of General Services have established a template for all IT related contracts.
Risk Assessment and management	The DoIT Initial PROJECT RISK ASSESSMENT template which is meant to fulfill the following requirement: "Prepare a written risk assessment report at the inception of a project and at end of each product development lifecycle phase or more frequently for large high-risk projects. Each risk assessment shall be included as a project activity in project schedule." Project Oversight Process memorandum
Project Schedule	A tool used to indicate the planned dates, dependencies, and assigned resources for performing activities and for meeting milestones. The defacto standard is Microsoft Project
Monthly Project Status Reports to DoIT	Project status reports. For all projects that require Department oversight, the lead agency project manager shall submit an agency approved project status report on a monthly basis to the Department.
Project Closeout Report	This is the Template used to request that the project be officially closed. Note that project closure is the last phase of the certification process

4.1.2 DELIVERABLE APPROVAL AUTHORITY DESIGNATIONS

Complete the following table to identify the deliverables this project is to produce, and to name the person or persons who have authority to approve each deliverable.

DELIVERABLE NUMBER	DELIVERABLE	APPROVERS (WHO CAN APPROVE)	DATE APPROVED
001	Project Management Plan (PMP)		
002	Monthly Reports		
003	IV&V Reports		
004	IV&V Closeout Report		
005	Project Closeout Report		

4.1.3 DELIVERABLE ACCEPTANCE PROCEDURE

Describe the process that this project will use for the formal acceptance of all deliverables.

4.2 PRODUCT LIFE CYCLE

"During the project management lifecycle, agencies shall select and implement a phase product development lifecycle methodology approved by the Department." PROJECT OVERSIGHT PROCESS Memorandum

Phase	Summary of Phase	Key Deliverables
Initiation	Initial project research; creation of RFP; selection of vendor(s); selection of IV&V vendor; execution of IV&V contract; content creation	No project deliverables
Planning	Conduct assessment; development of project plan; content creation; partner selection	Assessment document. Project plan document.
Implementation	Creation of software programs; content creation; initial user/usability testing	Content management system; website; mobile app(s)
Closeout	Final user testing; documentation; training	Documentation; user training

4.2.1 TECHNICAL STRATEGY

Discuss the key technical strategies for achieving success in this project.

The Department of Cultural Affairs will contract with an experienced vendor to create a suite of applications (content management, web publishing, mobile app) allowing the distribution of data related to cultural places. Data will be made available in a number of forms/formats. Data form existing systems will be exported in structured format and integrated with the applications being created.

4.2.2 PRODUCT AND PRODUCT DEVELOPMENT DELIVERABLES

Product Deliverables are work products or artifacts that are driven by the product management methodology requirements and standard project management practices regardless of the product requirements of the project.

Broadly, product deliverables for the Cultural Atlas of New Mexico project will include:

- Content Management System: for use in managing data related to cultural places.
- Public website with relevant data about cultural places.
- Mobile application in one or more formats for use on mobile devices.
- Data import/export systems for maintaining unformatted structured data about New Mexico's Cultural places

4.2.3 DELIVERABLE APPROVAL AUTHORITY DESIGNATIONS

Complete the following table to identify the deliverables this project is to produce, and to name the person or persons who have authority to approve each deliverable.

Product deliverables have been defined initially in the RFP that was issued June 30, 2015. Final deliverables will be defined in the contract to be executed as a result of that RFP.

4.2.4 DELIVERABLE ACCEPTANCE PROCEDURE

Describe the process that this project will use for the formal acceptance of all deliverables.

Product deliverables will be reviewed by the Project Manager and the relevant members of the the Project Team. All deliverables will be formally accepted by the Project Steering Committee.

5.0 PROJECT WORK

5.1 WORK BREAKDOWN STRUCTURE (WBS)

A WBS is a deliverable-oriented grouping of project elements that organizes and defines the total work scope of the project. Describe the work activities that comprise the work breakdown structure (WBS) or the work packages within the WBS. Identify the WBS element or other work package identifier and provide a general description of the tasks or activities, the definition or objectives, and the milestones and deliverables of each work package.

Use the chart below for highest level presentation, and provide a more detailed WBS as an attachment to this project plan.

Identifier	Work Package Description	Definition/Objective	Milestone/Deliverable
1.0	Data management Improvements	Identify commonalities in data management across divisions; create/define improved mechanisms for data management; implement systems for managing data	Content Management System/database and associated software for input/output
2.0	Content Creation	Identify cultural places for inclusion; identify partner agencies; define roles/responsibilities; document places via text, photo, video	Creation of quality standards/templates; creation of or implementation of database systems for managing content
3.0	Website Creation	Design and develop public-facing website with information about cultural places	Launch of public website
4.0	Mobile App Creation	Design and develop mobile application with information about cultural places	Launch of mobile application

5.2 SCHEDULE ALLOCATION -PROJECT TIMELINE

The project timeline is a high-level view of project activities with a focus on project milestones. The project timeline does not replace the need for a detailed project schedule and it is to highlight key events such as deliverable due dates and when go/no-go decisions are made.

The table below should provide a high level view of the project time line, or a summary-level Gantt chart can be used to meet the timeline requirement.

Please provide a more detailed project schedule as an attachment to this plan

Identifier	Task/Activity Name	Resource Name	Milestone (Y/N)	Effort/ Duration	Start	Finish	Dependent Task

1.0	Data management Improvements			6wks	11/15/15	12/31/15	
2.0	Content Creation			Ongoing	3.10/15	6/30/15	
3.0	Website Creation			12wks	12/15/15	3/15/16	
4.0	Mobile App Creation			12wks	2/15/16	5/15/15	
5.0	Documentation and training			3wks	4/1/15	4/21/15	

5.3 PROJECT BUDGET

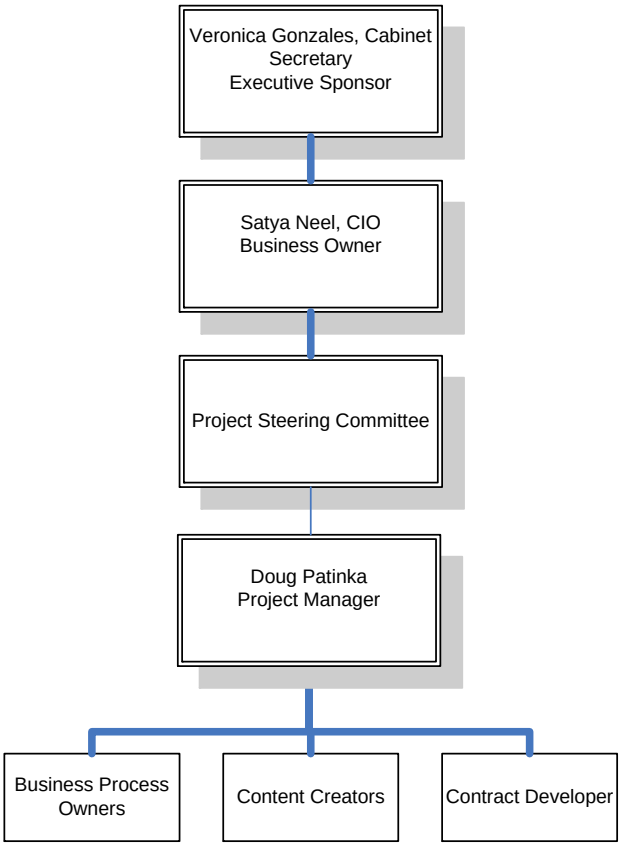
Costs estimates are the costs applied to an activity in a project by assigning resources with associated rates or fees. Resources can include equipment, material, technology, processing cycles, or people. The total cost is critical and should be consistent with the proposal; include breakdowns as needed. Match these cost estimates with the actual billed amounts. Use an appropriate format for the project size and customer requirements (e.g., by WBS, milestone, or deliverable).

Identifier	Work Package or Budget Category	Cost
1.0	Professional Services (consulting)	$45.0
2.0	Professional Services (IV&V)	$15.0
3.0	Professional Services (Content Creation)	$15.0
4.0	Professional Services (Software development)	$50.0
5.0	Marketing and Outreach	$3.0

5.4 PROJECT TEAM

5.4.1 PROJECT TEAM ORGANIZATIONAL STRUCTURE

Insert a graphical Organization Chart here. The Organizational Structure (OS) is a hierarchical configuration defining levels of program management and may identify all project personnel. The OS should be simple and straightforward. Include role names and people's names. Consider identifying the core project team by shading their respective boxes on the chart. On complex projects, consider using a second OS to identify core project team. The OS can also be used for management reporting.



5.4.2 PROJECT TEAM ROLES AND RESPONSIBILITIES

List the team members, their role, responsibility and functional manager. Make sure to include a comprehensive listing including those from the organization managing the project, business members involved to ensure business objectives are met and the vendor members that may have a specific role.

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Executive Sponsor	Allocate resources, provide leadership, legitimizes goals and objectives, keep abreast of major project activities, and serve as the ultimate decision-maker for the project.	Veronica N Gonzales	Administration
Business Owner	Participate in project planning and the development of the Project deliverables; provide support to the Project Manager; assists with major issues, problems, and policy conflicts; removes obstacles. Additionally the Business owner will take an active role in planning the scope; approve changes; sign off on major deliverables. The Business Owner will chair the steering committee.	Satya Neel	Information Technology management

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Steering Committee	Will include management representatives from the key organizations involved in the project. The Steering committee will act individually and collectively to champion the project throughout their representative organizations. They will approve project deliverables, help resolve issues and policy decisions, and provide direction and guidance to the project. The steering committee can will be involved in identify and providing staff and data resources and act as liaisons to DCA business units.	Steering committee members are identified in Project Charter.	Administration/management/oversight

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Project Manager	The Project Manager will ensure that the project is completed according to plan. He will coordinate communication across all team members and with outside entities; coordinate all phases of development; and oversee project documentation. The Project Manager will develop the Project Plan with the team and will manage the performance and completion of project tasks. The Project Manager to will secure acceptance and approval of deliverables from the Project Sponsor and Steering Committee. The Project Manager will be responsible for status reporting, risk management, escalation of issues that cannot be resolved in the team, and, making sure the project is delivered in budget, on schedule, and within scope.	Douglas Patinka	Information Technology management

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Content Contributors	Representatives from each of DCA's divisions will be identified by members of the Steering Committee (or division directors not directly participating in the committee itself) as content contributors. They will identify resources appropriate for inclusion in the Atlas and create or facilitate creation of content related to those resources.	Content Contributors are named in an appendix to this document.	Content expert.

5.5 STAFF PLANNING AND RESOURCE ACQUISITION

Complete the chart below identifying the project team members and details concerning their project commitment. Project staff should include State, Contract, Customer (Business Owner), or Vendor team members

5.5.1 PROJECT STAFF

Resource	Cost Estimate	Estimated Hours	Availability	Skill Set	Work Product/Deliverable

Douglas Patinka		350	ongoing	Subject matter expertise; design; database development; programming	Project management; content creation; database design and management
Mimi Roberts		100	ongoing	Subject matter expertise	Standards creation; content creation; development of external partners
Felicity Broennan		25	Ongoing	Institutional advancement	Development of external partners and funding sources
Satya Neel		25	Ongoing	IT planning and oversight	Vendor management; financial oversight
Various content creators		300	Ongoing	Subject matter expertise	Subject matter experts from across the department will contribute content in their areas of expertise; work will be distributed and level of effort will be inconsistent

5.5.2 NON-PERSONNEL RESOURCES

Use this section to list services or product (HW/SW and such) needed for project

Resource	Cost Estimate	Estimated units/hours	Availability	Source	Work Product/Deliverable
To be determined/dependent upon vendor selection/RFP process					

5.6 PROJECT LOGISTICS

Logistics describes how the project manager, project team, the business owner/customer and any vendor resources will physically work together. Include anything to do with moving or starting resources. Training specifically related to project team members should be included here.

DCA is investigating project management/collaboration/communications software. We will be creating an online workspace that will be used to communicate among the project teams and stakeholders. Methods used to manage communications with vendors will likely be changed once a software develop is selected.

5.6.1 PROJECT TEAM TRAINING

Describe training if any needed by project team members. This is not to include training for end users, system administrators or business owners; those should be handled within a training document or part of the transition to operations planning.

Not applicable to this project.

6.0 PROJECT MANAGEMENT AND CONTROLS

6.1 RISK AND ISSUE MANAGEMENT

PMBOK©:

Risk: "An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives."

Issue: "A point or matter in question or dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements."

Both Risks and Issues can significant impact a project's success, and both should be handled in similar ways.

PROJECT RISKS

Rapid Pace of Technology Change

Description - Rapidly changing specifications of hardware and software in the mobile environment	Probability: Certain	Impact: Medium
	Mitigation Strategy: Because of the rapidly changing specifications of hardware and software in the mobile environment we are seeking to develop a web app based on common standards of HTML5, CSS3, and JavaScript in order to ensure maximum accessibility and ease of updating through a web-based content management system. We will also approach the project with the understanding that any mobile application will become obsolete and devote significant effort to the development of a data platform and API that can outlive any single product developed by DCA.	

	Contingency Plan: Because of HTML enhancements made to modern browsers, a mobile-optimized web application that runs within a browser window may meet many of the goals defined by DCA. Progress on data sharing efforts and the creation of an API would not be affected.

Lack of Previous Experience

Description - DCA's lack of proven success with mobile application development	Probability: Certain	Impact: High
	Mitigation Strategy: We will look to our existing partners – both in state government and higher education for assistance in project definition and planning and seek out a vendor in the private sector for the development of the application.	
	Contingency Plan: In the event that DCA is unable to contract with a vendor for the scope of work as defined, we will reconsider options, perhaps scaling back plans	

Lack of Skilled Staff

Description - DCA does not presently have sufficient information technology staff oriented to the rapid development and ongoing support of public-facing software systems	Probability: Certain	Impact: Medium
	Mitigation Strategy: We seek to reclassify and recruit for staff trained in these areas as part of the IT planning process.	
	Contingency Plan: In the event that reclassifications or hiring of new staff is denied, we will to obtain long-term support agreements with qualified vendors.	

Distributed Decision-Making

Description - DCA is seeking input in the project from across 15 divisions each with highly specialized content experts contributing to the Atlas	Probability: Possible	Impact: Low
	Mitigation Strategy: DCA will mitigate the problems inherent in having too many contributing voices by authorizing the project manager to make decisions about strategy, content, and design. The Steering Committee, itself a large group, will be subdivided into content, technology, and user experience teams. Steering Committee members will direct those under their supervision to work directly with the project manager should issues arise.	
	Contingency Plan: In the event that teams are unable to come to consensus, decision-making processes will be simplified and streamlined.	

Scope Creep

Description - In early discussions with stakeholders, a variety of assumption were voiced, and suggestions were made that "the Atlas would do that"	Probability: Certain	Impact: High
	Mitigation Strategy: The early phases of the project will clearly identify and communicate a narrow set of content types, interaction types, goals, and partners in the project. The Steering Committee will meet periodically throughout the life of the project to review these and ensure that the project is on track. Contracts for planning and implementation will be separate so that a clear scope of work can be created in each phase.	
	Contingency Plan In the event that opportunities become available to create a better project after the definition of the design document, the Committee will reassess.	

6.1.1 RISK MANAGEMENT STRATEGY

A risk management strategy will be defined as the project proceeds and articulated in subsequent revisions of this document. Risks identified above will be reviewed at each meeting of the Steering Committee and in each meeting between the Project Manager and the Business Owner. Mitigations steps will be reviewed and implemented should any of the identified risks threatn project progress or success.

Additional risks – and strategies for mitigation - will be identified as the project proceeds.

6.2 INDEPENDENT VERIFICATION AND VALIDATION - IV&V

An IV&V contractor has been selected. As of the creation of this document (10/10/15) the approved contract was in the process of obtaining signatures from all parties.

The IV&V process will follow the Department of Information Technology IV&V Guidelines; all IV&V reports will use the IV&V Report template provided by the Department of Information Technology.

6.3 SCOPE MANAGEMENT PLAN

Describe the process that is going to be used to manage the scope of the project. Make sure to address managing stakeholder expectations.

Changes to project scope will be reviewed by the project manager and business owner and presented to the executive sponsor. All changes to scope will be approved by the project steering committee.

6.3.1 CHANGE CONTROL

6.3.1.1 Change Control Process

Formal change requests will be documented by the project manager. Requests will include the following components:

- **Statement of Request**. Outlining clearly the change item for the project team to analyze.
- **Reason for the Request:** Impacts of the change on project scope, budget, and timeline.
- **Conditions of Success:** Definition of what is expected from the change.
- **Expected Completion:** Expected due date for the item.
- **Expected Value:** Explanation of why the request is needed and the impacts on the project

Questions and concerns from the steering committee will be included within request documentation as well as the results of any decision.

6.3.1.2 Change Control Board (CCB)

The CCB for the project will consist of the Project Manager, the Project Business Owner, and the Content Development Team. Decision-making will be the purview of the Steering Committee, as stated above.

6.4 PROJECT BUDGET MANAGEMENT

Costs estimates are the costs applied to an activity in a project by assigning resources with associated rates or fees. Resources can include equipment, material, technology, processing cycles, or people. The total cost is critical and should be consistent with the proposal; include breakdowns as needed. Match these cost estimates with the actual billed amounts. Use an appropriate format for the project size and customer requirements (e.g., by WBS, milestone, or deliverable).

6.4.1 BUDGET TRACKING

6.5 COMMUNICATION PLAN

Communication planning involves determining the information and communication needs of the stakeholders, executive sponsors, project team and others as needed. The communication plan needs to address who needs what information, when they will need it, how it will be given to them, and by whom. The complexity of the project may require a separate communication plan; however a high level summary of that plan will need to be included here and a reference made to the appropriate Appendix.

6.5.1 COMMUNICATION MATRIX

Audience	Category	Information	Method	Frequency
DoIT EPMO	Status	Monthly Status report	Email/document	monthly
Steering Committee	Status	Monthly Status report	Email/document	monthly
DoIT EPMO	IV&V	Bi-monthly Report	Email	Bi-monthly
Developer	Status	Project status	Meeting	Weekly
Content Team	Q/A	Standards review/project status	Meeting	Irregular
Business Owner	Status	Weekly status updates	Meeting	weekly

6.5.2 STATUS MEETINGS

Project status meetings of the project Steering Committee will take place no less than quarterly for the remainder of the funding period. When warranted, meetings will take place as frequently as once per month.

Status meetings during implementation phase will take place no less than weekly between the contractor selected for the project and the project manager. The selected IV&V consultant will have ability to attend weekly meetings and will have full access to all project documentation, reports, and meeting notes.

Meetings of the content development team will be sporadic and, for practical purposes, will more likely include only a subset of the team. Meetings will be held in various locations throughout the state so as to allow for participation by those members in less populated areas of the state.

6.5.3 PROJECT STATUS REPORTS

Submitted as per DoIT requirements. Additional reports (e.g. IV&V) will be submitted based on times lines aestabled in contract deliverables.

6.6 PERFORMANCE MEASUREMENT (PROJECT METRICS)

Metrics are in development.

6.7 QUALITY OBJECTIVES AND CONTROL

Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It includes all activities of the overall management function that determine the quality policy, objectives, quality assurance, quality control, and quality improvement, within the quality system. If a separate Quality Plan is used, include a high level summary in this document and refer to the appropriate appendix.

6.7.1 QUALITY STANDARDS

The project will have quality standards in three categories:

Technical – these will describe technical aspects of the systems: ease of use; security; availability across platforms; speed; user experience

Quality – Quality standards will be enforced through the development of templates and mandatory data. Quality standards for multimedia will be described in a Cultural Atlas brand book.

User Satisfaction – will be the most difficult to judge. DCA will work to develop reliable metrics.

No.	Quality Standard	Tracking Tool or Measure
1	Usabilty	•
2	Adherence to data quality standards	•
3	Graphic and image quality standards	•
4	Maintenance of data	•
5	Ease of use	•
		•
		•
		•

6.7.2 PROJECT AND PRODUCT REVIEW AND ASSESSMENTS

Review Type	Quality Standard	Tools	Reviewer	Reports
Requirements				
Plans				
Milestones				
Testing				

6.7.3 AGENCY/CUSTOMER SATISFACTION

The project manager should assess the on-going sense of the customer agency about how they feel the project is going, and how team members are acting on the project. This feedback would be helpful to the success of the project and the professional growth of the project team members.

Examples:

Areas of feedback	When	How Often
Communications	10th of month	Bi-monthly
Progress toward completion of content development	10th of month	Bi-monthly
TBD		

6.7.4 PRODUCT DELIVERABLE ACCEPTANCE PROCESS

How the client takes procession of the product. Delivery of media; manuals; contracts; licenses; services agreements; configuration settings; status of patches to COTS products; in-house or vendor developed code; test cases, routines, and scripts; and other items required to operate the product.

PRODUCT DELIVERABLES WILL BE DEVELOPED IN THE PLANNING PHASE AS PART OF THE DEVELOPMENT OF THE DEVELOPMENT CONTRACT.

Deliverable	Format	Customer Acceptance Criteria
Development of two (2) websites	Online applicarions	Internal
Needs Analysis & Design Document	PDF Document	Meets requirements of contract/RFP
Design Information Architecture/Interface Design	PDF Document	Meets requirements of contract/RFP
Implementation of Content Management System	Online system	Allows for update/creation of all Atlas data
Development of website/Integration with DCA website	Online system	Allows for linkage between DCA website and new system
Development of API	Server requests return JSON files	Return data validated

Development and launch of mobile applications	Apps in two formats: iOS & Android	Accepted and included within app stores
IV&V Reports	PDF format	Acceptance by DCA CIO and DoIT EPMO

6.8 CONFIGURATION MANAGEMENT

Configuration Management determines how project information (files, reports, designs, memos, documents, etc.) will be managed (tracked, approved, stored, secured, accessed, version control, etc.) and owned by (e.g., Agency managing the project or the Customer). Standards and team awareness are critical.

CONFIGURATION MANAGEMENT WILL BE DEVELOPED IN THE PLANNING PHASE PRIOR TO EXECUTION OF DEVELOPMENT CONTRACT.

6.9 PROCUREMENT MANAGEMENT PLAN

Projects often have some element of procurement, i.e. the requirement to purchase goods and/or services from outside the organization. The procedures to be used to handle these procurements should be included here. Activities such as a make-or-buy analysis; writing requirements; solicitation planning, evaluation and selection; inspection and acceptance; contract closeout should all be included.

The majority of work for this project will be completed by a single vendor selected through RFP process.

7. 0 PROJECT CLOSE

Project Close will always consist of administrative project activities and possibly contractual project activities and an external vendor is employed. Completing both sets of activities is a mandatory step in the project life cycle. Administrative activities complete the internal needs for the Agency/Unit that is responsible for managing the project, such as lessons learned, recording the last hours against the project, and providing transition for the staff to other assignments. Contractual activities meet the contractual needs, such as executing a procurement audit and formal acceptance of the project work products.

7.1 ADMINISTRATIVE CLOSE

Administrative Close occurs at both the end of phase and end of project. This closure consists of verification that objectives and deliverables were met. Acceptance is formalized and phase activities are administratively closed out. Administrative closure occurs on a “by-phase” basis in accordance with the WBS and should not be delayed to project end. At that point, the burden of

closing is too great and audits inaccurate. The specific project close activities for a given project are contingent on the project's complexity and size. Project managers should work with the project's project management consultant to tailored Project Close procedures to compliment the project's objectives

7.2 CONTRACT CLOSE

Contract close is similar to administrative close in that it involves product and process verification for contract close.