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**SPIRIT SAM Implementation**

**Project Management Plan**

*Prepared for:*

**State of Alaska**

Department of Health and Social Services

By:

ASI LOGO

December 8, 2016

**Project Management Plan Revision History**

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**Approvals**

|  |  |  |
| --- | --- | --- |
| Name | Role | Date |
|  |  |  |
|  |  |  |

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# Executive Summary

The Alaska Department of Health and Social, Division of Public Assistance is transferring the *Successful Partners in Reaching Innovative Technology (“SPIRIT”)* State Agency Model (SAM) application which will replace the legacy AKWIC system to improve data and program integrity, reduce manual tasks that use valuable staff resources, and improve overall service delivery to the state’s 26,000+ Participants.

The goal of this project is to configure, install, test and train the client on the SPIRIT SAM application which was initially developed by CSC/Covansys on behalf of thirteen Indian Tribal Organizations within Oklahoma and New Mexico and has since been adopted by several other states. Additional goals include: consulting on options for developing Mail Order Vendor (MOV) functionality; developing and testing the banking interface; data conversion; provide training, support for pilot operations, user acceptance testing (UAT) activities and state-wide SPIRIT SAM rollout; and maintenance. This Project Management Plan provides the operational framework for the WIC SAM Implementation project. The utilization of these plans and methods will help to ensure that this project operates in a consistent, thorough, thoughtful manner, and delivers a high quality cost effective project.

# Scope Management

## Summary

The Scope Management plan provides a management process to use during the course of the project to ensure the objectives of the project remain clear, and to aid the management team in managing requests for change that occur over the course of the project.

## Purpose

The purpose of the Scope Management Plan is to:

* Provide a framework with which to manage the scope of this project.
* Document the scope management approach.
* Ensure that the project is implemented on time and within the approved budget and scope.

## Approach

For this project, scope management will be the responsibility of the AnalyzeSoft (ASI) & AK State Project Managers. The scope for this project is defined by the RFP (Appendix A), the Contractors proposal and approved Work Breakdown Structure (WBS).

The ASI & AK State Project Managers will establish and approve processes for documenting and tracking progress against the project deliverables (see section 4.4.1). These include weekly status reports, monthly status meetings / conference calls (see section 7 Communications Management), and The Work Breakdown Structure (WBS) task information.

All new issues presented to the Project Managers must be compared to the boundaries of scope delineated in the RFP, Proposal, and Contract. Section 10 Issue Management of this document provides processes and escalation procedures for potential impacts to the scope of this project.

Scope changes may come to the project from any source. All such requests will be reviewed as per the framework in Section 6 Change Management of this document.

### Scope and Project Deliverables

The management of deliverable expectations is a vital scope management function. Misaligned expectations are responsible for delays and schedule impacts to many projects. Unvoiced and unconsidered expectations for project deliverables result in unanticipated project impacts and are a waste of valuable project time and resources.

Some deliverables in the project are preceded by a Plan for that deliverable which provides the opportunity to fully develop the criteria for the deliverable.

A standard process for fully developing the criteria and expectations for deliverables that are not well defined in the RFP and are not preceded by a Plan that provides the opportunity to define them has been developed by this project. (see Section 4.4.2 Deliverable Review Process in the 4 Quality Management) The Right Track Draft is used to establish criteria, and subject matter requirements for these deliverables.

To be successful this project must develop clear expectations for deliverable content prior to the initiation of the development cycle for any deliverable. Clear communication of the requirements for deliverables is crucial to the management of the schedule and scope of this project.

The project management team has agreed on a process for establishing common expectations for deliverables. This process the Right Track Draft [RTD] is described in the section 4.4 Deliverable Requirements. It is important that the development team be given as much advance notice as possible of these expectations. Documentation that demonstrates an expected approach, presentation, subject matter, or delivery method is especially valuable to the project.

The advantages the project gains from this approach are:

1. Project resources can focus on the appropriate subject areas and work effort.
2. Project documentation reviews will be able to concentrate on important issues resulting in reduced review time.
3. All project work products will meet a common set of expectations
4. All parties will gain from a common understanding of the requirements.

## Roles & Responsibilities

The Project Managers, Sponsors and team members will all play key roles in managing the scope of this project. The Project Sponsor, both Project Managers, and all team members must be aware of their responsibilities to ensure that work performed is within the established scope throughout the duration of the project. The Roles Table is included in Appendix B of this document. An escalation diagram is included in Appendix D.

## Assumptions & Constraints

### Assumptions

* ASI staff and consultants will have:
  + Access to the appropriate Subject Matter Experts (SMEs);
  + Access to the project sponsors;
* The project management team will develop and provide clear expectations for project deliverables.
* Appropriate review comments and response times based on the approved WBS from the sponsors / SMEs;
* Alaska DHSS will provide outreach and notification to Grantee’s and Clinics in preparation for project activities.
* Alaska DHSS will provide the infrastructure necessary to support pilot operations, training and rollout activities.

### Constraints

* Misaligned expectations as to the language used in the RFP and Proposal for deliverables.
* Difficulties in capturing reviews and comments on complex deliverables.
* Impacts to the project from external sources, personnel availability, workloads, work schedules etc.

# Work Breakdown Structure

The Work Breakdown Structure is to be updated for work effort on a monthly basis. Any adjustments to the schedule will be done by mutual agreement of the ASI and State of Alaska Project Managers.

The complete, approved plan is posted on the AK WIC SPIRIT SharePoint site at: [**https://dhss.alaska.gov/\_layouts/dhssextlogin.aspx?ReturnUrl=%2fpa%2fwicspirit%2f\_layouts%2fAuthenticate.aspx%3fSource%3d%252fpa%252fwicspirit%252f&Source=%2fpa%2fwicspirit%2f**](https://extranet.dhss.alaska.gov/pa/wicspirit/Deliverables/Forms/AllItems.aspx?ReturnUrl=/pa/wicspirit/_layouts/Authenticate.aspx?Source=%2fpa%2fwicspirit%2f&Source=/pa/wicspirit/)

# Quality Management

## Summary

Quality management is a systematic approach for assuring that quality assurance and quality improvement activities are integrated into the project plan. It is the process for controlling, and monitoring quality during the Alaska Department of Health and Social Services (DHSS) SPIRIT SAM WIC project. The practices outlined within this section are intended to maximize the efficiency and effectiveness of the AK SPIRIT SAM WIC project’s quality management.

## Purpose

The purpose of the Quality Management Plan is to establish criteria for:

* Defining quality for project deliverables.
* Template for acceptance of deliverables.
* Document the quality management approach and process.
* Manage and control quality during the Software Development Lifecycle (SDLC).
* Ensure that the project is implemented on time and with the quality anticipated.

## Approach

Quality Management for this project includes the creation of plans for managing the major aspects of the project: Scope Management, Communication Management, Risk Management, Staffing Management, Change Management, and Issue Management which are included as separate sections of this document. All of these plans are focused on managing aspects of the project and all have impacts on the quality of the project.

The project manager is the focal point for quality management. It is the project manager’s responsibility to exercise control of all impacts to schedule, cost, and resources to assure and maintain project quality. As the director of the quality plan the project manager is responsible for the following:

* Schedule Management and Planning
  + - Identify deliverables in WBS
    - Identify resources
    - Specify delivery schedules
    - Establish milestone and deliverable date
    - Enter schedules/task data in WBS
    - Monitor the project schedule
* Resource Management and Planning
  + - Product reviews by customer
    - Continuous customer interaction
    - Obtain/orient internal resources
* Cost Management and Planning
  + - Monitor internal project costs
    - Clarify end-user and technical requirements
* Measure actual performance and report Actual performance
* Risk Assessment and Management
  + - Identify Project Risks
    - Analyze the probability and effect of risks
    - Develop plans to mitigate, resolve or defer the risks
    - Track corrective actions

Internally ASI utilizes the following process for work product development and delivery:

* Assessment – review of key project documentation (i.e., business requirements, technical documentation, management plans, budgets and project reports) and interviews with key business and technical staff.
* Peer Review – an examination of work products by the producer’s peers to identify defects and other needed changes. Examples of Peer Review methods include inspections, structured walkthroughs, and active reviews.
* Software Testing – verification that the software application satisfies the standards, practices, and requirements for correctness, completeness, consistency, and accuracy. This process can be applied to code development or in the case of this project to ensure application function.
* Internal third party reviews – internally this is a review of work products by a senior resource to identify any defects and needed changes.

These reviews and documentation processes are used as required, depending on the work product. The processes enable all project resources, business analysts, and technical staff to deliver quality work products to the project. The project manager manages the workflow and checkpoints to assure the quality of the project. Upon internal approval, the deliverables are provided to the State Project Manager for review and approval (see 4.4.1 Deliverable Review).

## Deliverable Requirements

Deliverables by definition are a formal submission to the project. A recurring issue in all projects is the lack of description for some project deliverables. Project requirements are treated differently in a request for proposal than they are in contractor proposals. Each request and proposal describes in detail the items that appear to the writers as the most important for the success of the project. Less important items, while still required for project success, are described less thoroughly. Consequently, some deliverables are expressed in very general terms, resulting in different interpretations of the expected deliverable content. In this project there are numerous requirements, all of which can cause significant differences in delivery expectations. Different interpretation and lack of description causes significant confusion and an ‘apparent’ lack of quality in deliverables as they are submitted for review and approval. This ‘apparent’ lack of quality is not a quality issue at all but actually a project defect that results from a lack of communication within the project.

In addition to clear expectations for deliverable content, there should be expectations for quality: documents released for circulation or comment should be internally consistent; factually correct; free of errors in punctuation, spelling, grammar, and properly formatted for printing.

It is critical that requirements for deliverables be well defined and agreed to. The following sections outline the process for determining those requirements prior to deliverable development.

### Deliverable Review Process

To ensure alignment of perspectives and expectations all documentation will be reviewed using the following process:

* Right Track Draft [RTD]   
  A working draft will be submitted to the State project manager for review.   
  This draft will be reviewed via teleconference with project management and the appropriate subject matter expertise.  
  The intent of this review is to ensure that the document design and format is aligned with the expectations of all, and that significant items/areas are not missing and that the document is focused on the appropriate subject areas and addresses relevant points of interest.
* Draft for Comment [DFC]   
  A working draft will be submitted after inclusion of the input from the RTD review.  
  Formal comments will be solicited from subject matter experts on the subject matter content of the document. This will ensure the document is appropriate for the stated requirements and provides the project with an appropriate level of information.
* Final Draft [FD]   
  Upon inclusion of the formal comments a final draft will be submitted. A high level review will be done to ensure the document meets all requirements. This process will be iterative until it is accepted by the State.
* Acceptance  
  Upon completion of any updates/changes based on the input from the final draft review the document will be submitted and accepted by the project manager.

During the course of this project the project deliverable documentation that has been provided for review will be delivered in PDF format. Each deliverable will meet the criteria established by the project manager for that deliverable.

Final versions of all documentation for the project will be delivered in an editable format.

## Roles and Responsibilities

Reviews are used to find deficiencies and discrepancies in deliverables prior to the acceptance of the deliverable. Project team members are encouraged to participate in reviews to promote a good general understanding of all aspects of the product. The Project Manager will assign appropriate subject matter and technical expertise for the review of deliverables. The Roles Table is included in Appendix B of this document. An escalation diagram is included in Appendix D.

## Assumptions & Constraints

### Assumptions

ASI assumes the AK Project Manager will:

* Collect and review comments removing all duplicate comments prior to delivery to ASI.
* Review comments that are deemed a training issue will be incorporated into the training plan as necessary.
* Review items that are deemed policy issues will be managed by the state project manager,
* Review comments that are deemed WIC Program issues will be managed by the state project manager.
* Reviewers will have an appropriate review/comment period based on the complexity of the delivered documentation as determined by the Project Managers and the approved WBS.

### Constraints

* Competition for reviewer’s time and attention due to other job requirements.
* Reviewers are not those that were available/ involved in any decision discussion.
* Project resources are not given sufficient time to complete assignments.
* Reviewers not focusing on the content of the deliverable.
* The escalation process requires additional time for approvals.

# Schedule Management

## Summary

The Schedule Management plan provides a management process to use during the course of the project to ensure the project schedule remains consistent, and to aid the management team in managing the scheduling impacts that occur over the course of the project.

The purpose of this document is to define and document how changes to the Project Schedule will be managed for this project.

## Purpose

The purpose of the Schedule Management Plan is to:

* Establish criteria for managing the schedule for project delivery
* Provide a framework to manage the project schedule
* Document the schedule management approach.
* Ensure that the project is implemented on time and within the approved budget and scope.

## Approach

For this project, schedule management will be the responsibility of the AnalyzeSoft (ASI) & AK State Project Managers. The schedule for this project is defined by the RFP (Appendix A), and the approved Work Breakdown Structure (WBS).

The ASI & AK State Project Managers will establish and approve processes for documenting and tracking progress against the project deliverables. These include weekly status reports, monthly status meetings / conference calls (see section 7 Communications Mgmt), and work plan task information.

All scheduling issues presented to the Project Management Team must be reconciled with the approved schedule.

ASI has delivered an updated work plan that reflects the changes from the plan in the RFP and the plan submitted with the contractor's proposal. The project management team has discussed and agreed to an adjusted plan that best represents the work as understood at this time as required by the RFP (see Appendix A, and Section 3 WBS). This work plan (WBS) will be maintained throughout the life of the project by the ASI project manager. It is understood that the schedule will require further refinement as the project progresses. Dates in the work plan shall not be updated without mutual agreement between the ASI and AK State Project Managers to reflect the accurate status and subsequent schedule changes to the project. Monthly updates to this plan will be completed to accurately reflect progress, and to assess the validity of the remaining work effort. Any changes to the scope of the project must be incorporated into the project schedule and approved by the State Project Manager.

Items identified as having potential impacts to the project schedule will be monitored throughout the project and will be actively managed through the use of other sections of this document including:

* Section 2 Scope Management is used to control changes in scope that pertain to schedule.
* Section 6: Change Management is used to manage changes to the schedule that are outside the scope of this project.
* Section 7: Communication Management Plan is used to gather and distribute information on identified schedule impacts.
* Section 9: Risk Management is used to assess the risks associated with schedule issues.
* Section 10: Issue Management is used to track and control all schedule issues.

## Roles & Responsibilities

The Project managers, Sponsors and team members will all play key roles in managing the schedule of this project. As such all team members must be aware of their responsibilities in order to ensure that work performed on the project is within the established schedule of the project. The Roles Table is included in Appendix B of this document. An escalation diagram is included in Appendix D.

## Assumptions& Constraints

### Assumptions

ASI assumes the all team members will:

* Issues that impact schedule will be identified and handled in an expeditious manner within the framework provided in this Project Management Plan.
* Will conduct tasks in accordance with the approved schedule.

### Constraints

* Resource availability may impact schedules.
* Factors beyond the control of the project may impact project timelines.
* Changes in project scope may impact project schedules.

# Change Management

## Summary

Any change to project scope (e.g., requirements, design, and delivery) by the project team must be controlled. This is important as changes may impact the project’s scope, schedule, resourcing, costs, risks, and/or quality.

## Purpose

This purpose of the Change Management Plan is to:

* Establish the process for documenting a functional, process, or technical change to baseline requirements.
* Provide a template to manage the Change Management process.

## Approach

Once the plans for a project have been approved, it is important to capture, evaluate, and make decisions about how to proceed on all requested changes. Changes may impact a specific project area, such as requirements, design, or code; or occur at the overall project level, such as changes to the project schedule. All of these changes must be managed and controlled properly.

The ASI and AK State Project Managers will meet to determine change impact and to monitor, review, and update the status and progress of change requests. The ASI project manager will update and maintain the change log (see attachment F) as necessary. The Project Managers will review additions to the change log, update status, and determine the disposition of all proposed changes to the project.

The ASI and AK Project Managers will review all change requests and categorize them according to project impact, and priority.

### Change Categories

**Table 2 Change Request Priority**

| Decision | Action | |
| --- | --- | --- |
| The change request is valid | One of the following Priority Levels is assigned to the change request: | |
| Level | Definition |
| 1 | Prevents the accomplishment of the operation of the WIC program. A Circuit Breaker might be invoked for an immediate resolution to the problem. (AKA: Showstopper). |
| 2 | Adversely affects the accomplishment of essential capability or causes technical, cost or schedule risks to the project or to the lifecycle support of the system, and no work-around solution is known. (AKA: Emergency Without Workaround). |
| 3 | Adversely affects the accomplishment of an essential capability or causes technical, cost, or schedule risks to the project or to lifecycle support of the system, but a work-around solution is known. (AKA: Emergency With Workaround). |
| 4 | Results in an annoyance or inconvenience of user, operator, developer, or support personal, but does not affect a required -essential capability or prevent the accomplishment of those responsibilities. (AKA: Urgent). |
| 5 | All other changes. |

A change request will be reviewed by the ASI and AK Project Managers within the context of its priority. The ASI Project manager will assign appropriate resources to gather any functional or technical information required. All change requests will be entered in the change log which is maintained by the ASI project manager. In the case of a request that is determined to be a change in project scope, formal documentation (functional and technical) will be required prior to approval. Escalation of any identified change to scope, schedule, or cost, from project teams to project management is required. Escalation of change requests beyond the project management team for resolution is the responsibility of the AK Project Manager.

Any change impacting the scope or cost of the project requires approval by State of Alaska procurement authorities.

## Roles

The Roles Table is included in Appendix B of this document. An escalation diagram is included in Appendix D.

## Assumptions & Constraints

### Assumptions

* No project team member will unilaterally commit to changes without the approval of the ASI and AK Project Managers.
* The ASI and AK Project Managers will not commit to any change to project deliverables before the impact of the change is understood by all parties.

### Constraints

* Activities related to the change management process may impact project schedule, cost, or resource availability.
* Changes requiring higher levels of approval may impact project schedule, cost, or resource availability.

# Communication Management

## Summary

The Communication Management Plan defines the communication mechanisms and methods that will be required during the life of the *State of Alaska (SOA) Department of Health & Social Services (DHSS) SPIRIT SAM* project.

This section covers project communication between AnalyzeSoft, Inc. (ASI), the SOA, and the Quality Assurance (QA) contractor MAXIMUS, project stakeholders, and grantees.

## Purpose

The purpose of the Communication Management Plan is to:

* Determine information and communication needs, expectations and resolve issues (Communication planning).
* Project organization structure and escalation paths (Project structure).
* Collection and distribution of status reporting information are provided to project stakeholders in a timely manner (Status Reporting).
* Establish a project meeting schedule with ASI, SOA, and MAXIMUS (Meeting schedule).

## Approach

Communication Management planning involves proactively determining the information needs of AK *SPIRIT SAM* WIC stakeholders, what information needs to be collected and when, who needs the information, when and in what form. This process also covers methods used to gather and store information, limits, if any, and who may give direction and to whom, reporting relationships, schedule for distribution of information, provides a method to update the communications management plan as the project progresses.

To ensure consistency and to manage the information flow of the project it is important to include the project manager(s) in the message flow. If the project needs information from a larger group the process to be used is to forward the request through the PM to ensure that the information or request is put in front of the appropriate resource. It is important that communications be as efficient and targeted as possible. Business analysts, programmers, and DBAs are not aware of workloads, competing priorities, or planned or unplanned absences from the office of SMEs; nor are they in the best position to determine who is an adequate substitute for an unavailable SME. Project management, both state and ASI, need to be appraised of all requests and responses to questions and issues. Items addressed outside the purview of either project manager run the risk of being delayed or incomplete when project staff are unaware of requests/ response deadlines.

The State of Alaska has provided a SharePoint site for the collection and storage of project materials. This site provides a common place to post project information. The site facilitates information collection and dissemination. It provides a single point for posting information, reference documentation, work products and deliverables. Project documentation for review and all deliverables will to be posted as PDF files on the site. The agreed upon naming convention for files is: title\_YYYY\_MM\_DD\_V1\_author. A notification email will be sent to appropriate participants following the posting of new material on the site.

Responsibilities of the ASI Project Manager:

* Ownership of the project status reporting.
* Setting up and managing the processes required for the Communication Management of this project.
* Communication owner and as such will be responsible for updating status reports, setting up meeting schedule details, communication plan, action items and meeting notes.
* Ensure that meeting invitations are sent with as much advance notice as possible to relevant stakeholders and attendees.
* Set-up recurring meeting invitations for scheduled meetings with meeting agendas (provided at least one day on advance), attendance, minutes and action items.

### Reporting Deliverables, Recipients and Frequencies

The following communication deliverables will be adhered to throughout the life of the AK SPIRIT SAM WIC project.

|  |  |  |  |
| --- | --- | --- | --- |
| Frequency | Type | Items Included | Audience |
| Weekly | Status Report | Written: Accomplishments  Work in Progress  Up Coming Tasks  Issues / Obstacles to Progress / Risk Log / Change Log  Action Items | Pat Nault, Terry Hoskinson, Mary Hinderer, Jessica Shoss |
| Monthly | Status Report | Written and in person or via conference call: Accomplishments to-date; Next Steps; Milestone Progress; Progress towards next milestone; Change Requests Submitted, Disposition; Issues | State PM, QA Contractor, WIC Project Steering Committee |
| Quarterly | Summary Report | Milestone Progress to-date; Progress towards next milestone; Major Accomplishments | AK PM, State of Alaska Grantees, and Local Agencies |

### Meeting Requirements

The meeting schedule facilitates the flow of information from delivery teams up to the ASI and AK Project Managers and across the teams. Best practices suggest that this flow occurs continuously over the course of the Software Development Lifecycle.

**Weekly Status Meetings**

|  |  |
| --- | --- |
| **Meeting Objectives** | Review weekly progress against project plan  Review work in progress vs. plan  Identify issues and risks to progress  Assign action items to resources as required |
| **Attendees** | **Chair: Kit Coleman** ASI Project Manager or Designee  **SOA: Pat Nault** SOA SPIRIT SAM Project Manager or Designee  **Mary Hinderer** MAXIMUS Project Manager, Jessica Shoss Analyst |
| **Frequency** | Weekly, Thursday at 1pm |
| **Location** | Teleconference |
| **Duration** | 1 Hour |
| **Inputs** | WBS, Risk Log, Change Log, Issue Log |
| **Agenda** | Accomplishments  Work in Progress  Up Coming Tasks  Issues / Obstacles to Progress  Action Items  Upcoming Meetings for next week |
| **Outcomes** | Meeting Notes, posted on SharePoint site, emailed by request Updates to appropriate logs and lists Action items for project resources |

**Monthly Status Meeting**

|  |  |
| --- | --- |
| **Meeting Objectives** | This meeting is a part of the scheduled Monthly Project Steering Committee Meeting and provides project status and progress for the committee. To include as necessary: |
| **Attendees** | **SOA Chair:** Ron Kreher DPAPat Nault SOA SPIRIT SAM Project Manager or Designee Terry Hoskinson SOA SPIRIT SAM Project Assistant  Kathleen Wayne SOA WIC Director Tim Banazak ITS Manager Larry Walsh ITS Business Applications Manager  Paul Wilkins ITS Anchorage Data Center Supervisor  Scott McCutcheon ITS Network Services Manager  Char Ervin DPA Systems Operations manager (SPIRIT Help Desk)  Paul Schoenborn DPA Sys Ops Database Administrator  **ASI** Kit Coleman ASI Project Manager or Designee Dwayne Peeples ASI Director, State of Alaska  **MAXIMUS** Mary Hinderer MAXIMUS Project Manager Jessica Shoss MAXIMUS Analyst |
| **Frequency** | Monthly, During Steering Committee Meeting |
| **Location** | Juneau, Teleconference, WebEx hosted by ASI as necessary |
| **Duration** | 1 hour |
| **Inputs** | Monthly Project Status report (see Appendix F), including status, WBS, Risk Log, Change Log, Issue Log. |
| **Agenda** | Project Accomplishments  Future Milestones  Project Constraints  Project Issues  Project Risks  Project Change Requests |
| **Outcomes** | Meeting Notes, posted on SharePoint site, emailed by request Updates to appropriate logs and lists Action items for project resources |

**Quarterly Meeting**

|  |  |
| --- | --- |
| **Meeting Objectives** | Major Accomplishments, Constraints, Activities Planned for Next Quarter |
| **Attendees** | **Chair:**  Kit ColemanASI Project Manager or Designee  **SOA** Pat Nault SOA SPIRIT SAM Project Manager or Designee Terry Hoskinson SOA SPIRIT SAM Project Assistant  **ASI** Dwayne Peeples ASI Director, State of Alaska  **MAXIMUS** Mary Hinderer MAXIMUS Project ManagerJessica Shoss MAXIMUS Analyst  ***Grantees*** |
| **Frequency** | Quarterly, TBD |
| **Location** | Teleconference |
| **Duration** | 1 hour |
| **Inputs** | Summary Report |
| **Agenda** | Project Accomplishments  Activities Planned for Next Quarter  Future Milestones |
| **Outcomes** | Meeting Notes, posted on SharePoint site, emailed by request Updates to appropriate logs and lists Action items for project resources |

### Communication Guidelines

The following guidelines provide guidance for project communications.

**Meeting Guidelines**

* All the participants should arrive 5 minutes before the published start time.
* Meeting chair should login to teleconference lines, WebEx, etc. before the published start time.
* Documentation for meetings should be provided at least 24 hours in advance of the meeting.
* All inputs should be shared in advance.
* Mobile phones to be kept in silent mode or off.
* Laptops should be kept closed – barring the scribe.
* Only one speaker at a time.
* Minutes and actions items must be produced and uploaded to the SharePoint Project Team site within 24 hours of each meeting by the project manager.

**Email Guidelines**

* Ensure the appropriate parties are included on all email communications.
* All pertinent emails should be addressed in a timely fashion, generally within 24 hrs of receipt.
* Email subject line should indicate if reply/action is requested; email should include response timeframe/deadline if necessary
* If a pertinent email is not addressed in a timely fashion, the sender should contact the receiver by phone.
* Ensure that all emails, originals and replies include your contact information.

## Roles and Responsibilities

The Roles Table is included in Appendix B of this document.

The ASI project manager is responsible for delivering all documents for review and approval to the State Project manager. Project information dissemination within the project to the project teams is the responsibility of the project managers for each team.

The path for escalating issues related to the project is identified in Appendix D.

# Staff Management

## Summary

The Staffing Management section specifies how AnalyzeSoft will resource the AK SPIRIT SAM WIC project. It identifies the process used to manage staff throughout the projects’ life and describe the responsibilities assigned to each staff person. All resources on the project are ASI employees, State of Alaska DHSS, and MAXIMUS employees. Currently, ASI resources are primarily dedicated to this project, or have specific periods of activity identified in the project plan.

## Purpose

The purpose of this document is to:

* Describe when and how human resources will be brought onto and taken off the project.

## Approach

The AK Project Manager reserves the right to approve new staff members entering the project, or current project members exiting the project for all ASI staff positions. New staff will be interviewed to determine suitability.

For staff transitioning off of the project ASI will assess the skills gap, locate a substitute resource and integrate them into the project. Knowledge transfer for incoming staff is accomplished by mentoring with current staff.

Both the ASI and AK Project Managers will make every effort to ensure an orderly entry or exit transition for project team members.

* The Project Manager is responsible for requesting that the exiting individual’s network and system access be removed.
* ASI will secure the individual’s electronic files and electronic copies of any knowledge capital associated with the project to ensure an orderly transition.
* Exiting individuals will meet with their Project Manager to finalize any project status reporting, activity completion, and turnover of any project documents.

## Roles and Responsibilities

The Resources Required chart is located in of this document.

* The ASI Project Manager is ultimately accountable to the AK Project Manager. More importantly, both Project Managers are ultimately accountable for the satisfaction of the stakeholders. With accountability and responsibility, there is a need for authority. The project organizational chart located in Appendix C reflects the authority of the project manager to direct project resources. The AK Project Manager has overall responsibility for the conduct of the SPIRIT SAM WIC DHSS staff members.
* The ASI Project Manager has overall responsibility for the conduct of the ASI project members.
* The MAXIMUS Manager has overall responsibility for the conduct of the MAXIMUS staff members.
* An escalation diagram is included in Appendix D.

## Assumptions & Constraints

### Assumptions

* Staffing requirements of contractors that are performing work on behalf of the project follow the requirements that are captured in a contract level management plan.
* ASI members perform dual capacities within the project and assure continuity throughout the SDLC.
* Any requests for change to ASI staff will be managed through the ASI Project Manager.
* Staff entering the project will be apprised of project management processes and conventions.

### Constraints

* Unplanned staff changes may impact project Scope, Quality, Schedule or Costs.
* Parallel activities for staff members may cause unanticipated project impacts.

# Risk Management

## Summary

Risks to a project can arise from a myriad of sources both within and outside the context of a project. Uncertainty involving any aspect of a project introduces the element of risk. Risk differs from problems or issues because a risk refers to the future potential for adverse outcomes. Risk is the projection of future project problems and issues. The risk management section describes how AnalyzeSoft and DHSS will collaborate in the identification, communication and management of project risk.

## Purpose

The purpose of the Risk Management Plan is to:

* Establish procedures for identifying, assessing, controlling, and monitoring risks.
* Provide a management framework to reduce overall project risk.

## Approach

Risk Management is the process of identifying, analyzing, and addressing project risks proactively. The goal of risk management is to maximize the positive impacts while minimizing the negative impacts associated with project risk.

### Risk Identification

The project management structure and system development lifecycle are designed to create accountability for and to mitigate many inherent project risks. The risk management process will focus on the capture and oversight of those risks that are project specific (rather than inherent). Inherent risks may become project specific during the course of a project and be included in this management process as necessary. It is important that any perceived risks identified by any project participant be brought to the project manager’s attention in a timely manner.

### Risk Statement

Once a Risk has been identified, the team member will communicate the cause (current/anticipated event or situation) and perceived risk (potential project impact).

An example might be:

*“As a result of (condition/cause), (uncertain event/action) may occur which could lead to (impact).”*

### Risk Type

Table 3 provides types of risk under the key project dimensions of People, Process, Technology, and Environment.

**Table 3 Sample Risk Types**

|  |  |  |  |
| --- | --- | --- | --- |
| **People** | **Process** | **Technology** | **Environment** |
| * Customers * End-Users * Sponsors * Stakeholders * Personnel * Organization * Skills * Politics * Morale | * Goals * Issue Resolution/Decision Making * Project Characteristics * Budget, Cost, Schedule * Requirements * Design * Construction * Testing and Stabilization * Quality * Deployment * Training & Education | * Security * Development and Test Environments * Tools * Architecture * Operations/ Operational Environment * Performance, Availability, and Capacity | * Legal and Legislative * Regulatory * Economic * Business * Technology * Public Interests |

### Risk Assessment

Risks are assessed in the terms of the likelihood of occurrence and the effect on project objectives if the risk event occurs. Any issue identified as a risk to the project will be entered on the risk log (Appendix E). The ASI project manager will update and maintain the risk log. Risk is then assessed based on the probability and the consequence of an occurrence of the perceived risk on the execution of the project.

The ASI and AK Project Manager’s will assess the probability of occurrence, the impact to the project, and categorize the risk. This assessment results in the Project Risk Category (RC).

Risk severity is delineated using the following four-point scale:

1. Severe impact (mission critical degradation)
2. High impact (no apparent workaround solution)
3. Moderate impact (workaround solution apparent)
4. Minor Impact

The status of all risks will be identified as:

1. New
2. Open
3. Updated
4. Closed

### Risk Response

The ASI and AK Project Managers determine an appropriate risk response for each issue as a way of controlling the identified risks and communicating what type of action is expected for the risk.

The tasks to implement approved mitigation activities from these risk responses will be integrated into the project Work Breakdown Structure and scheduled as part of the work when and where appropriate.

The four risk responses are described below:

* **Accept –** Accept the risk, with no investment of effort or cost. This is appropriate when the cost of mitigating exceeds the exposure, and the exposure is acceptable. Accepting requires no mitigation actions. Accepted risks are removed from the active issue list.
* **Avoid**-- Eliminating the threat of the risk by eliminating the cause. Avoiding a risk requires the development of a mitigation activity or plan to execute the avoidance strategy. Avoiding a risk requires reassessment over the course of the project to ensure the avoidance process is effective.
* **Transfer** –Is the risk specific to the AK SPIRIT SAM WIC project or belong to another project, team, organization, or individual? Once transferred, the project must monitor the risk if it has an impact on the AK SPIRIT SAM WIC project.
* **Mitigate** –Can the team do anything to reduce the probability or impact of the risk? If the answer is ‘Yes’, then a mitigation activity will be developed and put in place.

The project managers will assign an owner who will provide additional information on identified risks, track and monitor the risk/activities, and develop mitigation activities. The Risk owner may be anyone on the project with the expertise to address the risk. The triggering of a mitigation activity may initiate the Change Management process depending on the scope of the risk and/or the resources available to execute the plan.

### Mitigation Activity

Approved Mitigation Activities will be integrated into the WBS as appropriate.

### Mitigation Activity

The risk mitigation activity outlines the actions for reducing the probability of a risk occurring, or the impact of a risk should it occur. Each mitigation activity will be monitored by the issue owner. The Project Managers will review and approve mitigation activities. Risk mitigation activities will be entered into the risk log and may include:

1. The actions that are needed to reduce the impact of the risk
   1. The due date for accomplishment of each activity
   2. The team member responsible for conducting the activity
2. The conditions that must be present in order for the risk level to be acceptable upon completion of the mitigation plan (not all risks will be eliminated)
3. The expected outcome of the activities (reduction in the risk probability or consequence, elimination of the risk)
4. Definition of the triggers that generate the risk
5. Impacts mitigation activities
6. The team member responsible for monitoring and invoking the Mitigation Activity

### Steps in the Risk Management Process

To summarize the above information, the steps of the Risk Management Process and the responsible party are listed below:

Step 1: Identify Risks – all project team members

Step 2: Categorize Risk – project managers

Step 3: Review and analyze – project managers

Step 4: Determine Risk Rating/Response/Owner – project managers

Step 5: Prepare Mitigation Activity/contingency Plan – risk owner

Step 6: Monitor – project managers

## Roles & Responsibilities

* It is important that every member of the project team and supporting staff understand that risk control activities are an expected part of the project and not an additional set of responsibilities to be performed on a voluntary basis. Risk activities may be accounted for within the project scheduling and status reporting process. An escalation diagram is included in Appendix D.

## Assumptions & Constraints

### Assumptions

* All project risks will be brought to the attention of the ASI and AK Project Managers.
* Adequate risk assessment for issues can be completed based on known factors.

### Constraints

* Risk assessment is based on an estimation of uncertainty in a project and as such is imprecise.
* Outside factors may influence project risk at any time.

# Issue Management

## Summary

An issue is an obstacle preventing project progress or limiting effectiveness. An issue can also be defined as a circumstance that prevents or limits the effectiveness of a team member or end-user from performing their job on time or within established quality standards. Issue management is the responsibility of all project team members. Issues may be either internal or external to the project and have an impact on the project schedule, quality, or cost. Successful implementation of an issue management process will enhance the efficiency, coordination, and visibility of issues and the execution of a project as a whole.

## Purpose

The Issue Management Plan provides a mechanism to:

* Gather and monitor those items which cannot be resolved at the project level.
* Analyze the information and determine the most effective approach for resolution.
* Assign responsibility for the actions needed to resolve the issue.
* In conjunction with the risk section, identify important issues and mitigate their impact on the project.

## Approach

The Issue Management Plan provides a process for documenting and managing issues across the project. The project will generally encounter two types of issues:

* Issues associated with a specific work product or event.
* General issues to the project or a workgroup/team.

### Steps in the Issue Management process:

1. Any person or group (stakeholder) associated with the AK SPIRIT SAM WIC project may originate an issue. The Originator documents the issue and communicates it through an email to at least one of the project managers assigned to the project.
2. The ASI project manager confirms, evaluates, and enters the issue in the Issue Log (see Appendix E). The issue is prioritized; assigned appropriate resources to analyze impacts, assigned an owner, and entered into the issue log.
3. The owner determines the root cause of the issue; presents alternative solutions to the ASI and AK Project Managers from the work group or individual; and recommends a course of action.
4. The ASI and AK Project Managers reviews the analysis results, impacts, risk and makes an informed decision on how to best deal with the issue.
5. Based on the ASI and AK Project Managers decision the ASI and AK Project Managers will monitor activities associated to the course of action and when appropriate close the issue.

## Roles and Responsibilities

* All project participants are expected to bring issues to the project management team. The ASI and AK Project Managers will assess the severity, impact, and risk of all issues. The prioritization of these issues and early resolution is a key component of effective project management. It is extremely important that issues are dealt with in a timely manner. The table of project personnel is included in Appendix B. An escalation diagram is included in Appendix D.

## Assumptions and Constraints

### Assumptions

* Issues will be managed by the project managers.
* Issues can be adequately assessed for risk to the project

### Constraints

* The unknown nature of an issue reduces the ability to adequately quantify the risk associated with it.
* Issues may cause unanticipated project impacts.
* Outside factors may produce unanticipated project impacts

# Appendix A Deliverables

The following list is taken from the RFP.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Task Ref.** | **Deliverable** | | **Description** | | | |
|  |  | |  | | | |
| **Task 1 Design** | | | | | | |
| 1.1 | Project Initiation Meeting | | Onsite meeting to initiate the project. | | | |
| 1.1 | Project Initiation Meeting Technical Memorandum | | Document detailing decisions from the Project Initiation Meeting. | | | |
| 1.2 | Project Management Plan | | The contractor shall deliver a document that describes how they plan to manage the project. As part of ongoing project management, the plan will be updated as the project changes. | | | |
| 1.3 | Master Work Plan and Schedule | | Work plan that documents all activities, tasks, deliverables, and milestones for the project and includes the schedule/ timeline for these activities. | | | |
| 1.4 | Status Reports | | This report shows major accomplishments for the week and escalates risks and issues for action by Project Management. | | | |
| 1.5 | Status Meetings | | Regular communications (face to face or via teleconference) between the project managers for the State and the contractor to discuss project progress, problems and mitigation strategies, and action items. | | | |
| 1.6 | Gap Analysis | | Onsite meetings to present a walk thru of the transfer system, determine modification requirements, and provide consultation on options for addressing mail order benefit delivery; and preparation of a Gap Analysis report. | | | |
| 1.7 | Telecommunication Plan | | This plan will describe telecommunications sufficient for system operations for all types of sites. | | | |
| 1.7 | Pilot and Statewide Implementation Plan | | Describes the approach that will be taken to conduct the pilot and statewide implementation. The plan shall include details about the pilot and implementation schedule (i.e., phases and sites to be rolled out), equipment and preparation requirements, State responsibilities, checkpoints, and any other information needed to document the approach to pilot and statewide rollout. | | | |
| 1.7 | System Test Plan | | This plan describes each type of testing that will be performed, the schedule for all types of testing, the outcomes of testing (i.e., a system certification, move to next project phase), the equipment and State resources required for each test and the approach for reporting and tracking identified bugs in the system. | | | |
| 1.7 | Training Plan | | This plan defines how training will be conducted, where training will be located, what equipment and resources will be required, who will acquire the equipment and resources. | | | |
| 1.7 | Data Conversion Plan | | This plan contains information on sources of data, quality of data, estimated effort for data cleansing, method of data cleansing, the data conversion approach, the process for converting data and steps needed to follow for data verification after conversion, including activities to be performed by Alaska staff. | | | |
| 1.7 | IT Security Plan | | The IT Security Plan shall be compliant with, and reference where appropriate, all State and DHSS IT Security Policies and all applicable State and Federal IT legislation. | | | |
| 1.8 | Final System Requirements Document (FSRD) | | The FRSD should be an updated document that contains the final system requirements after the system modification meetings and gap analysis take place. | | | |
| 1.9 | Quarterly updates | | The contractor shall schedule quarterly teleconference updates for Alaska WIC local agency and state staff. | | | |
|  |  | |  | | | |
| **TASK 2 – Development Activities** | | | | | | |
| 2.1 | Development Initiation Meeting | | | | Onsite meeting to initiate the system modification/ development phase of the project | |
| 2.1 | Development Meeting Technical Memorandum | | | | Document detailing decisions from the Development Initiation Meeting | |
| 2.2 | System Documentation Development | | | | Update the transfer system documentation to reflect the Alaska version of the system. | |
| 2.3 | System Modification, Technical Testing and Revision | | | | All activities required to modify the system to achieve the final requirements, test the system, and revise the system following any errors identified in testing. | |
| 2.3.1 | Baseline Test | | | | Provide a written description of the methodology and process for baseline testing to the Project Manager at least one week prior to testing. | |
| 2.3.7 | UAT Readiness Certification | | | | The contractor shall provide certification that the system has been through all required internal testing and is ready to be used for the User Acceptance Test. | |
| 2.4 | Site Analysis Technical Review & Memorandum | | | | A review of site analysis reports that details what changes need to be made before each site will be able to operate the transfer system, including bandwidth requirements. | |
| 2.5 | Central Operation Site Preparation | | | | Support the State to ready the central site for UAT and assess the State‘s disaster recovery procedures. | |
| 2.6 | Data Conversion Testing and Validation | | | | Define the ways in which data will be mapped from the legacy system and how that mapping will be accomplished. The contractor will perform tests of the data conversion routine and validate results until the conversion results are acceptable. | |
| 2.7 | UAT Test Scripts | | | | Scripted activities to guide UAT testers through the test of all system functionality. Also includes all set up required to perform the test. | |
| 3.5.4 | Training: User Acceptance Test Training | | | | The contractor shall train UAT testers so that they can perform the UAT. | |
| 2.8 | UAT Support and System Revision | | | | The contractor shall provide staff onsite in Anchorage for the first two weeks and in the remote UAT test site for the first week of UAT to respond to questions and support the testing. Upon identifying bugs, defects, or problems, the contractor shall make necessary modifications to the system and test the system. Upon completion of the modification and retesting, the contractor shall certify that the fixes have been made for further UAT or system acceptance. After successful completion of the acceptance test, the contractor will provide the Alaska WIC Program with a formal assessment of the system's readiness for pilot implementation. | |
|  |  | | | |  | |
| **TASK 3 – Training1** | | | | | |
| 3.6, 3.7, & 3.10 | Training Agendas and Materials; Training Classes | | | | Syllabi for training events and materials to support each type of training; training classes | |
|  |  | | | |  | |
| **TASK 4 – Pilot Operations** | | | | | |
| 4.1 | Pilot Operations Initiation Meeting | | | | Onsite meeting to initiate the pilot phase | |
| 4.1 | Pilot Operations Initiation Meeting Technical Memorandum | | | | Document detailing decisions from the Pilot Operations Initiation Meeting | |
| 3.5 | Training for Pilot operations  State Office Training- WIC Program and financial management staff.  State Office Training- Help Desk staff.  State Office Training- Central System Operations Staff.-Anchorage  User Acceptance Test Training-Anchorage  Clinic Coordinators –Train the Trainer/ Power User.  Clinic Staff (just-in-time). | | | | The contractor shall provide the training and training materials necessary to train system users prior to pilot. | |
| 4.2 | Data Conversion for pilot | | | | Conversion of data for the pilot locations. | |
| 4.3, 4.4 | Support pilot and make modifications/ retest based on pilot results | | | | Provide support for the pilot, make modifications based on issues identified in pilot, and perform retesting to ensure readiness for system release. The contractor is required to be on site in Anchorage for the first two weeks of the pilot. | |
| 4.4 | Pilot Evaluation | | | | Assessment of the system‘s readiness to proceed to statewide rollout. It shall include any recommendations for changes that should take place before statewide rollout. | |
|  |  | | | |  | |
| **TASK 5 – Statewide rollout** | | | | | |
| 5.1 | System Rollout Initiation Meeting | Onsite meeting to initiate the statewide rollout phase. | | | | |
| 5.1 | System Rollout Initiation Meeting Technical Memorandum | Document detailing decisions from the System Rollout Initiation Meeting. | | | | |
| 3.5.6 | Training for statewide rollout: Clinic Staff (just in time). | The contractor shall provide the training and training materials necessary to train system users prior to implementation. | | | | |
| 5.2 | Data Conversion for statewide operations | Conversion of data for the pilot locations. | | | | |
| 5.2 | User Training, Conversion and Implementation review meeting | Following the system rollout to the first group of WIC clinics, a meeting will be convened at the Alaska WIC office to identify any problems that must be fixed before rollout to the remaining clinic sites. | | | | |
| 5.3 | System Operations Support | Support for the State in systems operations throughout the rollout period. | | | | |
| 5.4 | Updated System Documentation | All system documentation should be updated to reflect the final system after updates and fixes made throughout the project. | | | | |
| 5.5 | Post Implementation Evaluation and Delivery of Final Documents | Evaluation of rollout, identification of issues needing follow up by the State, and delivery of all State materials and final work products to the State Project Manager. | | | | |
|  |  |  | | | | |
| **TASK 6 – Maintenance Activities** | | | | | |
| 6.1 thru 6.4 | Warranty services (initial 1 year): warranty, problem reporting, and system modifications required to meet the system and functional requirements contained in the contract | | | Warranty services for the first year after the completion of statewide rollout including Level 2 Help Desk services. | | |
| 6.5 | Optional system modification | | | Optional changes/enhancements to the system requested by the State (excluding core software changes). | | |
| 6.6 | Level 2 Help Desk services (Year 2) | | | Level 2 Help Desk services for Year 2 after the completion of statewide rollout. | | |

* + - * 1. **Training includes several deliverables that have been placed in the project phase in which they occur in this table. Training will begin with planning and continue through statewide rollout.**

# APPENDIX B Roles

The roles captured in this appendix include the ASI, State of Alaska and MAXIMUS project teams. The resource requirement for a project is always a variable and corresponds to the phase in which the project is engaged. It's very rare that a project will require all the staff during the entire project life cycle therefore the staffing requirement varies during different phases of the project.

Executive Sponsor

|  |  |  |
| --- | --- | --- |
| **Sponsor** | **Title** | **Project Role** |
| Ron Kreher | Director, Public Assistance / WIC Steering Committee Chairman | Executive Sponsor |

Project Team

|  |  |  |
| --- | --- | --- |
| Name | Title | Project Role |
| **State of Alaska SPIRIT SAM Project Team** | |  |
| Patricia Nault | AK State (SPIRIT SAM) Project Manager | Project Manager / Manager |
| Kathleen Wayne | State WIC Director | Subject Matter Expert |
| Terry Hoskinson | AK State (SPIRIT SAM) Project Assistant | Project Assistant |
| Dana Kent | WIC Local Agency / Clinic Operations | Subject Matter Expert |
| Sandy Harbanuk | WIC Vendor Manager | Subject Matter Expert |
| Becky Carillo | WIC Program Operations | Subject Matter Expert |
| Alice Albrecht | WIC Vendor Project Assistant | Subject Matter Expert |
| Elaine Nisonger | WIC & Community Nutritionist | Subject Matter Expert |
| Fatima Hoger | WIC Nutrition Coordinator | Subject Matter Expert |
| Larry Walsh | DHSS ITS Business Application Section Manager | Subject Matter Expert |
| Tim Banaszak | DHSS ITS Manager | Subject Matter Expert |
| James Pietan | DHSS IT Network Services – AKWIC Network Support | Subject Matter Expert |
| EJ Stokes | DHSS IT Business Applications Analyst Programmer – QA & Testing | Subject Matter Expert |
| Kristine Lewis | DHSS ITS Customer Service Section Manager (DHSS Help Desk) | Subject Matter Expert |
| Shavonne Jordan | Contract Officer | Subject Matter Expert |
| Scott McCutcheon | DHSS ITS Network Services – Juneau Data Center Supervisor | Subject Matter Expert |
| Char Ervin | DPA Systems Operations Manager (SPIRIT SAM Help Desk) | Subject Matter Expert |
| Chera Boom | DHSS ITS Business Applications Analyst Programmer / Supervisor | Subject Matter Expert |
| Bart Goode | DHSS ITS Business Applications Analyst Programmer / AKWIC Programmer | Subject Matter Expert |
| Paul Schoenborn | DHSS ITS Business Applications – DPA Sys Ops Database Administrator | Subject Matter Expert |
| Paul Wilkins | DHSS ITS Network Services – Anchorage Data Center Supervisor | Subject Matter Expert |
| **AnalyzeSoft Team (ASI Team)** | |  |
| Dwayne Peeples | Project Director | Project Director |
| Kit Coleman | Project Manager | Project Manager |
| Jana Jeffery | Business Analyst | Business Analyst |
| Sherri Musgrove | Business Analyst | Business Analyst |
| Scott Ward | Business Analyst | Business Analyst |
| Eric Dahl | Business Analyst | Business Analyst |
| Cyndi Stegall | QA/Business Analyst | QA/Business Analyst |
| Patrick Schwarz | Technical Lead | Technical Lead |
| Parikshit Bojjum | Technical Lead/Programming | Programming |
| Chowdhry Savanperumal | DBA | DBA |
| **MAXIMUS Team** | |  |
| Peter Relich | Office in Charge | Subject Matter Expert |
| Ellen Thompson | Project Director | Subject Matter Expert |
| Mary W. Hinderer | Project Manager | Subject Matter Expert |
| Jessica Shoss | Project Assistant | Subject Matter Expert |
| Cheryl Owens | Subject Matter Expert | Subject Matter Expert |
| Stacey Shell | Subject Matter Expert | Subject Matter Expert |

# Appendix C Project Organization



# Appendix D Escalation Process



# Appendix E Forms

The project Change, Risk, and Issue Logs are located on the AK WIC SharePoint site under Deliverables Project Management Plan. PMP Logs.xlsx

[https://extranet.dhss.alaska.gov/pa/wicspirit/Deliverables/Forms/AllItems.aspx?RootFolder=%2fpa%2fwicspirit%2fDeliverables%2fProject%20Management%20Plan&FolderCTID=&View=%7bA30030C3%2d70F2%2d4C93%2dB49D%2dB7077149954D%7d](http://www.analyzesoftinc.com?RootFolder=/pa/wicspirit/Deliverables/Project%20Management%20Plan&FolderCTID=&View=%7bA30030C3-70F2-4C93-B49D-B7077149954D%7d?RootFolder=/pa/wicspirit/Deliverables/Project%20Management%20Plan&FolderCTID=&View=%7bA30030C3-70F2-4C93-B49D-B7077149954D%7d)