

Travis County Health and Human
Services Business Process Assessment
(HHS BPA)

**Project Management Plan and
Schedule**

Project Management Plan

Travis County Health and Human Services
Business Process Assessment Services

Document Control Information

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1. PURPOSE

The Project Management Plan documents the structure, processes, and resources that will be used to manage the project activities and create quality deliverables that meet Travis County's contractual requirements for the Business Process Assessment Services (BPAS) project. The Project Management Plan covers the project organization, approach and timeline, work planning and controls, resource management, tools, quality management plan, and communication plans for administration, execution, tracking, and control of the project.

The Project Management Plan is a living document that is kept up-to-date and will be the primary source for information about the project's organization, stakeholders, processes, tools, and terminology.

Once the Project Management Plan has been approved, the project management processes described herein will be the basis for the project team.

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2. PROJECT OVERVIEW

Introduction

The purpose of this document is to provide project planning documentation the includes the following:

- Baselines (including Scope, Schedule, and Cost)
- Requirements Management Plan
- Quality Management Plan
- Risk Management Plan

Scope

The focus of this project is to evaluate, map and document operational work flows in order to develop a standardized requirements document in preparation of acquiring an enterprise client management system.

In scope for this project are the following HHS divisions:

- Family Support Services
- Office of Children Services
- Community Services, and
- Administrative Operations (Finance).

Deliverables

Per the contract, Deloitte Consulting is expected to provide a comprehensive business process review of existing operations for each division within the Health and Human Services Department and assist with the development of documentation of work flows and data mapping in order to improve and reduce redundant functions and services, and a requirements document in anticipation of acquiring an enterprise client management system. The following deliverables and activities shall be required for this project:

Deliverable	Activities
Task 1. PROCESS REVIEW AND DOCUMENTATION	<ul style="list-style-type: none">A. Review and document all currently existing business processes for each division.B. Review, document and develop recommendations of existing business services policies and procedures to ensure consistency with current practices and industry best practices.C. Review business processes and procedures. Develop recommendations on how to ensure processes are standardized throughout divisional staff for consistent application and customer understanding.D. Develop recommendations on standard performance metrics to assess divisional performance and staff performance utilizing industry related benchmarks.
Task 2. DATA MAPPING AND REPORTING REQUIREMENTS	<ul style="list-style-type: none">A. Map and document all data collection for each division and identify common data elements for department-wide enterprise client management system.B. Identify and document all reporting requirements for each division.

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Deliverable	Activities
Task 3. EFFICIENCY ASSESSMENT	<p>A. Develop recommendations on what policies and processes need to be revamped based upon efficiency recommendations, current practices, and customer needs.</p> <p>Review process and policy constraints that may impede efficiency and customer service.</p> <p>B. Develop recommendations on how to improve cycle time through business process efficiencies, workflow organization, requisition process workflow, best practice procedures, technology improvements, and elimination of non-value-added requirements.</p> <p>C. Evaluate and provide recommendations for improving the current business services system in terms of performance objectives, constraints, and measures of operational effectiveness.</p>
Task 4. SPECIFIC DELIVERABLES	<p>A. A comprehensive report outlining all business processes, data mapping, reporting requirements and other relevant business process information for each division.</p> <p>B. A comprehensive report outlining specific recommendations on business service process efficiencies, benchmarks, best practices, and strategies for improvement.</p> <p>C. A software system requirements document that encompasses all functional requirements of each business unit.</p>

Scope Management

Scope Management defines the work to be delivered as part of the project in progressive levels of detail through the initial planning phase; then controls the signed-off scope by restricting additional updates or changes to approved change requests. Deloitte’s scope management approach is based on establishing a strong common understanding of the expectations for the Travis County HHS BPA project and managing expectations around the scope. Deloitte’s Travis County HHS BPA scope management approach incorporates the initial documentation of a project baseline (in the form of the project plan) and then transitions to the tasks of managing adherence to this baseline while maintaining and controlling changes to the defined scope, schedule, and costs. In order to avoid scope creep, Deloitte encourages participation and input from stakeholders, with the end goal of building consensus for the project.

Project scope is defined, documented, and managed at three levels of detail in Deloitte’s approach:

- Method scope and end-product scope are documented in the contract and purchase order between Deloitte and Travis County. The scope categories defining the end-product scope are aligned with deliverable solution components and deliverable specifics documented in the project contract
- Detailed, task or task instance scope is defined and maintained in the project’s Work Plan

Method and end-product scope are defined during initial project planning; intermediate scope can be defined as part of Sense, Aspire, and Decide activities; and detailed, task or task instance scope is defined as part of the upfront planning activities performed at the start of every project phase, prior to detailed work planning.

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3. PROJECT MANAGEMENT APPROACH

Approach Overview

Our project management approach for the Travis County HHS BPA project is based on our Enterprise Value Delivery (EVD) methodology that leverages industry-leading practices and tools as accelerators. The cornerstone of the EVD methodology is a series of detailed and integrated phases, disciplines, and tasks that supplement our tools and accelerators.

The Project Management disciplines in the EVD methodology provide plans, guidance, processes, and checkpoints to keep a project on track throughout the project lifecycle to deliver a high-quality solution that meets the client requirements. Our EVD methodology uses the Project Management Institute's Project Management Body of Knowledge (PMBOK) to define its foundational framework.

Project Management Through the Lifecycle of the Project

The Project Management Plan and supporting documents serve as the foundation for the project team to plan, manage, control, communicate, mitigate risk, resolve issues, define staff roles and responsibilities, and manage documentation.

To supplement the Project Management Plan and to provide quality control measures throughout the life of the project, the methodology includes governing standards and guidelines that provide a consistent and effective approach for managing projects.

The following table outlines the standards and guidelines utilized for management and execution of each phase of the project.

Project Phase	Plan that Governs/Guidelines Document	Includes Guidelines and Templates For
Project Kick-off & Overall Project Management	<ul style="list-style-type: none">Project Management PlanCommunication Plan (<i>included within the Project Management Plan</i>)	<ul style="list-style-type: none">Project Monitoring, Reporting, and ControlChange Management ProcessCommunication ProcessRisk Management ProcessIssues Management ProcessQuality Management ProcessSecurity Management Process
Sense	<ul style="list-style-type: none">Project Work PlanTask 1: Process Review and Documentation	<ul style="list-style-type: none">ScheduleDeliverable requirements
Aspire	<ul style="list-style-type: none">Project Work PlanTask 3: Efficiency Assessment	<ul style="list-style-type: none">ScheduleDeliverable requirements
Decide	<ul style="list-style-type: none">Project Work PlanTask 2: Data Mapping and Reporting RequirementsTask 4: Specific Deliverables	<ul style="list-style-type: none">ScheduleDeliverable requirements
Project Closeout	<ul style="list-style-type: none">Project Work PlanProject CloseoutLessons Learned	<ul style="list-style-type: none">Schedule

Project Management Tools

The table below summarizes the tools that will be used to support the successful planning, execution, monitoring, controlling, and delivery of the project.

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#	Project Phase	Selected Tool(s)
1	All	Microsoft Office Suite including Word, PowerPoint and Excel
2	All	Microsoft SharePoint
3	Sense, Aspire, Decide	Visio

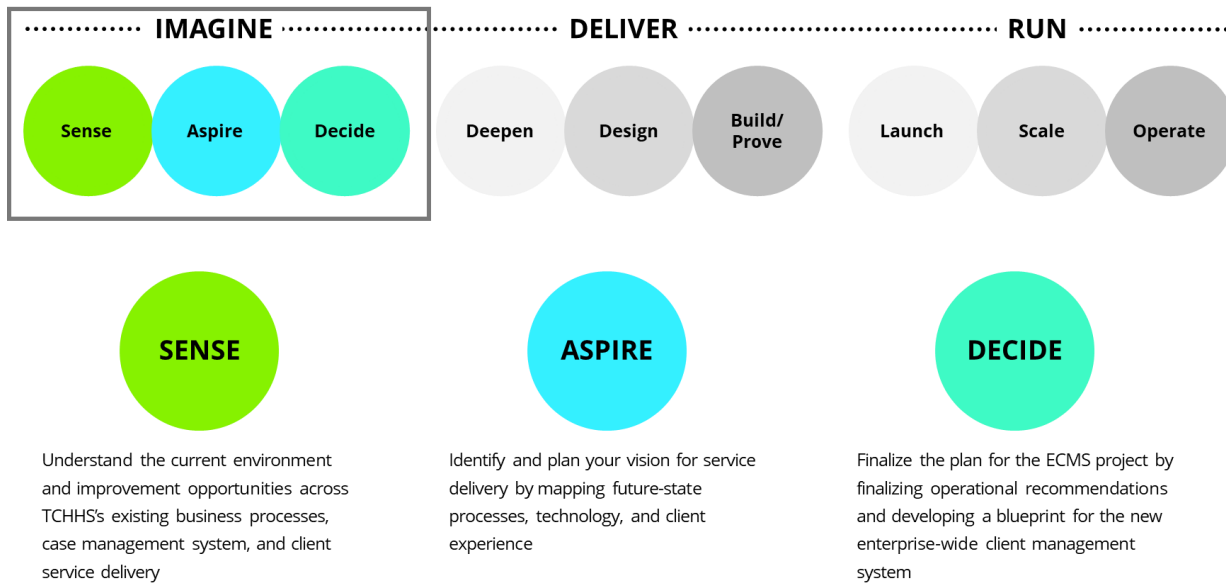
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4. PROJECT PLAN AND SCHEDULE

Deloitte’s project delivery framework utilizes a series of detailed and integrated phases and sub phases. The method contains a set of step-by-step tasks with supporting tools, templates, and samples, all of which are governed by the Detailed Work Plan. All Deloitte staff involved with the project have received training in this project delivery methodology.

The figure below gives an overview of the various Phases involved in the end-to-end delivery of a digital transformation project. The focus of the Travis County HHS BPA project falls under the Imagine phase.



Phases of our Methodology.

Project High Level Timeline

	SENSE Months 1-3	ASPIRE Months 3-7	DECIDE Months 7-11
Project Management	<ul style="list-style-type: none"> Establish Project Governance Develop Project Management Plan 	<ul style="list-style-type: none"> Continue project management and governance Deliver Ambitions Lab 	<ul style="list-style-type: none"> Continue project management and governance Capture lessons learned and conduct project closeout
Business Process Assessment	<ul style="list-style-type: none"> Perform Stakeholder Interviews Review Procedural and Operational Documentation Develop As-Is Business Process Maps 	<ul style="list-style-type: none"> Assess Improvement Opportunities & Plan Future-State Develop Future-State Business Process Maps 	<ul style="list-style-type: none"> Incorporate Future State Business Process Maps into Recommendations Finalize Future-State Recommendations
System Discovery	<ul style="list-style-type: none"> Explore CABA System Functionality & Understand Technical Components Hold Discovery Sessions to Map CABA Functionality 	<ul style="list-style-type: none"> Document CABA System Inventory Hold Discovery Sessions to Map ECMS Future-State Functionality 	<ul style="list-style-type: none"> Document ECMS data elements and reporting Document ECMS System Requirements
Service Design	<ul style="list-style-type: none"> Perform User Research & Center Observations Develop Modes/Mindsets & Journey Maps 	<ul style="list-style-type: none"> Service Design Planning Draft Service Blueprint 	<ul style="list-style-type: none"> Prototype ECMS Design
Deliverables	<ul style="list-style-type: none"> Project Kick-off PM Plan Business Process Review & Documentation 	<ul style="list-style-type: none"> Efficiency Assessment 	<ul style="list-style-type: none"> Data Mapping & Reporting Requirements System Requirements & Design Document Project Closeout

Deloitte’s High-Level Timeline for the Travis County Business Process Assessment Services project.

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Expected Dependencies

The various tasks in the project will have dependencies or inputs from previous tasks. These may be external or internal dependencies depending on the type of task. Deloitte will work closely with the Travis County ITS project team to identify and add these dependencies to the master work plan, so that they can be tracked in the schedule.

Project Initiation dependencies include:

- Meeting with Travis County ITS to discuss expectations and project planning
- Meeting with Travis County HHS to discuss expectations and project planning

Phase 1 (Sense) dependencies include:

- Access to manuals, procedures, reports, documentation, and other data sets
- Access to relevant systems including CABA DataLinks, and other systems identified
- Access to Subject Matter Experts to capture current state and as-is business processes

Phase 2 (Aspire) dependencies include:

- Access to Subject Matter Experts to validate business processes and provide feedback on future-state processes
- Review and approval of deliverables from business stakeholders

Phase 3 (Decide) dependencies include:

- Access to Subject Matter Experts to validate data mapping, requirements, and high-level design
- Review and approval of deliverables from business stakeholders

Project Closeout dependencies include:

- Review and approval of deliverables from business stakeholders

Project Work Plan

A single end-to-end Project Work Plan (in Microsoft Excel) is created for this project. This Work Plan contains phases, major activities contractual deliverables, major milestones for planned project phases, tasks and subtasks, start and finish dates. The sequence of developing and delivering the requested features is reflected in the plan's phased structure, each of which results in the creation of deliverables specific to that phase.

The Work Plans contains:

- Tasks
- Milestones that identify:
 - Project Start and Project Finish
 - Phase completions
 - Deliverable or event-based payments
 - Other key events
- Responsible resources by title or last name (the responsible resource for each task or task deliverable) – this will clearly delegate each task to each party identified by name/title in our work plan

The project work plan will be updated as needed and will be maintained by the Deloitte project team.

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Project Performance Monitoring

Performance monitoring includes identification of metrics and decision points associated with overall project status.

Performance monitoring includes status reporting as well as more specific reviews in preparation for key milestones or deliverables as designated in the Work Plan.

Failure to promptly identify and address project issues can impede productivity, increase rework, and jeopardize the quality and timeliness of the project solution. Deloitte has a demonstrated process to help identify issues and resolve them before they significantly impact the project. Our issue resolution process is collaborative and draws upon our extensive experience delivering projects of similar size and scope. Deloitte recognizes the need for a centralized issue logging and tracking mechanism and a streamlined issue escalation process to provide transparency among the Travis County HHS BPA project team members and to facilitate informed decision making. We leverage our Project Status Report to record, track, manage, and communicate project issues throughout the life of the project.

In order to achieve transparent reporting and issue management, we use the following project control methods:

- Regularly scheduled executive steering committee meetings (frequency to be determined with business stakeholders)
- Regularly scheduled weekly team status meetings (touchpoints)
- Progress tracking through the use of status reports

The project repository containing work products such as status reports and deliverables is available at the following link: [SharePoint Link](#)

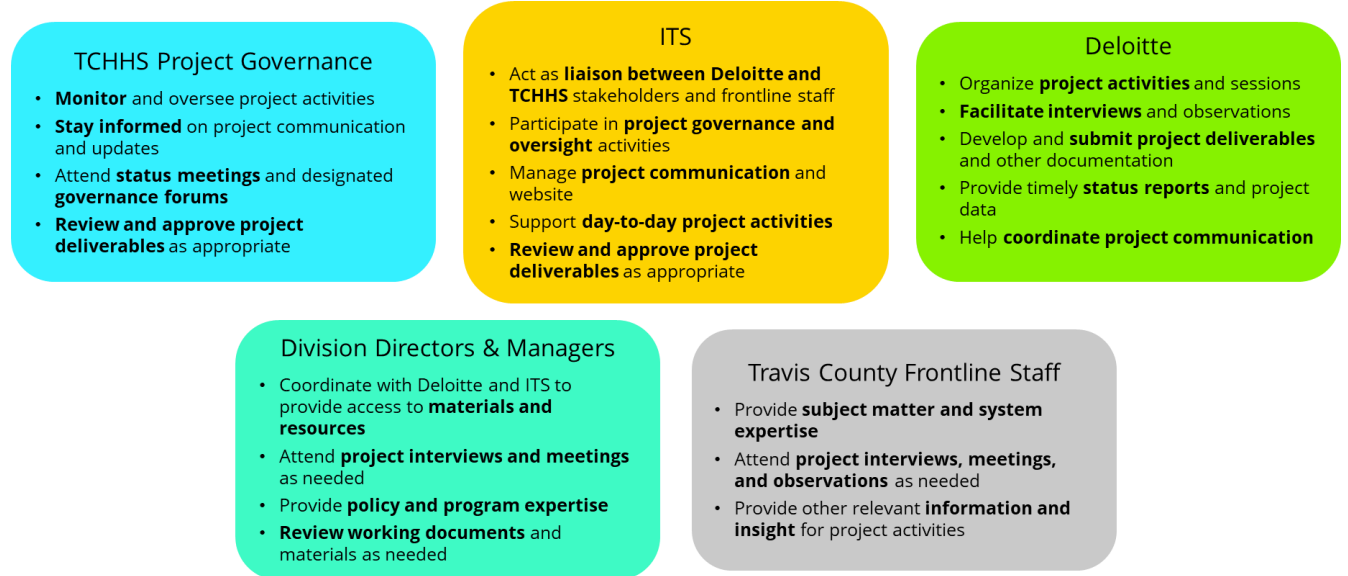
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5. PROJECT TEAM

Project Team Roles and Responsibilities

The following table identifies the roles and responsibilities for the project team involved in delivering the Travis County HHS BPA project.



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6. COST MANAGEMENT PLAN

The costs of the project have been estimated for each of the required deliverables outlined in the Contract and Purchase Order. All tasks required to complete the deliverables have been accounted for in the deliverable costs. Any changes requested outside of the required deliverables will go through a change request process as described in the following section.

Change Control Process

Identify and Document Change Request

Change requests can be identified throughout the life of the project. Changes that affect the scope, budget, schedule, and/or effort or requested changes to signed-off deliverables of the project are formally documented, prioritized, analyzed, reviewed, and approved through a contract amendment before implementation.

Perform Impact Analysis

All change requests need to be analyzed for impact to project scope, budget, quality and schedule, as well as for clarity, accuracy, and relevance. All impacts of the change request are documented in the Change Requests Log.

The result of this impact analysis is a recommendation on disposition of the change request. Once the assigned team member(s) complete their analysis and submit it to Travis County ITS for review and approval, the change request status will move to "Pending Approval."

Approve Change Requests

The information collected for a change request (CR) is reviewed for approval for implementation. Prior to bringing a completed CR to Travis County ITS, the project managers should jointly review the completed documentation. Any questions or issues regarding the CR should be addressed, so that the documentation is complete, clear, and accurate. Once the CR documentation is complete, ITS will evaluate the change request and determine the appropriate change control decision:

- Approve the CR, changing its status to "Pending Implementation"
- Defer the CR, marking its status as "Deferred"
- Reject the CR, marking its status as "Rejected"
- Request more analysis, changing status of the CR back to "In Analysis"

A change request is not approved until it has been printed and signed by both the Travis County Project Sponsor and the Deloitte Lead Engagement Partner.

Implement Approved Change Requests

No CR will be worked on beyond the impact assessment without first obtaining formal approval from Travis County, and the CR record status has been moved to "Pending Implementation." Once a CR is approved, the Deloitte project manager is responsible for adjusting the Work Plan to incorporate the tasks required to implement the approved change request. The Deloitte project manager is responsible for implementing the approved change by the due date specified.

Close Change Requests

Once the approved CR implementation updates have been reviewed and approved, the status of the CR can be set to "Closed." The results of implemented (i.e., "Closed" or "Rejected") change requests should be communicated to the project team and stakeholders.

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7. REQUIREMENTS MANAGEMENT

The purpose of this section is to document processes for developing the requirements for the Travis County HHSBPA project. Requirements development activities include working with key stakeholders to develop, analyze, validate, and prioritize the functional requirements for this project.

Requirements development is the primary activity to define the functionality the system components must provide and the activities that the project team executes for requirements development. It is focused on defining and validating requirements that are necessary to design the system. Key considerations include:

- Understanding the existing business functionality and where changes are requested.
- Identifying the major functionality the system will enable.
- Collecting requirements from key stakeholders to define functional requirements.
- Analyzing requirements to gain further understanding and clarify any inconsistencies.
- Prioritizing requirements to help define solution scope
- Establishing specific steps to effectively address missing, incorrect, or incomplete requirements.

Plan Requirements Management Activities

The first step in developing requirements is to plan the approach, activities, and tools to be used. These decisions are documented in this document and shared with the project stakeholders.

Develop Business Requirements

The project team will develop high-level business requirements for the project through . These are the core user requirements that will facilitate the design, build, testing, and implementation of critical functionality captured via business process models for the project.

Process Models

Process models are used to model processes, inputs, outputs, and tasks of a system in order to clearly visualize how it operates. They can be categorized into different groups depending on the information they are capturing. The following sections define types of process models that can be used to define requirements.

Identify As-Is Business Models

As-Is Business Models are documented to capture the current state business processes that have been identified as in scope for the project. The purpose of these models is to provide a breadth of understanding of all business processes in scope for the project, including gaining an understanding of service delivery, operating models, organizational structure, capability models, and business metrics. These as-is diagrams will be the start for further detailed analysis, including future-state definition and defining solution requirements.

The project team will primarily use Microsoft Visio for As-Is Business Models.

Align To-Be Business Process Models

To-be modeling incorporates the changes the business deems necessary to the current processes in order to achieve the specific business goals within the solution being created. The outcome of this is to identify business models based upon the requirements which will be used to further detail requirements, as needed.

The project team will primarily use Microsoft Visio for To-Be Business Models.

Define Business Roles

When creating process models, roles are defined and mapped in order to determine which stakeholders need to be involved in which process steps. Process models will include business roles.

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Conduct Fit Gap Analysis

Client requirements or existing system flows are compared against the proposed system functionality to verify gaps. The proposed system functionality can be in the form of mock up screens or process flow diagrams. This analysis can be performed during a facilitated meeting. The outcome of this will be a list of requirement gaps and gap resolutions.

The Fit Gap Analysis document also provides different approaches to closing gaps. It is important to note that gaps are usually finalized during design activities when the resolution option for each gap has been clearly modeled. It is also important to capture roles and dependencies in order to understand stakeholder involvement throughout the process.

Perform Reverse Engineering

Reverse Engineering can be used to harvest Business Rules and Requirements of legacy systems. Reverse engineering is needed when achieving the target requires extracting business logic from the existing system in order to understand the system. Reverse Engineering will analyze the selected legacy applications to fully understand business logic, data, interfaces and dependencies with other systems. The outcome of Reverse Engineering are functional and data models of the legacy system that can help business users to validate the requirements that are extracted from the legacy system.

System Requirements Documentation

The project team will work with the client and key requirements stakeholders to identify and understand the requirements for the application to define both functional and non-functional requirements. All requirements are then to be stored in a Requirements Tracker and ultimately in the System Requirements Deliverable.

Analyze Requirements

As part of the develop requirements activities, the project team will work with Travis County stakeholders to fully understand the requirements and make sure they are clear, complete, and concise as part of the requirements management activities.

Prioritize Requirements

After requirements are defined and analyzed, requirements will be reviewed and prioritized and ranked based on business benefit/impact, potential costs, complexity, and identified risks, issues, or constraints. Priorities and ranking will be documented in the Requirements Tracker and Requirements Deliverable.

Requirements will be prioritized as Mandatory, Desirable, Optional, or Deferred.

Mandatory	The product is not acceptable unless these requirements are satisfied. They will be addressed prior to any consideration of the other categories.
Desirable	Would enhance the product, but the product is not unacceptable if absent. These are requirements that will be implemented as long as funding allows.
Optional	Functions that may or may not be worthwhile. These requirements will be implemented only if funding is available and all essential and conditional requirements have been addressed.
Deferred	Requirements to be addressed at a later time.

Table 1: Requirement Priorities

Verify Requirements

The purpose of verification is to ensure that the documented requirements are well-formed in preparation for a formal review.

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Activities to verify requirements include identifying reviewers, scheduling review meetings and then conducting the review. The review sessions confirm that each requirement or a collection of requirements meets the requirements attributes.

Validate Requirements

Requirements validation serves to confirm that requirements will satisfy the business objectives in the intended environment.

The Travis County HHS BPA project team may use prototypes, storyboards, or peer reviews to validate the requirements. Business stakeholders will have the opportunity to “sign off” on validated requirements.

Requirements Naming Convention

The Travis County HHS BPA project team will establish a common naming convention for requirements and requirements documentation through the Requirements Tracker and Requirements Deliverable. This creates a rule set that helps to categorize and track requirements and traceability relationships throughout the ECMS project lifecycle. Creating a standard naming convention provides the following benefits for the project:

- Supports loading of requirements from external documentation into project tools without the need to manually update names and relationships
- Facilitates easier traceability of requirements to design, build, and test documentation
- Provides the ability to better compare and/or reuse requirements across projects, such as when mapped to Level 2 or Level 3 processes/sub-processes

Standard naming conventions for the project may consider the following criteria:

- Group requirements by common functionality: [function]-[sub-function]-01
- Group requirements by type (functional, business, etc.): [Type]-[Sub-type/function]-01
- Group requirements by impacted team: [Team]-01

Related requirements will also use a numbering convention that follows the hierarchical structure (parent-child) as well as horizontal (child-child). Example:

- Parent requirement : REPORT-STATUS-01
- Child requirement(s): REPORT-STATUS-01-1, REPORT-STATUS-01-2, etc.

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8. RISK MANAGEMENT

This section documents the process that the project will use to identify, evaluate, and manage risks throughout the life of the project. A risk is an event that has not occurred that will, if it does occur, impact the project schedule, scope, budget, or quality.

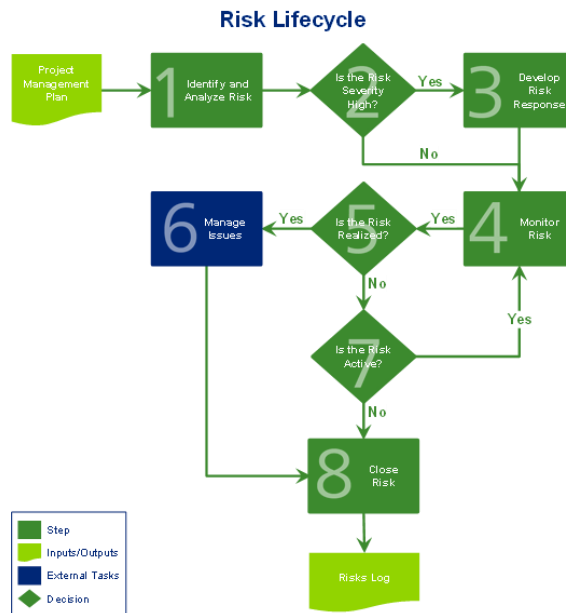
The following sample table outlines the roles and responsibilities of Travis County HHS BPA project team for managing risks.

Role	Responsibilities
Deloitte	
Project Manager/Project Deputy	<ul style="list-style-type: none"> Conduct risk reviews Analyze and track risks Incorporate risk mitigation and contingency plans into overall project plans and schedules Manage the Risk Management process Monitor, document, and report on the status of risks
Team Lead	<ul style="list-style-type: none"> Identify risks Perform risk analysis and tracking activities Implement risk mitigation and contingency plans as directed by Project Manager/Project Deputy
Travis County	
ITS Project Management	<ul style="list-style-type: none"> Identify risks Review and accept or reject Risk Management process Participate in risk reviews
HHS Project Management	<ul style="list-style-type: none"> Identify risks Participate in risk reviews as needed

Process Summary

The Risk Management planning process defines the scope of the risk management activities to be performed and how ITS and Deloitte manage risks on the project. The following diagram illustrates the life cycle of a typical risk. The current life cycle step of each risk is captured within the Risk Log.

The flow-chart below summarizes the project's risk management process:



Risk Life Cycle.

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Identify and Analyze Risk

During project initiation and then weekly status meetings, project leadership will identify risks that can negatively impact project outcomes. The Risk Log for this project will be maintained by the Deloitte project team.

The following table lists information that may be captured for each identified risk.

Risk Element	Description
Status	<ul style="list-style-type: none"> The risk status as defined below. Values include: Not submitted, New, Open, Pending Approval, Escalated, Closed, and Cancelled
Created By/On	<ul style="list-style-type: none"> The date and team member who created the risk
Assigned To	<ul style="list-style-type: none"> The team member assigned to this risk
Priority	<ul style="list-style-type: none"> The priority of the risk such as: Critical, High, Medium, Low
Type	<ul style="list-style-type: none"> The type of risk such as: Contract, External, Financial, Functional, Organization, Performance, Project management, Quality, Resource, Schedule, Scope, Technical, General
Identified On	<ul style="list-style-type: none"> The date the risk was identified which may be prior to the current date
Due Date	<ul style="list-style-type: none"> The date the risk is due to be complete. Once this date has passed, the risk appears in the Past Due Risks view. If the due date is past due when the risk is being updated, it is required to be updated prior to recording the request
Detailed Description	<ul style="list-style-type: none"> A detailed explanation of the risk including impact analysis, stakeholders, and impacted areas
Escalation Level	<ul style="list-style-type: none"> Project level/group for escalation
Response Plan	<ul style="list-style-type: none"> A description of the action plan and response type for this risk such as: <ul style="list-style-type: none"> Accept. Accept the risk, but monitor Avoid. Identify alternative strategies that avoid the risk Mitigate. Determine actions to eliminate or reduce the risk Transfer. Transfer the risk responsibility to another group
Closure Criteria	<ul style="list-style-type: none"> A detailed description of any criteria related to the closure of this risk
Status	<ul style="list-style-type: none"> In Progress, Closed

The following table identifies the levels of risk ratings:

Impact	Assessment of Severity/Risk Rating Description	Categorization
Extreme	Extreme impact to project baselines or project success	Extreme-Moderate
High	Significant impact on project baselines	High-Moderate
Medium	Controllable impact on cost, schedule, and performance	Medium-Moderate
Low	Minor impact on cost, schedule, and performance	Low-Likely

Develop Risk Response

For “High” severity risks, the assigned team member(s) (i.e., risk owner(s)) will analyze the risk in more detail, determine the appropriate risk response strategy and develop the risk response plan:

- Risk response – Proposed risk response strategy

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- **Accept**—Accept the risk, but monitor it
- **Avoid**—Devise a strategy to avoid the risk
- **Mitigate**—Determine actions to eliminate or reduce the risk
- **Transfer**—Transfer the risk responsibility to another group
- Response plan – Details for the risk response strategy selected
- Contingency Plan – Identify actions to take as a backup plan if the initial risk response plan does not work

Once the risk owner completes his/her risk assessment and proposed risk response strategy and response plan, the team needs to review and approve the plan, which may not occur until the next team status meeting, unless the risk's priority is "Critical" or "High," in which case a project team or steering committee meeting may be organized to review and finalize the risk strategy, response plan, and contingency (i.e., "backup") plan for the risk.

All risks will have "In Progress" status until they can be closed. Where needed, the risk severity will be escalated to the appropriate level for review and analysis.

Monitor Risk

The Project Manager/Project Deputy monitors the risk throughout the life of the project, for as long as the risk remains active (i.e., "In Progress" status).

- Determine the appropriate new risk owner(s) if the risk assignment needs to change
- Where necessary, update the risk assessment, response, or other details
- Determine if or when a risk needs to be escalated to the next level

Determine if Risk is Realized

As part of risk monitoring, the Project Manager/Project Deputy determines whether the risk has been realized on the project.

- For realized risks, follow the risk realization steps included in the approved risk response plan (where applicable), and log a new issue in the project's Issues Log for the realized risk.
 - Once the issue record is created, cross-reference the new Issue Number in the old risk record before closing the risk.
- If the risk has not been realized, continue monitoring it throughout the project, for as long as the risk is active or "In Progress."

Manage Issues

For a realized risk that converts to a project issue, address it using the project's standard issue management process.

Determine if Risk is still Active

Determine the status of the risk:

- If the risk is no longer active, proceed to closing the risk
- If the risk is still active, continue monitoring the risk, escalating when necessary

Close Risk

If a risk is closed, indicate as such in the risk record and record the date and reason for risk closure.

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Risk Types

The following risk types will be used to categorize identified risks in the Risk Log:

Risk Type	Risk Type Description
Contract	Any risk related to the contracts of the project (such as a signed agreement between Deloitte and Travis County)
External	Any risk related to environmental factors largely outside the control of the project (such as cultural, legal, or regulatory)
Financial	Any risk related to the budget or cost structure of the project (such as increase or decrease in the project-related budget)
Functional	Any risk related to the overall function of the product (such as requirements or design) being developed by the project
Quality	Any risk related to the quality requirements of the project
Organization	Any risk related to internal, Travis County, or third-party organizational or business changes (such as executive leadership role changes)
Project Management	Any risk related to the management of the project (such as communications, status reporting, and issues management)
Resource	Any risk related to project resources (such as the addition or removal of resources)
Schedule	Any risk related to the Work Plan and related tasks (such as extensions or reductions of the project timeline)
Scope	Any risk related to project scope (such as process, module, and development objects)
Technical	Any risk related to software or hardware, including infrastructure related to the project
General	Any risk that cannot be categorized into one of the above categories

Risk Severity Scoring Matrix

When risks are identified, they will be qualitatively analyzed in terms of impact and probability. Impact and probability will both be assessed on a range of 1-5, with 1 being Low and 5 being High. The two values will then be multiplied to compute an overall risk severity. The table below outlines the complete set of values and the severity level for each combination.

The determination of severity will be done collaboratively during the team status meetings when risks are discussed. The project team will create a formal risk response plan for risks that are determined to be High severity. Other risks will be monitored and reviewed but will not have formal risk response plans.

Impact	Probability				
	1-Low	2-Low/Medium	3-Medium	4-Medium/High	5-High
5-High	Low (5)	Medium (10)	High (15)	High (20)	High (25)
4-Medium/High	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
3-Medium	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)

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2-Low/Medium	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
1-Low	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

Score	Severity
1-5	Low
6-12	Medium
13-25	High

Standard probability scoring is defined as follows:

- Level 1-Low: Risk has a 1%–20% probability of being realized
- Level 2-Low/Medium: Risk has a 21%–40% probability of being realized
- Level 3-Medium: Risk has a 41-60% probability of being realized
- Level 4-Medium/High: Risk has a 61-80% chance of being realized
- Level 5-High: Risk has an 81-100% probability of being realized

The following table identifies an example of risk ratings:

Impact	Assessment of Severity/Risk Rating Description	Categorization
Extreme	Extreme impact to project baselines or project success	Extreme-Moderate
High	Significant impact on project baselines	High-Moderate
Medium	Controllable impact on cost, schedule, and performance	Medium-Moderate
Low	Minor impact on cost, schedule, and performance	Low-Likely
Nil	None or very little impact on cost, schedule, and performance	Nil-Unlikely

The table below represents the standard risk escalation levels that are selected based on an individual risk’s severity score.

Escalation Level	Level Description	Risk Severity Scores
Level 1	Project sponsor, executive leadership	High
Level 2	Steering committee	Medium to High
Level 3	Project manager, team leads	Low to Medium

Performing a broad risk assessment analysis is necessary to evaluate the priority of the risk and the appropriate risk response actions. Once initial risk identification is accomplished, Deloitte will schedule risk analysis sessions with relevant stakeholders, including Travis County staff. During these sessions, each risk is evaluated at a level of analysis that is sufficient to determine the relative importance of the risk, to plan a value-based response, and to support tracking.

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9. COMMUNICATIONS MANAGEMENT

The Project Communications Plan lays out the approach to communications between Deloitte and Travis County project staff, in order that all communications are transparent and there are no impediments to the project due to lack of correct, clear and concise communication.

A detailed plan for communications facilitates the activities and processes needed to manage timely and appropriate generation, collection, distribution, and storage of project information. Project status communications are critical to managing expectations across the project and organization regarding what information individuals should expect to receive and when they should expect to receive it.

Project Status Reporting

Sharing the project status communication plan is critical to managing expectations across the project regarding what information individuals should expect to receive, and when they should expect to receive it. Travis County and Deloitte collaborate during the initiation of the project to define an effective status reporting process that works for the Travis County HHS BPA project team.

This includes the following tasks:

- Collect all project work performance data
- Determine project status
- Distribute performance information, including status reporting, progress measurements and forecasting
- Manage communications to satisfy the needs of project team members and stakeholders
- Gather periodic feedback on existing communications to determine communication effectiveness, timeliness, depth and quality
- Adjust the communications based on the feedback received

Project Status Reporting

Deloitte will create and submit status reports on a cadence determined in coordination with Travis County ITS. Overall completion status of the project, risks and issues, staff changes, and any major decisions are included in the status report. The templates for these status reports and project dashboards will be customized in collaboration with Travis County ITS during the initiation phase.

The status report summarizes the crucial Travis County HHS BPA project statistics to provide a comprehensive status of the project. The status indicates whether milestones are complete, on track, at risk, or not started. Metrics such as status, prior period accomplishments, next steps, top risks and issues, approved change request impacts, deliverable completion and key milestone summary may be included in the report based on input from the Travis County ITS Project Manager.

Project Meeting and Communication Schedule

The following chart summarizes the meeting and communication schedule.

Meeting / Communication	Purpose	Cadence	Notes
Steering committee meeting ("Decision Board")	<ul style="list-style-type: none">• Provide resolution for issues that impact project strategy and/or multiple stakeholder groups• Determine decisions regarding project strategy that impacts multiple key stakeholder groups. When required,	Bi-weekly	Scheduling TBD

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Meeting / Communication	Purpose	Cadence	Notes
	escalation of significant risks/issues to the Executive Decision Board		
Status meeting (“Core Team”)	<ul style="list-style-type: none"> Discuss and resolve and issues with current project work Ensure alignment across sub-teams and between Travis County and project team Track, report and resolve action items 	Weekly	Fridays, 10:00 am – 10:30 am
Status report	<ul style="list-style-type: none"> Report on project status to business stakeholders Raise issues/risks early 	TBD	To be determined in coordination with Travis County ITS

Stakeholder Engagement

Formal planning and management of stakeholder involvement for the project is vital to meeting project goals and objectives, particularly when external resources can influence the direction or outcome of project results. For this reason, the project team works with the ITS Project Manager to define the activities, level of participation required by stakeholders, and establish a mechanism for monitoring their participation levels and engagement effectiveness.

The Deloitte project team will identify the stakeholders who are important to the Travis County HHS BPA project’s success and engage and monitor stakeholders throughout the project.

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10. PROJECT DELIVERABLE AND MILESTONE MANAGEMENT PLAN

A “contractual deliverable” is a deliverable that is explicitly defined in the Contract and Purchase Order. A project work product that does not require sign-off is an “artifact”. This section describes the processes, assets, and protocols to develop and manage project deliverables through client acceptance.

Deliverable Approval Process

The deliverable review and acceptance approach is designed to eliminate the potential for surprises during the deliverable submission process by involving Travis County staff in each phase of the deliverable production and review process. As a result, we expect our deliverables to be complete and compliant based on the format, content, and applicable standards agreed upon by Deloitte and Travis County.

All deliverables will be submitted to Travis County ITS and a copy of the deliverables in electronic form will be uploaded to the SharePoint site, unless directed otherwise.

Deliverable Review and Acceptance

Before a deliverable is submitted for acceptance, the Deloitte project team will schedule a walkthrough with Travis County ITS to discuss and align on deliverable expectations. The goal of this meeting is to reach agreement on deliverable format, components, and submission schedule.

Prior to submitting each deliverable, the Deloitte project team will conduct a walkthrough of the deliverable to gather and incorporate feedback before submission. The formal review period takes place after walkthrough feedback has been incorporated and the deliverable has been submitted for review and acceptance.

Once the deliverable is complete, the Deloitte team will schedule a walkthrough of the deliverable submitted, and the deliverable review(s) planned for the deliverable will be performed. Travis County ITS will have five business days to review each deliverable after the receipt date. If the deliverable is determined to be in need of modification, the ITS Project Manager must send written notification to the vendor outlining the issues. Deloitte will have the option of meeting with the ITS staff to walk-through the comments. Deloitte will address the comments within five (5) business days and resubmit the deliverable to the ITS Project Manager for final review at which time ITS has five business days to review. Reviews of resubmitted deliverables will focus on the revision, plus related regression content, and be performed by the same ITS staff.

Travis County ITS is responsible for formal acceptance of deliverables. Deliverables requiring formal acceptance will be presented to ITS once they have been completed, reviewed, and signed-off, per the preceding steps of the deliverable management process described above. Once Travis County has provided acceptance, Deloitte will submit an invoice per the guidelines provided in the contract.

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11. PROJECT ASSUMPTIONS

Deloitte's Project Plan has been developed with the following assumptions.

- Travis County will provide knowledgeable and sufficient Subject Matter Experts (SMEs) and Staff during all phases of the Travis County HHS BPA project, to support business processes and requirements for each of the phases.
- The Travis County HHS BPA project team will make timely decisions for all escalated issues to avoid disruption on planned work items.
- If during any of the phases of the Travis County HHSBPA project, it becomes necessary to make modifications that are beyond the scope of the RFP requirements, such deviations will be evaluated in consultation with Travis County ITS and prioritized for implementation via the Change Control Process. We will work closely with the ITS Project Manager to resolve such deviations.
- The deliverable review/signoff period can overlap with next deliverable phase's planning and execution phases.
- The Detailed Work Plan and Project Management Plan will be reviewed and revised with Travis County ITS during the project initiation and planning phase, and at other times that may be necessary to conform to prevailing circumstances of the project. The resource loading and leveling of resources will be done at the time of the project initiation and will be updated throughout the project life cycle.