Reference B
Project Management Requirements

State of Alaska
Department of Health

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Introduction

As part of the Department of Health's (DOH) Project Portfolio Management, this project must address the standards and best practices to support the decisions at not just the Division, but the Department level for IT resourcing, support, and project performance.

Section 1 of this document, the Preliminary Project Management and Work Plan, outlines the elements you are required to respond to in your proposal.

Sections 2 through 6 are narrative explanations of the items referenced in Section 1. They provide greater detail as to the expectations should your proposal be selected.

1   Preliminary Project Management and Work Plan

1.1   Project Life Cycle Methodology

The contractor will adhere to a Project Life Cycle Methodology and must state and define what that methodology is and how they will manage the Project Artifacts and Development/Configuration required by the DOH IT Project Portfolio and best practices.

Project artifacts must be managed in a document repository throughout the life of the contract. The repository must be accessible to all project team members and the department's IT Project Management Office. The department will provide a SharePoint site that can be used to track project status, progress, issues, schedules, and as a documentation repository.

The Project Life Cycle Methodology proposed must encompasses both project and product activities. This includes the management of any Application Development/Configuration, Data Migration/Conversion, and rollout/implementation activities.

1.2   Preliminary Project Management Narrative and Work Plan

As part of the proposal the contractor must provide the Preliminary Project Management Narrative (how the work, stakeholders, and expectations will be managed) and a prospective work plan. A prospective schedule/work breakdown structure (WBS) by itself addresses the schedule.

The contractor must provide a narrative of their management of the Project Life Cycle.

The contractor must agree they will complete the Master Project Management Plan and Master Project Work Plan Schedule as part of their project planning activities.

The contractor may propose an alternate schedule with appropriate justification and level of detail for any proposed alternatives.

The Preliminary Project Management Plan (narrative/document for this proposal) must include how the following project subject/process areas will be addressed and managed.

1.2.1   Scope Management
   a) State how the project and product scope will be managed.
   b) State how the Business Requirements Analysis will be performed.
   c) State how Traceability will be completed for the WBS deliverable from requirements to deliverable acceptance.
   d) Provide the Preliminary Work Plan - Work Breakdown/Requirement Breakdown Structure to include:
        1) Anticipated individual project resources by (Contractor, DOH business, DOH IT)
        2) Anticipated external resource dependency requirements
        3) Anticipated effort required for each resource

e) Note: If using an Agile methodology – state how the Requirement Breakdown Backlog (Initiatives, Features, Product Backlog Items (PBIs) with anticipated effort and anticipated velocity), and Release Plan will be managed.
1) State the number of states anticipated for an iteration.
2) State what number of releases are anticipated, the number of iterations and effort expectations.
3) State what resource expectations are anticipated per iteration for contract and DOH staff.
4) State the velocity expectations for DOH staff.

1.2.2 Schedule/Task Management
a) State how the schedule will be managed.
b) State how you propose task assignments will be generated and tracked.
   Note:
1) Internal DOH IT Developer resources are managed with Azure DevOps (ADO) Scrum Templates.
2) Internal DOH IT infrastructure resources are managed through Service Desk Requests.
c) Propose how you will coordinate with the DOH project manager to use these resources if DOH IT resources are needed.
d) Propose how you will coordinate the overall master schedule.
e) State how tracking traceability from requirements to acceptance for scheduled Milestones will be managed.
f) State what method will be used for progression of work.
g) Note: If an Agile methodology will be used:
   a. State what the boundaries are and what ceremonies will be established for vision, release, iteration and stand up and how they will be used.
   b. State what the number of anticipated iterations for Milestones and buffer iterations and how the management of the product backlog be handled against the overarching goals.

1.2.3 Change Management
a) State how the Scope, Cost, and Schedule Changes will be managed.
b) State how Task Discovery Clarification updates, that are deemed in scope, will be handled.

1.2.4 Risk Management
a) Identify any known risks, assumptions, or constraints based on this proposal request and your experience with a similar project.
b) State what method will be used for tracking known and unknown risks and how these risks, if they occur, will be managed and progressed to resolution.

1.2.5 Issue Management
a) State how you will handle issue identification, tracking, resolution, and escalation.
b) State how you will address concerns that may not appear to be issues.

1.2.6 Quality Management
a) State how quality will be managed.
b) State how traceability from requirements to acceptance will occur.
c) State the anticipated Testing and Acceptance process.

    d) If you are using Test Driven Design state how testing, requirements, and documentation processes will be handled.
    e) State the anticipated training for product processes.
    f) State the anticipated training for maintenance and operational support.

1.2.7 Staffing Management
    a) State the anticipated roles and responsibilities and subcontractor management areas.
    b) State that the Contractor has submitted resumes for all contract resources assigned to the project to the HSS project manager.
    c) State that if the proposed contract resources change at the time of award, or during the life of the project, the contractor will submit all new resource resumes.
    d) State all assumptions of the DOH roles and responsibilities and any anticipated DOH resources.
    e) State what DOH resource dependent activities will be needed for the contractor's effort to be successful.
    f) State all assumptions regarding skills and support needs for DOH Staff support.
    g) State what expectations are anticipated for work outside the standard support hours during the project, including Rollout, and post support. Note: DOH IT standard operation support hours are 7:00 AM to 5:00 PM Alaska Time Zone.

1.2.8 Communication Management
    a) State how communication will be managed between contractor, project resources, and impacted project stakeholders.
    b) State how you will use the document repository for collaboration and document versioning.
    c) State how notifications and escalations will be handled.

1.2.9 Implementation Management
    Note: DOH IT standard operation support hours are 7:00 AM to 5:00 PM Alaska Time Zone.
    a) State the Rollout expectations and Integration dependencies anticipated.
    b) State how you will manage the rollout.
    c) State what expectations are anticipated for work outside the standard support hours during the project Rollout.
    d) State the anticipated maintenance and operations management after rollout.
    e) State the expectations anticipated for after standard work hour support.

1.2.10 Master Project Management Plan and Master Work Schedule
Note: The high-level narrative is required for the proposal; the updated more detailed Plan is required as part of the project deliverables within the Planning phase of the project.
    a) State that you will provide the updated Master Project Plan and Master Work Schedule as part of the project deliverables. Those deliverables are noted in section 2.1.
    b) If alternative processes are proposed to any deliverable process areas listed in Section 2.1 Master Project Plan and Master Work Schedule, state those alternatives. They must be defined in your proposal.
    c) The preliminary Master Project Work Plan/Schedule should be included

2 Master Project Management Plan and Master Work Schedule

The Master Project Management Plan provides in descriptive terms "how" the management processes and expectations will be performed to ensure deliverables occur and meet requirements success measures. The Master Project Management Plan also provides traceability back to the Master Project Work Plan/Schedule (the "what" that will be done).

2.1   Master Project Management Plan

The Master Project Management Plan is the document that covers the Project Life Cycle Methodology proposed for managing this project. (This includes the methodology for managing both business and IT activities and dependencies for the life cycle of the project.)

The Master Project Management Plan includes the following areas:
   a) Scope Planning (Section 3.1)
   b) Schedule, Tracking, Change, Risk, and Issue Management Planning (Planning Section 3.2)
   c) Quality (Project and Product) Planning (Section 3.3)
   d) Communication, Stakeholder, and Staffing Management Planning (3.4)
   e) Execution and Monitoring Activities (Section 4)
   f) Closing and Handoff Planning (Section 5)
   g) Post Closure and Handoff (Section 6)

Note: While the Master Project Management Plan is often viewed as static, for this project it is a living document that governs the execution of the project and is to be used for monitoring the project support.

Additional Plans related to the Product will also be delineated in the Project Planning Section 3, the IT Requirements. These include:
   a) Product Design/Configuration Roadmap (Section 3.1.2)
   b) Security Plan (see IT Requirements section 3.7.2)

2.2   Master Project Work Plan/Schedule

The Master Project Work Plan/Schedule will include all anticipated project and product tasks, project resources by name, and effort levels for each resource. The Master Project Work Plan/Schedule must include a schedule of work, including a Gantt chart illustrating project milestones, dates, and timeframes for resource utilization and contract deliverables.

The Master Project Work Plan/Schedule should include the high-level milestone timetable regardless of the project management methodology.

If using an Agile methodology, the anticipated iterations backlog should be provided for the anticipated Feature target dates for milestone release delivery. Provide the backlog that supports the Feature target dates and the anticipated release dates, the standard iteration length, number of iterations per release, anticipated effort.

Provide the timeline for the number of anticipated iterations for Milestones and their capacity buffer iterations and how the management of the product backlog will be handled against the overarching goals.

Provide what the tracking method will be used for both Contract and DOH resources and what tools will be used to manage this and how this will be coordinated with the DOH IT assignment tracking methods.

The Master Project Work Plan/Schedule provides the tasks, activities tracking, assignment of individual project resources by (Contractor, DOH business, DOH IT), the effort required for each resource, and the Traceability Matrix for WBS deliverables/Features to deliverable acceptance.

3 Project Planning

Within the specified number of days listed in the Scope of Work (RFP Section 3) regarding the project initiation meeting, the contractor shall deliver the Master Project Management Plan and an updated Master Project Work Plan/Schedule that reflects any changes from the preliminary Master Project Work Plan/Schedule submitted with the contractor's proposal that were discussed and agreed to during the project initiation meeting.

The Master Project Work Plan/Schedule shall be maintained throughout the life of the project. Dates in the Master Project Work Plan/Schedule shall not be updated without mutual agreement between the contractor and the State Project Manager to reflect the accurate status of the project.

3.1 Project Scope Planning

The State of Alaska is procuring a new system/solution. As such, it is not interested in replicating what or how the current system stores, manipulates, and processes data.

3.1.1 Business Requirements Analysis

As part of the Project Scope Planning, the Master Project Plan must clarify how the Business Requirements Analysis will be performed and how they will be progressed (tracked) for completeness and traceability of activities through acceptance of the requirements.

The outcome of the Business Requirements Analysis / system modification meeting(s) will be documentation in a format agreed to by DOH IT and Division staff containing the following:
   a) Identified business and system requirements that are satisfied by the contractor's solution.
   b) Identified business and system requirements that are not satisfied by the contractor's solution.
   c) Identified and descriptive modifications that will be required to meet stated requirements, including any associated costs for requirements identified during the analysis that were not part of the contract.
        1) Each modification description will need to include whether modifications are configurations, customizations, or alternate business workflow patterns by users.
   d) Diagrams supporting application schema with structures and linkages.
   e) Mockups of forms and reports.
   f) Identified and updated business process flows.

Note: If Agile is used there should still be Requirements Documentation in the method of User Stories and Test Cases that would include the above bullets. The Project Management Plan should explain how this information will support the system documentation.

This information shall not be orphaned on a system that is not under DOH control or left in the contractor tracking system. This information must be stored in, or exportable to, the DOH SharePoint Project site, or the DOH DevOps repository.

3.1.2   Product/Application/System Design or Configuration Roadmap

As part of the Project Management Plan, the Scope planning needs to include the management for the Product/Application/System Design or Configuration Roadmap which provides information to the State on how the product will be architected/configured and implemented.

The outcome of the Product/Application/System Design or Configuration Roadmap will be:
  a) The detail of the contractor's approach to the configuration, architecture, integration modifications of the Product and the associated activities that need to be performed.
  b) System Design Configuration Documents for review and comment by DOH IT and Division staff.
  c) A final Product Design/Configuration Plan shall be produced and submitted based on the review and comments on the draft plan.

All product design documents will be reviewed and approved by the State prior to the initiation of project tasks to that are needed to perform activities associated with product design.
This information must be stored in, or exportable to, the DOH SharePoint Project site, or the DOH DevOps repository.

3.1.3   Data Conversion or Data Migration Roadmap

The Scope planning needs to include the Data Conversion or Data Migration Roadmap provides information to the State on how the product will be architected/configured and implemented.

The outcome of the Data Conversion or Data Migration Roadmap will be:
  a) The details of the contractor's approach to the Data Conversion or Data Migration the associated activities that need to be performed.
  b) The detail of the contractor's testing and acceptance criteria approach to the Data Conversion or Data Migration the associated activities that need to be performed.
  c) Data Conversion and Data Migration Documents provided for review and comment by DOH IT and Division staff.
  d) A final Data Conversion and Data Migration Roadmap shall be produced and submitted based on the review and comments on the draft plan.

All product design documents will be reviewed and approved by the State prior to the initiation of project tasks that are needed to perform activities associated with product design.

This information must be stored in, or exportable to, the DOH SharePoint Project site, or the DOH DevOps repository.

3.1.4   Application/System Documentation

As part of the Project Management Plan, the Scope planning needs to include the production and acceptance of comprehensive documentation for the new system and any subsequent modifications.

The documents produced will include:
  • System Design Documents

- o   System Architecture.
- o   Entity Relationship Diagrams / Model(s).
- o   System Configuration and Parameters.
- o   Data Dictionary.
- o   Data Design.
- o   User Interface Design.
- o   Hardware.
- o   Software.
- o   Backup and Recovery Processes.
- Operations Manuals
  - o   Query and Report Process(s) and operations.
  - o   System Configuration and Parameters.
  - o   Maintenance Process(s) and operations.
  - o   Online help and appropriate error messages for all forms and processes.
  - o   To the extent possible error messages should inform users how to proceed to resolve an error condition.

All product design documents will be reviewed and approved by the State prior to the initiation of project tasks to that are needed to perform activities associated with product design.

This information must be stored in, or exportable to, the DOH SharePoint Project site, or the DOH DevOps repository. If any of the documentation is web-based access, URL links will be established on the DOH SharePoint Project site for those resources.

3.2   Project Schedule and Tracking Planning

The Master Project Work Plan/Schedule will be a live document to manage and progress all anticipated project and product tasks, project resources by name, and effort levels for each resource. If a task tracking application is used by the contractor that is not used by DOH, then that information must be easily exportable to provide an MS project like timeline and percentage of completion of milestones.

The Master Project Work Plan/Schedule must include a schedule of work, including a Gantt chart illustrating project milestones, dates, and timeframes for resource utilization and contract deliverables. The DOH Project Manager must have access to this information.

If the contractor's Project Work Plan/schedule does not contain all activities for the entire project work effort – only the contractor effort, there must be stubbed work package activity entries for DOH and IT). Those stubbed out work activities must provide the dependencies and timelines expected for the additional stakeholders so that the agreement between the Contractor Project Manager, the DOH Project Manager, and the DOH IT Business, Network Services and Customer Service Managers of how those items will be progressed (tracked).

3.2.1   Schedule Milestones and Tracking

The Schedule tracking must readily provide support progressing of Milestones and have the ability to track who is responsible for outstanding work. The Contractor and DOH project managers must agree on how the schedule will be managed.

Note:
- Internal DOH IT Developer resources are managed with Azure DevOps Scrum Template.
- Internal DOH IT Infrastructure resources are managed by Service Desk Requests.

The scheduling, assignment, and tracking of Contractor and DOH resources must be documented and provide traceability from assignment of tasks to requirements acceptance.

The Master Project Management Plan must document the method used for Progressing of work that has been mutually agreed to.

3.2.2 Change Management
The Master Project Management Plan must document the method used for Change Management work that has been mutually agreed to. This includes Scope, Cost, and Schedule Changes that will be documented, and tracked.

Note: Depending on the Change the effort may need to be escalated to the DOH IT Governance Sub Committee for review. Significant Schedule and Budget Changes may require additional turnaround time, especially for changes that require financial approval.

3.2.3 Risk Management
The Master Project Management Plan must document the method used for Risk Management identification, tracking and resolutions that has been mutually agreed to. This includes identification and ranking/prioritizing of any known risks, assumptions, constraints that occur or have been identified for this project.

Document what method will be used for tracking and how the process for assignment of work through resolution will be handled as well as resolving any impacts to the schedule.

3.2.4 Issue Management
The Master Project Management Plan must document the method used for Issue Management identification, tracking and resolutions that has been mutually agreed to. This includes addressing concerns that may not appear to be issues.

Document what method will be used for tracking and how the process for assignment of work through resolution will be handled as well as resolving any impacts to the schedule.

3.2.5 Review of the Project Closeout Handoff Checklist
The Master Project Management Plan must include the review of the Project Handoff Checklist to add any additional tasks/activities to the schedule that must be completed to ensure proper close out.

3.2.6 Implementation and Rollout Plan
The activities for Implementation and rollout need to be part of the Master Project Work Schedule. The Implementation and Rollout plan may be very high level at the beginning of the project. This section will be updated in more detail as the project moves forward and prior to rollout. This includes the environment and any data conversion/migration activities and documentation review.
The planned activities for rollout must include the notifications for impacted stakeholders.

3.2.7 Post-Production Support Plan

The identification of activities for Post-Production Support along with any licensing agreements must be part of the Master Project Work Schedule. This information must be provided at a high level at the beginning of the project. Prior to the implementation rollout plan this information must be updated to support production use. It is recommended that this section be updated in more detail as the project moves forward and not wait until just prior to rollout. This includes the environment, skill levels, resources needed and may also include contractual agreements.

As part of that plan items that must be included are:
- Helpdesk support.
- Assisting users with understanding the functionality and practical use of the system.
- Identifying errors in the system.
- Provide action plan(s) and resolution timeline for all issues.
- Evaluating system effectiveness against the established go live criteria.
- Monitoring performance of the new system.
- Modification process and knowledge necessary.

The post-production support plan must include all impacted support stakeholders, and any operation level agreements that need to be reviewed and approved.

3.3 Project Quality Planning

3.3.1 Project Qualitative Progress

The Master Project Management Plan must document the method and frequency to be used for the Quality Management assessment to ensure the project processes are being followed and to keep the project within scope, on schedule, and within budget. Any risk, issues, or concerns will be addressed through the Change, Risk, and Issue Management processes.

3.3.2 Project Test Planning

The Master Project Management Plan must document the method for Test Planning and Test Acceptance, how this work will be managed and progressed and how the traceability of the testing is tied to the requirements acceptance and milestones.

The deliverables are test planning, test scripts, and the test results process that must be documented and must be mutually agreed to by both contractor and DOH project managers. The Test Management Plan should include not only the methodology of how testing will be handled, but all responsibilities for contractor staff, DOH program staff and DOH IT.

3.3.3 System Test Plan

While there may be individual testing (smoke testing, unit/module testing) there should be an overarching System Test Plan that describes each type of testing that will be performed and how it will be handled for traceability of requirements. The plan will include the sequence and resources for each type of testing (for both Contractor, and State resources), provide exit criteria for each testing type, and criteria for system acceptance.

The plan will include any required equipment setup, application installations, and software setup for each type of test. The plan should also provide the schedule for User Acceptance Testing (UAT).

The test plan will identify the process for reporting, tracking, and resolving identified issues/defects in the application during development, UAT, and after application rollout.

Note: This testing and defect tracking should also be consistent with the management of Test deliverables.

If an Agile methodology is used and testing is incorporated into the iteration rollouts, there must be traceability for the feature acceptance and for the final system acceptance to ensure all features and functions have been met and accepted.

3.3.4   Testing

Testing consists of all activities that occur to create, test, and deliver the finished application. The state understands that there may be a significant overlap in activities during the project life cycle that cover testing depending on which project methodology and application development methodology is used. Responsibilities for who performs development of test cases and scripts, sets up the environment, tests, and how to handle defects must be defined.

The contractor will provide testing results and progress reporting at the weekly project status meeting. Upon successful completion of the user acceptance testing, the contractor will finalize all components of the system including:

- System Finalization.
- Demonstrate the backup and restore capability.
- Provide a roll-back procedure for use in the event of a system failure.
- Resolve all critical issues prior to placing the system in production.
- Establish Support and Help Desk Procedures.

The contractor will provide the DOH Project Manager with a formal assessment of the system's readiness for production implementation.

3.3.5   UAT Test Scripts

The contractor shall provide test cases, test scripts and/or scenarios that provide step-by-step instructions for testers to follow to test all system functionality. Location and documentation of test scripts and testing scenarios will be provided and must be sufficiently detailed to allow untrained staff to carry out testing and determine the accuracy of results.

The contractor shall schedule testing based on their project and application development plans and adjust the test environment appropriately.

All Test Plans, test results, test scripts must be maintained and available for future Audit requirements.

3.3.6   Support UAT and System Revision

Prior to making the system available for UAT, the contractor shall perform internal testing and certify that the system is ready for UAT. If errors are identified in the internal testing, the system should not be certified and UAT will not proceed until the errors are resolved. The system, as delivered by the

contractor for UAT, is expected to be fully functional, and contain no known critical errors. The UAT is expected to use actual client data from the legacy system as some test data.

The UAT must include tests of all system functions resulting in minimal errors as defined in the accepted test plan of this RFP. Errors in this context include errors identified in any portion of the new application (in the code, process functionality, documentation, and/or online help).

UAT shall include a test of data conversion/data migration and confirmation of transaction performance. It is assumed that the UAT can be completed in two rounds: one to uncover any errors and a second after modification and internal contractor testing to verify that any errors identified have been fixed and that no new errors have been introduced. This requires that the contractor not only fix the errors identified in round one, but also run the resulting system through their system qualification test prior to delivering it for the second round of UAT.

UAT will continue until the above process is completed successfully. The contractor will be available at their development facilities for consultation and problem resolution for the duration of the test. The contractor shall make all required corrections and revisions to the system resulting from the acceptance testing process. System retesting shall be conducted as required. If the UAT exhibits any failures, the system will be returned to the contractor for revisions.

During UAT, the user manuals and online help will also be evaluated. Reference materials must reflect system configurations appropriate to the product. The UAT procedures will instruct the testers to reference the user manuals and/or online help for directions regarding how to perform the required actions. Any inadequacies or omissions in the manuals must be corrected prior to final acceptance of the system by the State.

3.3.7   Training Planning

The Master Project Management Plan must document the method used for Training Management. This includes identification of the training needed, set up of training, and execution of training that has been mutually agreed to.

There are different types of training that may be identified:
- Skills deficit needed for support of the product.
- Knowledge transfer for support.
- Training to use the new product.

The Contractor shall train the state staff – including IT staff and Data Center staff prior to the Implementation rollout. This includes knowledge transfer for support.
The Training Plan should include the methodology used to complete knowledge transfer and training of the system, responsibilities and be consistent with the overall Project Management Plan.

The outcomes of training include:
- Recommended skill deficit training and costs and recommended vendor.
- Training materials for the product usage.
- Knowledge transfer documentation for support.

3.4   Project Communication, Staff, and Stakeholder Management

The Master Project Management Plan must document the method used for Communication Management between Contractor team, DOH Division team, and DOH IT support team as well as any impacted stakeholders affected by the project, or the new product. The communication method must be mutually agreed to by both Contractor Project Manager and DOH Project Manager.

3.4.1   Communication Management

To help with communication management the SharePoint project site also provides an initial IT Commitment Charter that contains an initial identification of the stakeholders that may be impacted by or be a part of the project team.

The Communication plan must document how communication will be managed between contractor, project resources, and impacted project stakeholders for notifications and escalation. This includes notifications for assignments, meetings, meeting minutes, requests for information, decisions, and documentation management.

The escalation tree for issues and concerns must also be mutually agreed to and documented.

The communication plan must include the process for bringing new staff up to speed so that they are aware of the agreed upon communication process. This process must be documented to handle staff turnover that may occur during the course of the project.

3.4.2   Project Meetings and Reporting

The Contractor will be responsible for scheduling, meeting agendas, minutes and final reports. It is anticipated that most status meetings will occur via web and/or video conference; onsite status meetings shall take place in conjunction with other onsite activities.

3.4.3   Project Initiation/Kick Off meeting

As part of their response, the Contractor will hold a project kick off meeting to set project expectations and agreement for role definitions and responsibilities for both contractor and Division staff surrounding the project. The Contractor will coordinate with the DOH Project Manager for who needs to be at this meeting.

The contractor shall be prepared to provide an overview of how they intend to accomplish the tasks of the project, discuss the project schedule, and begin discussing the system modifications desired by the State.

In advance of the meeting the contractor shall provide a memorandum documenting required decisions and outcomes of the meeting. The meeting will address:
- Deliverable review and approval process.
- Agreement on the format and protocol for project status meetings.
- Agreement on the format for project status reports.
- Setting the schedule for meetings between representatives from the State and the contractor to develop the detailed project plan.
- Defining lines of communication and reporting relationships.
- Reviewing the project mission, scope, approach, timeline, and resource Commitments

- Pinpointing high-risk or problem areas; and
- Change management and Issue resolution process.

3.4.4 Weekly/Bi-Weekly Reporting
The contractor shall provide a single page weekly/Bi-Weekly status report summary to the DOH Project Manager. The frequency and format should be a standard that is mutually agreeable between the Contractor and DOH Project Managers.

The contents of the report shall include at a minimum:
- Project progress and accomplishments for the reporting period.
- Items/ tasks to be completed during the next reporting period.
- Items/ tasks that are behind schedule
    - Impact and risk to the project.
    - Mitigation.
    - Trends for items/tasks that are not yet overdue but need attention to keep the schedule on track.
- Heads up for any external dependency activities that are needed to complete to keep the schedule on track.
- Open Issues
    - Impact and risk to the project.
    - Mitigation.
- Any obstacles to progress.
- Housekeeping.
- Site visit schedules if applicable.
- Team activities and availability.

3.4.5 Monthly Reporting Meeting
The contractor shall lead the monthly status meeting to provide updates:
- on project progress.
- to discuss issues.
- to review project risks.

Attendees will include the Project Sponsors, DOH Project Manager, DOH IT Lead representative and core team members as appropriate.

3.4.6 Monthly Report
A formal monthly report will be submitted to the State within five (5) working days of the meeting. It will contain a monthly summary of the information in a weekly report. In addition, it will include:
- Work plan review.
- Task information updated to reflect percentage completion.
- Project Management metrics.
- Actual effort vs Planned.
- Cost to date vs Planned.
- Estimates to complete both effort and cost on a major task basis.
- Staffing changes.
- Change Orders.

- Other business as necessary.

3.4.7   Staffing Management

Staffing management is part of the communication plan and must not only identify the project staff but include their anticipated roles and responsibilities that have been agreed to. This must include the expectations and responsibilities during meetings and any information dissemination to their represented groups. This includes contractor as well as DOH Division and IT staff.

An understanding of what DOH resource dependent activities are needed for the contractor effort to be successful must be delineated along with any assumptions about skills and support needs so expectations can be clarified or adjusted.

Note: DOH IT standard operation support hours are 7:00 AM to 5:00 PM Alaska Time Zone. If there are expectations for after work hour support for the project, including Rollout, and post support these must also be agreed to and documented.

3.4.8   Stakeholder Management

As part of the communication plan, there must be information taken back to interdependent support teams, and external stakeholders to the project team. The responsibilities for this communication notification and solicitation process must be documented.

Impacted stakeholders outside of the project team need to be identified as well as the expectations for keeping them informed of decisions, impacts and obtaining information from them. This must also be documented.

4   Project Execution and Monitoring

Project Execution and Monitoring will follow the Master Project Management Plan and Master Project Work Schedule defined.

5   Project Closing and Handoff

5.1   Project Closeout Handoff Checklist

Prior to the close of the project the DOH IT Project Management Office must be notified to schedule the IT Project Handoff Checkoff list meeting. This should be requested at the commencement of Implementation and Rollout Planning. This meeting ensures that required activities have been completed prior to close out of the project. Any additional uncovered activities that need to be completed prior to project close out need to be reviewed and addressed to ensure completion.

5.2   Implementation and Rollout Plan

The implementation and rollout of the product requires a plan and notification of the appropriate stakeholders with enough lead time to ensure the environment and support are ready. Any after-hours support for DOH IT Staff and Division staff must be cleared in advance.
Only after final approval, the application will be placed in production.

5.2.1   Final Deliverable Acceptance

The contractor will submit a final document for the formal acceptance of all system development, modification, and implementation activities. The document will include a list of all known issues with the application and a plan for their resolution.

5.2.2   Delivery of Final Documents

Within 30 days of the completion of rollout, the contractor shall deliver a Post Implementation Evaluation to the State Project Manager. The contractor shall deliver all materials developed during the course of the project. This will include complete documentation, source code, and other materials, as well as client/program data to the DOH Project Manager. The contractor shall provide verification and certification that specifies all software, policies, security requirements, procedures, reporting, and equipment are functioning as planned and that all documentation is complete has been received and approved by the DOH Project Manager.

6   Post Implementation Support

6.1   Warrantee Support

The contractor warrantee must be documented, and it must spell out what is covered. The process for how defects and issues will be handled must be addressed during the Project Planning Process and should be included in the proposal.

The turnaround expectations for defects and issues that are covered must include the response time and process for handling the defects. Items that are not covered by warrantee must be spelled out. The duration of the warrantee must also be spelled out and must be addressed at the beginning of the project and not wait until implementation rollout.

The contractor must provide during the warranty period support services that include:
   (a) Application support
         i.   Support must be available Monday through Friday 8 AM – 4 PM Alaska time for all State of Alaska workdays (email notification is sufficient).
         ii. Contractor will respond to any critical issues within 24 hours.
         iii. Contractor will respond to any non-critical issue within 48 hours.
   (b) Issue response will include
         i.   Assessment of the impact of the issue to the application.
         ii. Workarounds if available.
         iii. An estimate of the time to resolve the issue.
   (c) Contractor will be responsible for all cost for the licensing, purchase, application, and testing of all updates, upgrades, and patches to the software packages used to deploy, operate, and maintain the application during the warrantee period.
   (d) Updated Documentation
         i.   The contractor will update documentation to reflect all changes to the function and operation of the system within 30 days of any change.
         ii. Online documentation will be updated to reflect all changes to the system processes within 30 days.

6.2   Post Implementation Contract Support

The post implementation support plan needs to be executed prior to or during the implementation rollout to provide support to the DOH during the implementation to assist with the turnover for postproduction support.