Program Management Plan

As of April 1, 2019, the City of Baton Rouge and the Parish of East Baton Rouge have started implementation of MovEBR, a historic Sales Tax referendum created to improve transportation. The MovEBR initiative will help the citizens in East Baton Rouge Parish with traffic mitigation by building new roads, sidewalks, and managing traffic in the parish. The tax initiative passed on December 8, 2018, is expected to generate $46M annually for the City-Parish and will be spent on the published MovEBR projects. The program will last through March 31, 2049.

As presented, this initial Program Management Manual is a living **Program Management Plan** (PMP) evidencing the strong management systems that will be put in place to achieve efficient and effective delivery. It is comprehensive in content and serves as a firm foundation for the life of the program. It demonstrates how the successful execution of the unique project groupings will be accomplished through the Baton Rouge Department of Transportation and Drainage (DTD) and our partners as we operate in a seamless, integrated manner.

The PMP documents the structure, processes, and resources that will be used to execute a successful program and create concrete deliverables that meet the contractual requirements. The PMP covers the organization, approach and timeline, controls, schedule and resource management, tools, quality management, communication plans, Small Business Outreach and public involvement. This will provide the foundation to achieve program goals and communicate to stakeholders how the program will be managed. By adhering to this plan, DTD will implement and utilize the proper management controls for the program, thereby promoting the achievement of the program's goals and objectives. This PMP also demonstrates how successful execution of the program and projects in the two unique portfolios of Community Enhancement and New Capacity will be accomplished utilizing the customized and complementary resources of two teams operating as a fully integrated entity with a seamless approach to management and delivery.

Two teams, known as **New Capacity and Community Enhancement,** will work with DTD staff to effectively and efficiently deliver the MovEBR program and projects. As defined in this document, any MovEBR project refers to any proposed or existing undertaking named in the approved MovEBR referendum list or to the individual efforts resulting from a parish-wide call for projects.

Approved by the sponsor and leadership during the quick start phase in July and August of 2019, this PMP will be maintained throughout the life of the program; it will be kept up-to-date and should be considered the primary source for information about the program's structure, systems and management processes, tools, and terminology. The DTD Team will review the PMP at the beginning of each program phase to confirm compliance with the direction that has been established.

Once the PMP has been approved, the management processes described herein will be the basis for training the teams. This training will be included in the team member onboarding procedures so that new team members are properly trained as they rotate on to the project. This plan will be baselined and archived in the Document Management System. Except for minor wording changes or changes to the organization charts and/or resource assignments in the Governance section, this plan will not be changed without an approved Change Request from the City-Parish Department of Public Works (DPW) Assistant Chief Administrator's Office (ACAO). The Program Management (PM) Lead is responsible for updating this document, as required, when resource assignments change or there is an approved Change Request. The revised PMP will be reviewed and approved by the DPW's ACAO's Office prior to being updated in the Document Management System.

Contents

1 Program Overview

The Chief Engineer is responsible for providing standards and guidance to the PMT and managing the program processes (described herein). In programs and projects, there can be differences between the work of the PM, which is focused on program-specific management processes, and the work of the teams who build the solution.

There are two guiding principles that are cultural in nature aiding in the effective deployment of PM processes:

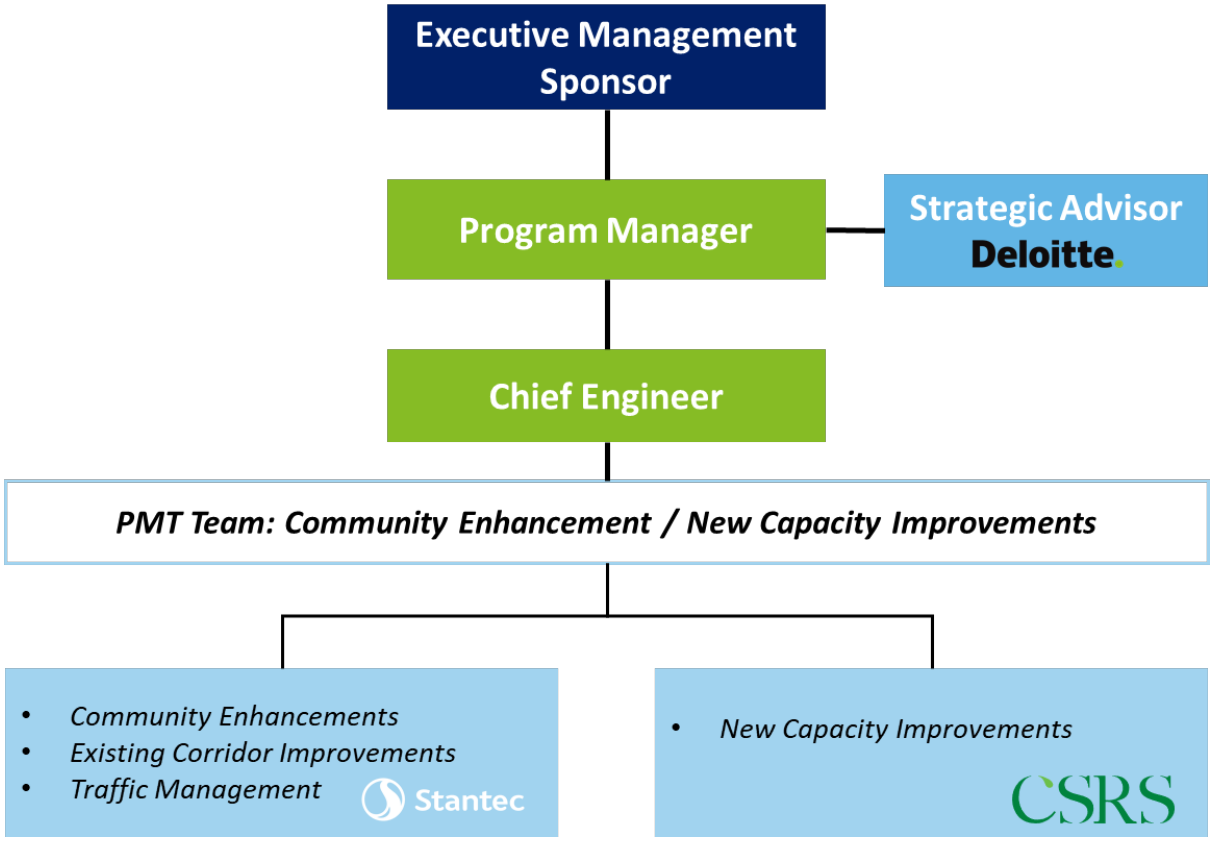
- First, the Project Managers, from day one, will have a commitment to executing sound PM processes. Project managers will ensure team members execute on documented procedures thereby managing program risks. The program and project ledership will establish, promote and monitor compliance with the PM's processes.
- The other principle is a corollary of the first. PM will streamline processes and procedures to simplify them for team members to execute. PM will also train team members, as necessary, in understanding these processes, and confirm that essential disciplines are maintained.

1.1 Vision Statement

MovEBR will be the industry standard of excellence in delivering transportation solutions that will move our region in a safe, sustainable manner and further enhance strong neighborhoods, communities, and economic vitality for all residents of East Baton Rouge.

1.2 Organization and Governance

The organization chart below shows the program governance and team management structure. Escalation procedures are directly aligned with the governance hierarchy.



1.2.1 RASCI Chart

This section describes the participation by role or team for deliverables or major work products. These terms are used in the subsequent sub-sections:

- **Responsible**—the role or team that is primarily responsible for performing or overseeing the creation of the deliverable or work product
- **Accountable**—the role or team that is answerable for the content of the deliverable or work product (only one per row below)
- **Supportive**—can provide resources or can play a supporting role in implementation
- **Consulted**—the role(s) or team(s) that participate in creation of the deliverable or work product (frequently knowledge leaders)
- **Informed**—the role(s) or team(s) to whom the deliverable or work product will be communicated

The following describes the participation by role or team for deliverables or major work products. These terms are used in this table:

Processes & Tasks	DPW		**Finance		Stantec	CSRS	Deloitte			***Parish Attorney
Mission & Vision	R	A			C	C	S			
Quick Start & Program Management System, Program Management Support*	R	A			R	R	R	S	C	
Communication Plan	A				R	R	S			
KPIs, Metrics and Measures	A				R	R	S			
Project Controls – Schedule & Budget	A		C		R	R				
Small Business Outreach (SBO)	A				R	R				
Preconstruction Design (Incl. maintenance)	A				R	R				C
Right of Way (ROW)	A				R	R				A
Utility Coordination	A				R	R				A
Construction – CEI	A				R	R				A
Quality Assurance/Quality Control	R	A			R	R				
Financial Management & Reporting	A		R	C	R	R				
State & Federal Funding	A		R	C	R	R				
Public Private Partnerships (P3's)	A		R	C	R	R				

**includes initial overall, kickoff, meeting agenda, cadence and dispute resolution/escalation*
*** Includes financial advisor*
****Tasks requiring contractual action*

1.2.2 Program Governance Bodies

As identified below, the following titles refer to the defined positions and entities throughout the PMP:

- **Executive Management Sponsor** – Assistant Chief Administrative Officer, Public Works
- **Program Manager** – refers to Director of DPW/Department of Transportation and Drainage
- **PMT** – refers to both firms collectively performing program management services over the life of the program
- **PM Lead** – refers to either of the project managers (or both) of the two firms leading program management services over the life of the program

1.2.2.1 Program Executive Sponsor

Accountabilities	• Sponsor the program • Provide strategic direction for the program • Promote the long-term vision for the program solution in the client organization • Realize and sustain the program benefits
Relationships	• Highest level of authority for the program

1.2.2.2 Executive Management Sponsor / Program Manager (PM)

Accountabilities	• Represents the enterprise perspective from key organizations • Advise and guide the PM to promote the program meeting its goals and objectives • Resolve escalated program controls in a timely manner
Relationships	• Provide guidance and/or decision-making for high-impact program issues and escalated requests • Monitor program and projects' status on an ongoing basis, including attendance in Program Steering Committee status meetings • Champion the program and individual projects within constituent organizations • Represent the perspective and issues of constituent organizations to the Program Executive Sponsor • Provide strategic guidance to the Program Executive Sponsor in meeting program objectives • Resolve escalated issues and decisions

1.2.2.3 Chief Engineer

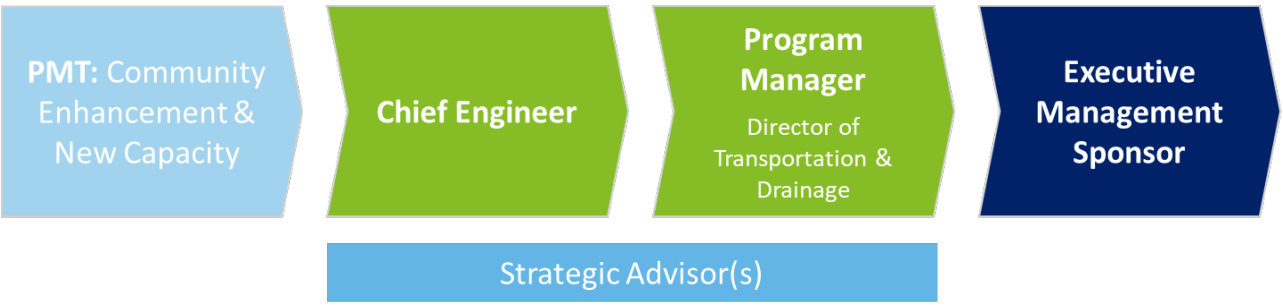
Accountabilities	• Direct overall project success • Manage the project schedule, scope, budget, and quality so they align with leadership expectations • Manage team performance, training, mentoring and reputation
Relationships	• Supervise team • Report to Project Manager • Client liaison and relationship manager

1.2.2.4 Program Team (PMT) – Community Enhancements / New Capacity Improvements

Accountabilities	• Promote and maintain method(s), tools and standards • Manage policies and compliance • Define and execute quality procedures and measures • Produce and distribute reporting and communications • Provide the program and project management processes infrastructure and guidance to coordinate the various teams and to integrate the processes across the program • Maintain PMP • Provide projects' status reports and communications
Relationships	• Support project manager, Head Engineer, and PM leads • Respond to governance body information requests • Meets weekly to report projects' progress and identify corrective actions • Develop, deploy, and operate project management protocols that are both effective and efficient • Perform the program management processes, such as management of issues, risks, finances, communication, status reporting, and schedule • Facilitate and coordinate cross-project process integration and issue resolution • Guide the teams in creating the Work Plans • Maintain baselines • Create and publish program level status reports • Manage the program issue, risk, and change control escalation processes • Manage and report on quality assurance and quality control activities • Perform quality reviews of deliverables from a scope and format (not content) perspective • Manage interactions between external governance bodies and the teams

1.3 Escalation Process

Proper, timely escalation of risks, issues, decisions, and change requests is critical for keeping a program on track. The escalation levels are described below.



The table below describes the overall escalation levels by process and threshold/criteria.

Level	Escalation Process	Thresholds / Criteria
Chief Engineer	*Escalation 1:* PM leads escalate controls to the Chief Engineer (e.g., issues team) by changing the escalation level to 1.	Project controls will be escalated to the program level/PM when: • The control impacts multiple teams, or the resolution requires coordination across teams. • Controls that are blocking and are not resolved within 5 days will be escalated to this level.

Program Manager	*Escalation 2*: Chief Engineer escalates controls to the PM by changing the escalation level to 2.	Controls will be escalated to the PM when: • The control cannot be resolved by the Project Teams or Chief Engineer and the control priority/criticality is not "low." • The control priority is critical. • Controls that are blocking and are not resolved within 10 days will be escalated to this level.
Executive Management Sponsor	*Escalation 3*: The PM and Chief Engineer will jointly determine when items need to be escalated to the executive sponsor. To escalate a control to the executive sponsor, the Chief Engineer and PM will: 1. Change the escalation level to 3. 2. Confirm that the control documentation is complete. 3. Present the control, alternatives and recommendations to the executive sponsor.	Controls will be escalated to the executive sponsor when: • The issue cannot be resolved at lower levels and the priority is not low. • Controls that are blocking and are not resolved within 30 days will be escalated to this level.

2 Scope Management Plan

Scope Management defines the process and procedures for confirming, verifying, and controlling scope. A clearly defined scope promotes the stability required to the goals of a program. By adhering to this process, the projects within the program will improve their control of project scope, leading towards program completion on time and on budget. There are two aspects of program scope that must be controlled:

- **Scope of the solution**—This is the set of features and requirements that have been identified and will, in conjunction with people changes, generate the business benefits that justify the program.
- **Scope of work (SOW)** —This is the set of activities and deliverables that the team will do to deliver the solution within the projects.

2.1 Scope Management

Program scope of the solution is initially defined in the early phases of a program in the SOW and then further detailed in the requirements and use cases (or equivalent documentation). The scope of work is defined in the project Work Plans. The following sections describe the overall concepts to Scope Management, as well as the major scope activities that occur after project kick-off follow the scope management lifecycle of define, validate, and control scope throughout the project lifecycle.

2.1.1 Define Scope

Scope definition is completed during the inception phase of the program and is a joint activity performed by the PMT New Capacity and Community Enhancement, PM and Chief Engineer. In the SOW, the group will define the scope of the solution which can be described as the overall end state to be achieved by the project effort. The scope of the solution differs from the scope of the work. The scope of the work describes the tasks and deliverables needed to achieve the scope of the solution while the scope of the solution involves the overall features and components that will produce the defined business benefits.

2.1.1.1 Scope and Work Plan

The scope definition phase provides input to the Finalize and Baseline Work Plan activity. The outputs of the Finalize and Baseline Work Plan activity—the baselined Work Plans—are key component of the scope, because they document:

- The major activities and their timing that the team will perform
- Accountability (by teams and/or organizations) for performing those activities
- External dependencies and their timings, and the teams and/or organizations that is responsible for their completion

Moreover, once the Work Plan is baselined, it is subject to scope control.

Refer to the Schedule Management Guideline that describes the Finalize and Baseline Work Plan activity.

2.1.2 Validate Scope

Once the scope is defined and baselined, the PM is responsible to validate scope throughout the program lifecycle. To validate scope, they will confirm the work being performed remains in and fully addresses the boundaries of the scope of the solution, via the SOW, as well as the scope of the work, via requirements, design definition, and use cases. The PM will compare major solution definition deliverables with predecessor deliverables (e.g., requirements to charter, use cases to requirements, design to use cases, etc.) to confirm that the original scope is addressed fully, and additional scope elements have not been added. The PM will document that this scope confirmation activity has occurred in meeting minutes and ensure that any scope issues are addressed by the team.

The PM will also validate the scope of the project work against the baselined Work Plan. This validation activity confirms that:

- Resources are working on their assigned activities and tasks
- External teams are working towards meeting the deadlines established in the project Work Plan

Refer to the corresponding Project Handbook for the protocols for scope validation.

2.2 Methods and Standards Management

Standards are the protocols, including the processes, templates, and tools, for Program and Project Management throughout the implementation lifecycle. The City-Parish's existing adopted and approved processes and procedures will define the methods and standards for procurement and invoicing for the implementation of the MovEBR program

2.2.1 Define Standards

Standards, or protocols, are defined as an integrated set of policy, process, template(s), tool(s), and training materials. The corresponding responsible organization will document the standards described above. To define the standards, the responsible organizations will apply existing Highmark methodologies, industry leading standards, and project/ program requirements.

Documented standards must describe:

- **Purpose**—an explanation as to why the standard is necessary
- **Objectives**—a listing of the objectives that the standard should address
- **Application**—a listing of the artifacts and processes to which the standard applies
- **Constraints and Assumptions**—a listing of any organizational, technical, policy, and/or people factors that either influence the standard (constraint) or are foundations for how the standard will be constructed (assumptions)
- **Processes**—a description of the processes required to enforce the standard; typical processes include artifact creation, artifact maintenance, quality review of artifacts and integration (to ensure that quality is present from both the individual artifact and the holistic perspective)
- **Standard Management**—a description of the process to maintain the documented standard

Additional topics may be included based upon the specific needs of the PM.

2.2.2 Approve Standards

After the standards are created, the responsible organization will review the standard internally to ensure it is accurate and complete. Once a standard has been approved by the responsible organization, it will be published to the management of organizations that participate in executing the standard and the PM for review and comment. Participating organizations will review the standard for understanding and efficiency, the PM will review the standard for compliance with this guideline and the standard for completeness and compliance with overall organizational direction. Upon review and integration of review comments, the standard will be considered approved and it will be implemented. After approval, the responsible organization must archive the documents according to their document management process.

2.2.3 Maintain Standards

After approval, the responsible organization will manage changes to the standard in accordance with their documented standard management processes. For instance, the PM has created guidelines and a timeline for the review, approve, and submittal process for making changes to the PM documents.

3 Schedule and Resource Management Plan

Consistent, high-quality schedule management processes allow PMs to understand the current situation, forecast the future, accurately assess the impact of changes, prioritize team efforts, and effectively communicate both internally and externally. PM team coordination requires a structured process to confirm that the team develops, baselines, maintains, and reports status against the project Work Plan. A key to building and maintaining a good Work Plan that will accurately model the project is to keep the Work Plan as simple, yet realistic, as possible.

3.1 Key Schedule Management Concepts

- Dynamic scheduling. The PMT will build a dynamic, integrated Work Plan with a clearly identified critical path. In conjunction with the PM Leads, the PM will link the tasks using predecessors and successors as opposed to using date constraints. Whenever a task date changes, this approach will allow the scheduling tool to automatically update the entire Work Plan, thereby displaying the impact of performance variances upon the critical path.
- Rolling wave planning. The teams will use a Rolling Wave planning approach to Work Plan development. The fundamental concept underlying Rolling Wave planning is to develop a high-level Work Plan for the entire project lifecycle at the outset of the project and then refine and add more detail at the beginning of each project phase. The Rolling Wave planning approach defers the time and effort to build detailed plans before those detailed plans are useful. However, it is important to note that Rolling Wave planning is plan refinement, not re-planning. Should a team member seek significant changes to the Work Plan during schedule refinement that would add or delete scope, or adversely impact time or cost goals, they must prepare and submit a Change Request.
- Milestones. The project Work Plan will include milestones to show completion of major activities, contractual deliverable events, and phase ends. It will also include milestones to reflect key external dependencies. An external dependency exists when a group or team outside the boundaries of the project produces a deliverable or completes a task required to complete the project. An external dependency represents a schedule risk to the project and must have an appropriate risk included in the risk register.
- Deliverables. The Work Plan should include every deliverable included in the SOW. In addition, for each deliverable, the quality review cycle (refer to Quality Management) should be included in the project Work Plan.
- Duration vs. Work. Duration is time-based, and Work is effort-based. Though related, they are not necessarily equal, but must ultimately be considered together when scheduling. Task duration is the total timeframe over which work on that task is conducted. Duration is typically expressed in days and work is expressed in hours.
- Owner. The owner is equivalent to the project team level. Each summary task, detailed task, and milestone will have a team name assigned to it. Tasks that cannot be assigned to a single team for ownership either should be decomposed or the scheduler should document the supporting team and their responsibilities.

3.1.1 Develop and Baseline

To develop the Work Plan in preparation of the baseline, the project team should:

- Conduct Preliminary Planning and Logistics

- Define Scope (e.g. Activity Durations, and Owner)
- Establish Network Dependencies and Optimize
- Address Resources and Re-optimize
- Baseline and Publish Work Plan

For the Define Scope activity, the PM should incorporate the metrics, process reporting, and compliance into the Work Plan. See the Schedule and Resource Management Guidelines for detailed procedures for these activities. For the Baseline and Publish Work Plan, refer to Scope Management for the guidelines in obtaining approval to baseline the Work Plan.

3.1.2 Track Progress and Maintain

To effectively monitor actual versus planned, the project Work Plans will be regularly updated and maintained throughout the life of the project. The PM will update the project Work Plan weekly. The update process includes the following steps:

- Document progress
- Review progress updates
- Update the Work Plan and create reports
- Analyze the results and determine corrective actions
- Document corrective actions
- Update project schedule, if applicable

Refer to the Schedule Management Guideline for the specific procedures regarding these steps. The corresponding Project Handbook will define the specific schedule for collecting the actuals for the project Work Plan if it differs from the Schedule Management Guideline.

3.1.3 Refine and Revise

During the Rolling Wave planning activities, the PM and PM Leads will refine and revise the schedule. The PM will initiate the process with a phase planning meeting, including the PM leads of the various work-streams. During this meeting, the PM will describe the scope of the plan refinement activity and the process for refining the schedule. The group will discuss the major activities for the team to refine and determine the approach. The various leads of the work-streams will create a concise written summary of the major activities in the next phase for which their team is responsible. The summaries will include the following for each major activity:

- The overall approach
- Quality Control activities
- Roles and responsibilities at a summary level
- Key needs from other teams
- Major risks
- A list of the internal challenges for the activity (i.e., those elements, components, or aspects that they know will be challenging to complete)

Rolling Wave planning is plan refinement, not re-planning. Should changes to the Work Plan be identified during Work Plan refinement, a Change Request is prepared and submitted to request the change. The PM will only re-baseline with changes or refinements made to the Work Plan once the request is approved per the Change Control Process.

3.2 Program Work Plan Definition

The PMT will create and maintain a Program-level Integrated Master Plan (IMP) to identify inter-program dependencies and milestones. Execution of the IMP will be aligned to existing resources. The Team will have primary responsibility for creating and maintaining the IMP. To create the IMP, the Team will incorporate the milestones of formally approved, baselined projects into the IMP.

The PM will follow the baseline approval process for the IMP described in the Project Level Process of Schedule Management with the exception being that the Program Executive Sponsor will provide the baseline approval. After approval, the PM and PM Leads will meet with the teams at least bimonthly to:

- Review/ update planned and actual start/finish dates and durations of the IMP milestones and review gate
- Incorporate updates from formally approved change control requests
- Detect cross-project, or inter-project, dependencies
- Identify risks and issues.

The Project Teams will provide the summary level planned/ actual start/ finish dates and Gantt chart in the monthly program-level status report.

3.3 Project Work Plan Definition

3.3.1 Work Plan

Note: Regardless of the Work Plan strategy the project takes, the Work Plan(s) must align with the overall Master Plan schedule for the project.

The project will develop a single end-to-end Work Plan during startup. This Work Plan will adhere to the standard WBS format and contain phases, major activities (as documented in the Master Plan), contractual deliverables, and major milestones for planned project phases. Each task will include work (effort), high-level dependencies, and responsible team, but not resource assignments.

The end-to-end Work Plan will be refined to include additional detail (including work products and resource assignments) prior to the start of each phase. This refined Work Plan will be deliverable-based and will guide the day-to-day execution of the project. The additional details will be created by augmenting the end-to-end Work Plan, such that current phase tasks have more granularity than later phase tasks. As tasks are refined and additional detail added, the effort estimates for each task will be confirmed and adjustments made to the work, resources, or schedule if preliminary effort estimates are changed.

Work Plans will contain:

- Tasks (selected from the appropriate method as identified in the SOW)
- Milestones—zero effort/zero duration tasks that identify:
    - Project Start and Project Finish
    - Phase and Sprint completions
    - Deliverable or event-based payments
    - Other key events (e.g., Go-Lives, Kick-Offs)
- Work (the total effort in hours for each task or task instance)
- Duration (the span in days between the Start and Finish date of each task)
- Dependencies (a set of predecessors and successors that define the critical path of the project)
- Responsible resources (the responsible resource for each task or task deliverable)

Each Work Plan will be reviewed by the PM and the PM leads and revised based upon feedback while maintaining the overall signed-off schedule. Once the PMT has approved a Work Plan, it will be baselined, archived, and placed under change control.

3.4 Project Work Plan Management

Each week, the current task assignments will be published to the designated responsible individuals, progress will be tracked in the Work Plan, schedule performance will be analyzed, and the Work Plan will be revised (if necessary) to reflect current conditions. The table below highlights each of these steps, the responsible individual for each, and the timing.

3.4.1 Weekly Work Plan Management Process

Manage Work Plan Step	Description	Responsible	Timing
Publish Assignments	The tasks scheduled to be performed during the next two weeks are published to the project team.	Project Manager	TBD
Track Progress	Planned responsible individuals update progress of assigned tasks. Updates will forecast status as of the end of the work week.	Planned Responsible Individuals	TBD
	PM Leads review and QA progress tracking updates.	PM Leads	TBD
Analyze Progress and Performance	The integrated progress tracking is reviewed to determine the impact upon the project schedule.	PM Leads	TBD
Re-plan	Project leadership adjusts the Work Plan (if necessary) considering changing circumstances.	PMT	TBD

To accomplish the above activities, the following will be performed:

- Publish Assignments—the phase Work Plan will be synchronized with online repository.
- Track Progress—each planned responsible individual will logon to the online repository to update the status of his/her assigned tasks:
    - Update Percent Complete—indicate the percentage of work that is complete for the designated task.
    - Document Estimated Finish Date (if required)—this field should only be populated if the task being updated is projected to be finished on a date that is after the currently planned finish date.
- Analyze Performance—the project manager will leverage existing dashboards and capabilities to review the Work Plan after the track progress activity is complete. This analysis will consider:
    - Critical Path
    - Late/slipping Tasks
    - Deliverable Completion Rate
    - Earned vs. Planned work
- Re-plan—the project manager will review the latest Work Plan after incorporating progress tracking updates (including adjusting planned durations of tasks that have a revised estimated finish date). This review will evaluate currently planned vs. baseline dates for milestones to determine if actual progress is impacting critical dates. If issues are identified, the project manager will revise the phase Work Plan (e.g., add lag, adjust assignments, augment resources, etc.) to bring the schedule back in line.

The PM also needs to adjust the Work Plan during re-planning to implement any approved change requests for the project received that week.

Upon completion of the re-plan activity, the PMT Project Leads will review any Work Plan changes with the MovEBR project manager. During this review, any concerns or issues about late / slipping tasks will be discussed, and corresponding corrective actions will be identified. The revised Work Plan will be archived with documentation of Program Management approval. The Master Plan will be adjusted, if required, to stay aligned with the Work Plan.

4 Deliverable Management Plan

A "deliverable" is any work product that is signed-off and put under change control as a unit. A "contractual deliverable" is a deliverable that is explicitly defined in the Statement of Work (SOW). A work product that does not require sign-off will still be reviewed with the Department of Transportation and Drainage (DTD) to confirm alignment. In certain cases, one contractual deliverable might contain multiple individual deliverables. This section describes the processes, assets, and protocols to develop and manage deliverables through client acceptance.

Deliverable Management is a four-step process:

4.1 Define Deliverable Expectations

The team collaborates to complete the Deliverables Log at the beginning of each phase. The Deliverables Log will include the deliverables—both contractual deliverables as well as other work products that require sign-off.

The Deliverables Log documents deliverable expectations, including:

- Deliverable templates—links to the deliverable templates created for the specific project by tailoring the standard method templates to meet project-specific needs, such as the project logo.
- Named DTD resources responsible for participating in deliverable reviews.
- Every deliverable requires at least one deliverable review.
- See the Quality Control section of the Quality Management Plan for more information on the types of deliverable reviews planned for the program.
- Named DTD resources accountable for deliverable sign-off.

4.2 Sign-off Deliverable

The DTD resource(s) identified in the Deliverables Log will review the completed deliverable and the documentation supporting the review activities. During the sign-off process, the reviewer may provide additional feedback which will be documented and addressed. The reviewer will sign-off or provide feedback on the deliverable within the time documented in the table in section 5.6.

Once a deliverable is signed off, the PMT will archive the approved deliverable (along with the completed Deliverable Sign-off Form in the appropriate repository, and any additional changes to the deliverable will need an approved change request.

4.3 Deliverable Process Timing

The following table describes the timing commitments for the review, sign-off, and accept steps in the Deliverable Management process. The time periods in this table begin upon receipt of the deliverable for the designated step. The PMT will construct the Work Plan dependencies such that successor deliverables can be started once the predecessor deliverable has begun the review process. Changes to the predecessor deliverable that occur because of the review and sign-off processes will be incorporated into the development of successor deliverables upon client sign-off.

Deliverable	Deliverable Review	DTD Sign-off or Feedback	PMT Addresses Feedback	DTD Acceptance or Feedback	PMT Addresses Feedback
All	5 days	5 days	3 days	5 days	2 days
<Add rows and deliverables as needed…>					

4.4 Deliverable Reviews

Deliverable reviews aim to detect defects. Before a deliverable goes through the deliverable sign-off process, deliverable reviews are performed by the team to:

- Verify the completeness of a deliverable
- Verify the accuracy of a deliverable
- Verify that a deliverable meets program standards (for example, using the right template), as well as any deliverable-specific or custom requirements
- Verify that the content of a deliverable meets its objectives and is consistent with prior approved deliverables

The program will plan the type of review for each deliverable in the Deliverables Log. Each deliverable review cycle will follow one of the following approaches:

Formal Review: Formal reviews represent the most structured review type and are used as development step for critical designs or deliverables with cross-team impact. They often follow a walkthrough or offline review for the same deliverable.

The formal review takes place as a scheduled, facilitated meeting between two or more reviewers, after previously providing the deliverable and review criteria in advance of the meeting to all review participants. Formal reviews are not meant to be conducted as walkthroughs. Reviewers must come prepared to share their findings from their individual preparation review with the other reviewers.

Walkthrough Review: Walkthrough reviews are an effective deliverable review type for medium-risk deliverables or deliverables that may be hard to understand (for example, complex business process flow documentation).

The format of this walkthrough review is a face-to-face meeting where the authors of the deliverable walk a reviewer group through the deliverable. The reviewer group should include at least two individuals, with at least one subject matter expert.

Offline Review: Offline reviews are performed by someone other than the deliverable author in a distributed or asynchronous manner (that is, not a face-to-face meeting or live teleconference).

Deliverable Review Defect Classifications

The defects identified in the deliverable review are classified by the following severity levels:

- **Critical:** Defect that would result in a failure of the software product or an observable departure from specification (or any other input document). No known work around is available.
- **Major:** Defect that would result in a failure of the software product or an observable departure from specification (or any other input document). Work around possible, but with significant additional effort to ensure expected product behavior.
- **Minor:** Defects that deviate from specifications but will not cause the failure of the software product or an observable departure in performance. Minor defects could have a cosmetic impact in terms of navigation or usability.
- **Low:** Low or no impact on existing, defined functionality of software product.

5 Change Control Management Plan

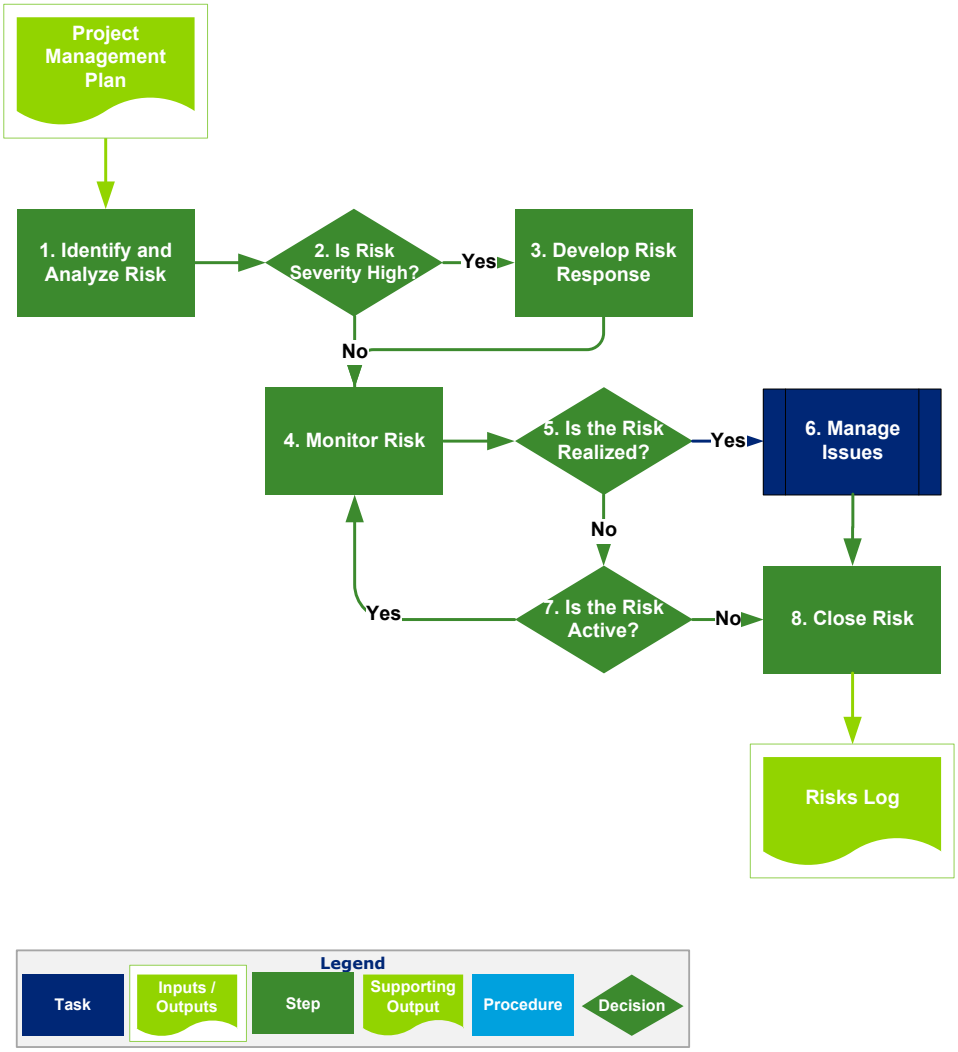
This section describes the applicable program controls (template includes risks, issues, action items, decisions, and change requests). The PM and Chief Engineer should determine which program controls will be used, but all projects will utilize risks, issues, and change requests, and will therefore need to include the corresponding sections below.

5.1 Risk Management

This section documents the process, templates, and tools that projects 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 schedule, scope, budget, or quality.

5.1.1 Process Summary

The flowchart below summarizes the risk management process:



5.1.1.1 Identify and Analyze Risk

At the beginning of the project and then monthly (or weekly) during the risk review meeting (see Risk Meetings below), project leadership (i.e., project managers and PM leads) will identify risks that can negatively impact project outcomes.

- Risks are identified during risk meetings organized by the project manager (see Risk Meetings section below).
- Initial project risks that were identified as part of upfront project planning and documented in the SOW are reviewed during the initial risk review meeting.
- As risks are identified, the following information will be captured:
- Project
- Assigned To ("risk owner")—the team member responsible to develop and implement the risk response plan
- Status—the status of the risk as it flows through the process
- Priority—a subjective assignment of the significance of the risk used by the project manager for prioritization and status reporting. The priority risk ratings for the project are as follows:
    - **Critical**— the risk response plan must be defined and executed immediately
    - **High**— the risk response plan must be defined and executed as soon as possible
    - **Medium**— the risk response plan can be developed any time before the next risk review meeting
    - **Low**— a risk response plan is not required
- Type—a means for categorizing risks (see subsequent section)
- Probability—the likelihood of the risk occurring
- Impact—the overall impact if the risk does occur
- Severity—probability times impact (automatically calculated - see subsequent section for details)
- Description—a brief description of the risk
- Detailed Description—a more detailed description of the risk

5.1.1.2 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
- 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 risk meeting team needs to review and approve the plan, which may not occur until the next risk review meeting, unless the risk's priority is "Critical" or "High," in which case a special risk meeting may be organized to review and finalize the risk strategy, response plan, and contingency (i.e., "backup") plan for the risk.

For risks using the Basic workflow process in PMC or the corresponding Risks Log available in the PM discipline, risks will have "In Progress" status during this process. Where needed, the risk will be escalated to the appropriate project level for review and analysis, per the levels defined in section 2.2 of this PMP.

5.1.1.3 Monitor Risk

The project manager monitors the risk throughout the life of the project, for as long as the risk remains in 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 project level

5.1.1.4 Determine if Risk is realized

As part of risk monitoring, the project manager 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 # in the old risk record before closing the risk record.
- If the risk has not been realized, continue monitoring it throughout the project, for as long as the risk is active or "In Progress."

5.1.1.5 Manage Issues

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

5.1.1.6 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

5.1.2 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 PMTs and MovEBR or other subcontractors).
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, MovEBR, or third-party organizational or business changes (such as executive leadership role changes).
Performance	Any risk associated with the performance of the application (such as response time, stress testing, and development environments).

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.

5.1.3 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—3, with 1 being Low and 3 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 risk review meetings (see subsequent section for risk meeting planning). The 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. Risk response planning will be a joint responsibility between MovEBR and subconsultant resources.

Three Level Range:

Impact	**Probability**		
	1-Low	3-Medium	5-High
5-High	Medium (5)	High (15)	High (25)
3-Medium	Low (3)	Medium (9)	High (15)
1-Low	Low (1)	Low (3)	Medium (5)

Score	**Severity**
1-4	Low
5-14	Medium
15-25	High

5.1.4 Risk Monitoring

Active risks will be tracked and published in the weekly Project Status Report and the monthly program report. A risk that is realized will either: (1) Initiate the approved response plan defined for the risk; or (2) Be logged as a new issue to be addressed by the project's defined issue management process.

The following risk measurements are provided in the Risk Log and are used to monitor and control project risks:

- Risks by status
- Risks by priority and status
- Active risks by priority
- Active risk aging by priority

5.1.5 Risk Meetings

Project leadership will meet monthly to review and add/update risks. This meeting will be scheduled by the PMT. The table below describes additional details regarding the monthly risk review meeting.

Meeting Logistics	Project Plan
Meeting Frequency and Schedule	Monthly
Participants	Project manager, head engineer, and PM leads
Meeting Agenda	• Review active risks to determine if probability or impact has changed, or whether any risks can be closed • Identify new risks (and determine probability and impact) • Assign responsibility for creating formal risk response plans for any "High" severity risks that don't currently have plans (could be an existing risk with a changed assessment and severity score or a new risk) • Review drafts of any new risk response plans • Determine if any risks need to be escalated

After each risk review meeting, the PMT has the following responsibilities:

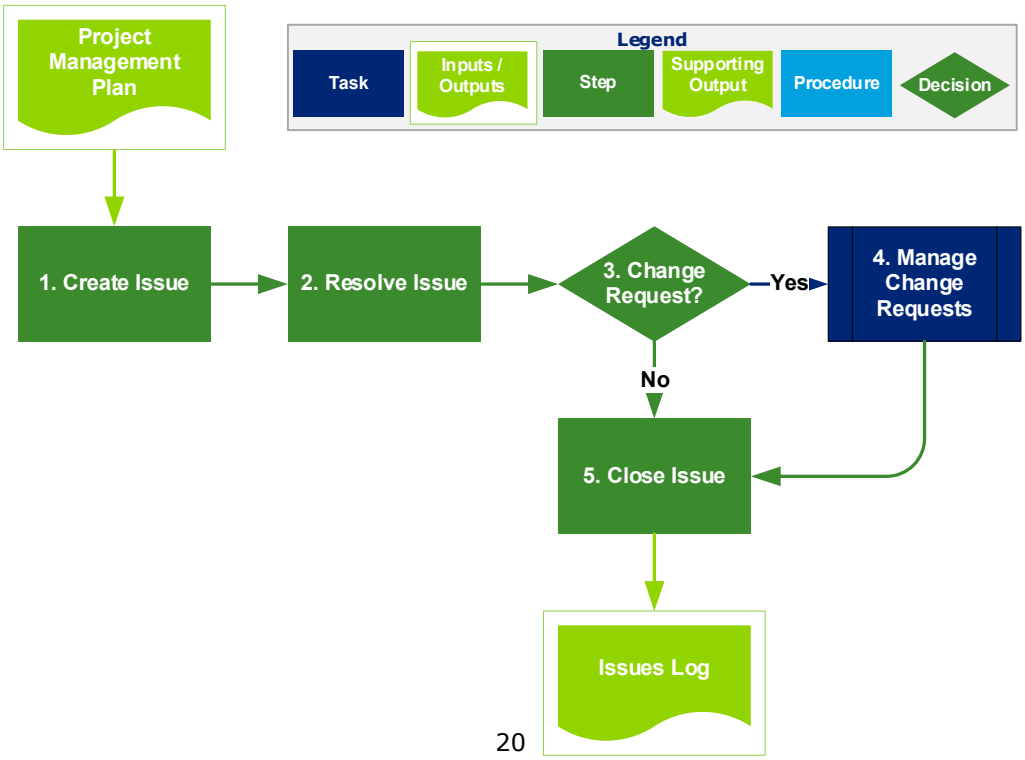
- Update Risk Log to record risk changes and additions
- Archive any approved risk response plans
- Communicate the updated risk records

5.2 Issue Management

This section documents the process, templates, and tools that projects will use to identify, evaluate, and manage issues throughout the life of the project. An issue is an event that has occurred that will impact the schedule, scope, budget, or quality.

5.2.1 Process Summary

The flowchart below summarizes the issue management process:



5.2.1.1 Create Issue

Project team members identify issues impacting the project and document them in the project's issue logging tool.

- Any team member can identify a project issue at any point in the project lifecycle.
- The person identifying and logging the issue needs to provide as much information as possible on the new issue. Required fields include:
  - Project
  - Assigned To
  - Priority
  - Type
  - Description
  - Detailed Description
- The issue status tracks the status of an issue as it flows through the process
- The project manager (or PM leads) will review and validate "New" issue status records from the team, canceling issue entries that are not valid.
- The project manager (or PM leads) will then confirm or re-assign valid issues to the appropriate team member(s) (issue owners) for detailed analysis and resolution planning.

The assigned team member(s) will confirm or define the following fields for an issue record after completing the necessary due diligence and analysis on the issue:

- Priority—the priority issue ratings for the project are as follows:
  - Critical— the issue is jeopardizing overall project objectives and must be addressed immediately
  - High— the issue is negatively impacting the project significantly (for example, cost overruns or milestone delays) and must be addressed as soon as possible
  - Medium— the issue is negatively impacting the project and should be addressed, monitored, and controlled using regular project issue management processes
  - Low— the issue has minimal impact and should be addressed as cost and schedule permits
- Type—Issue types are defined in a table in a later section
- Project areas and stakeholders impacted: Release, Team, Phase, Thread, Stakeholder(s)
- Resolution, including:
  - Escalation Level
  - Resolution
  - Other closure criteria
  - Where appropriate (e.g., for "Critical" or "High" priority issues), the project manager should review and approve the proposed issue resolution.

5.2.1.2 Resolve Issue

The issue owner works to manage the issue to a successful close.

- Implement the resolution actions to close the issue.
- Document the resolution results.
- If the issue cannot be resolved, escalate the issue.

5.2.1.3 Close Issue

Confirm that the resolution steps completed resolved the issue successfully.

- The appropriate stakeholder(s) identified for the issue should help confirm the issue resolution.
- Issues where the resolution results were not confirmed will remain in "In Progress" status until they can be successfully confirmed.

5.2.2 Issue Types

The following issue types will be used when logging issues.

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

5.2.3 Issue Monitoring

Unresolved Critical and High priority issues will be reported in the weekly Project Status Report; medium issues greater than 1 week past due will also be reported. Unresolved Critical and High priority issues will be reported in the monthly Executive Steering Committee Report.

The following issue measurements are provided and are used to monitor and control project issues:

- Issues by status
- Issues by priority and status
- Active issues by priority
- Active issue aging by priority

5.2.4 Issue Meetings

Issue identification and resolution is an ongoing process. Identifying and resolving issues in a timely manner is a critical success factor for the project, and both DTD and PMT staff need to commit to supporting timely issue resolution.

The issue meeting plan described in the table below will address project issues:

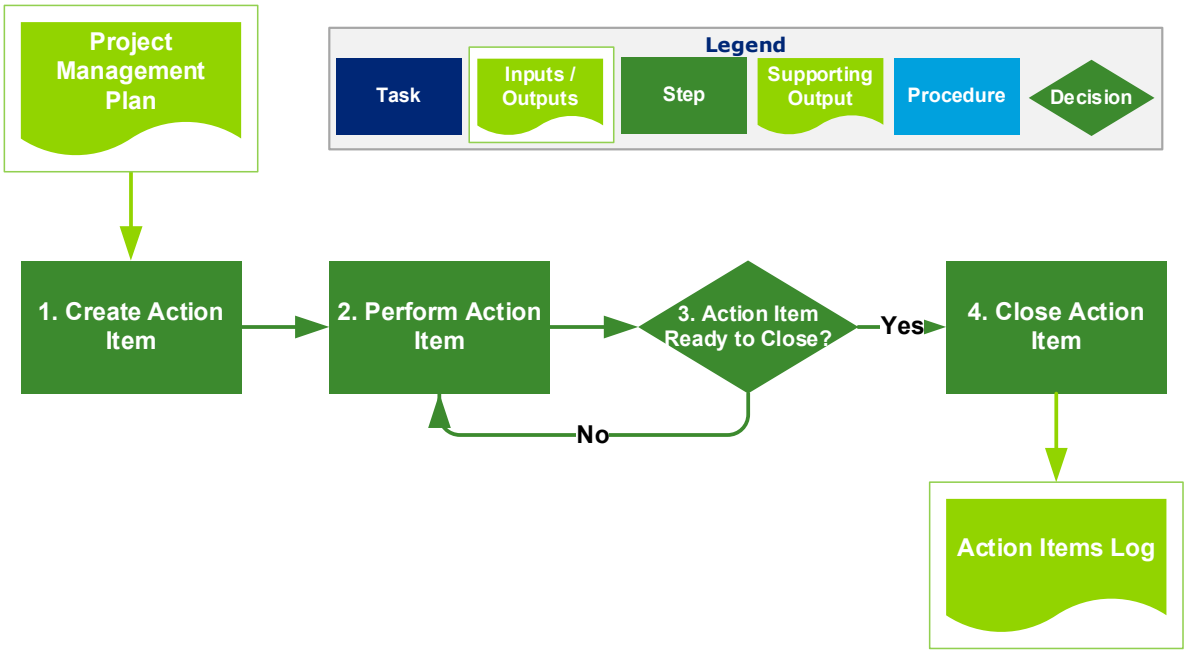
Meeting Frequency and Schedule	Biweekly
Participants	Project managers, PM leads, and staff
Attendees needed for a Quorum	3 people, including one DTD representative
Meeting Agenda	• Announcements • Review "New" issues • Review any "In Progress" issues that need attention • Determine if any issues need to be escalated

5.3 Action Items

This section documents the process and tools the project will use to log action items and manage them to closure throughout the life of the project. An action item is an assignment to do some work or address a question that can be addressed in less than four hours of effort. If an action item requires more than four hours to complete, it should be addressed as a task in the Work Plan and authorized through the Change Control Management process.

5.3.1 Process Summary

The flowchart below summarizes the action item management process:



5.3.2 Action Item Priorities

The following are the recommended action item priorities and descriptions:

- Critical - the action item must be addressed immediately to protect the project's objectives
- High - the action item must be addressed as soon as possible to prevent significant negative impacts to the project (for example, cost overruns or milestone delays)
- Medium - the action item will be addressed, monitored, and controlled following regular project action item management processes
- Low - the action item will be addressed as cost and schedule permits

5.3.3 Action Item Meetings

The action item meeting plan described in the table below will address project action items:

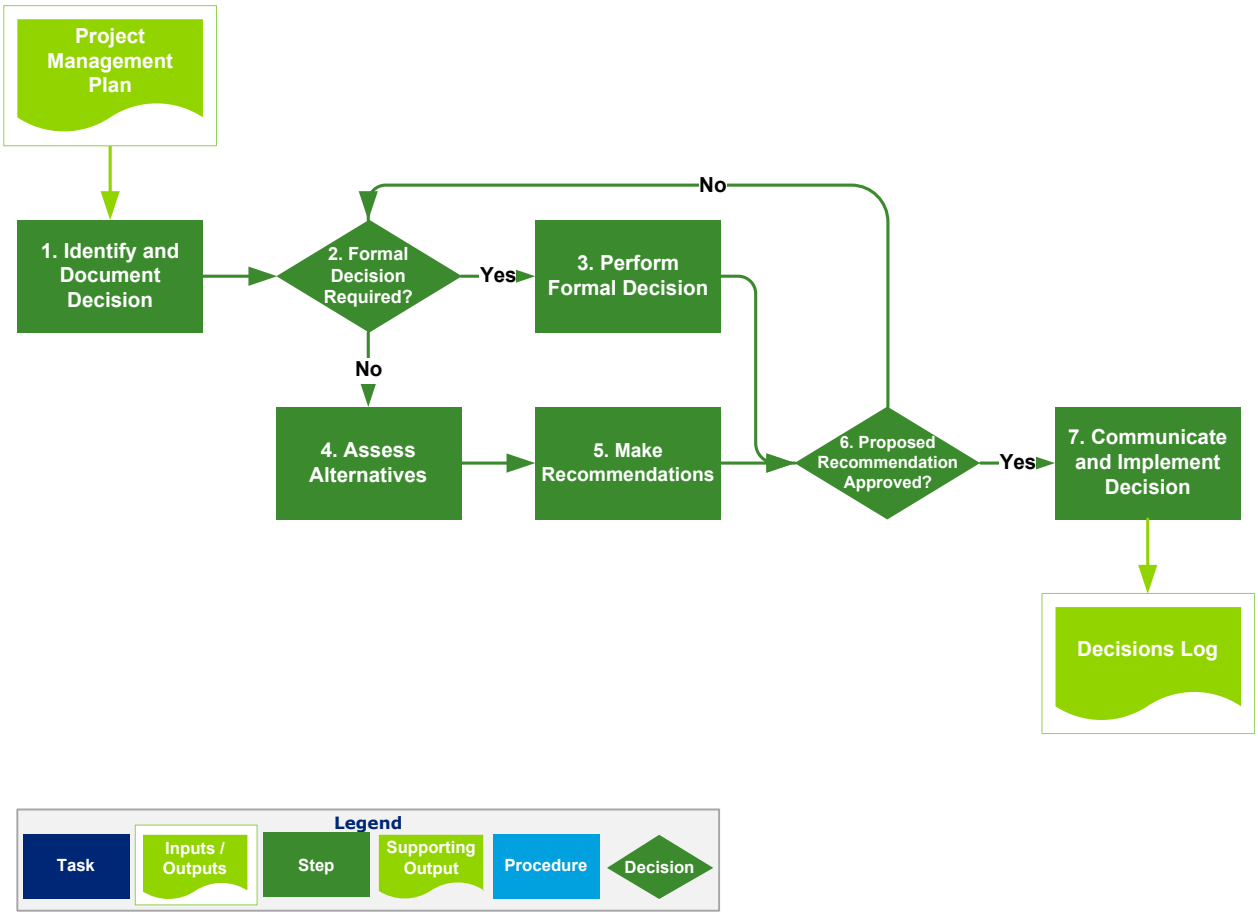
Meeting Frequency and Schedule	Biweekly
Participants	Project managers, PM leads, and staff
Attendees needed for a Quorum	3 people, including one DTD representative
Meeting Agenda	• Announcements • Review "New" action items • Review any "In Progress" or "On Hold" action items that need attention • Determine if any action items have become project issues

5.4 Decisions

Managing decisions includes identifying, documenting, prioritizing, assigning, and tracking the results of decisions throughout the lifecycle of the project. This section documents the process and tools the project will use to log and manage day-to-day decisions as well as formal decisions. Day-to-day decisions are decisions that project management deems necessary to document and track for future reference. The decision criteria for making a formal decision versus a day-to-day decision must be understood by team members.

5.4.1 Process Summary

The flowchart below summarizes the decision management process:



5.4.2 Decision Priorities

The following are the recommended decision priorities and descriptions:

- Critical - the decision must be addressed immediately to protect the project's objectives
- High - the decision must be addressed as soon as possible to prevent significant negative impacts to the project (for example, cost overruns or milestone delays)
- Medium - the decision will be addressed, monitored, and controlled following regular decisions management processes
- Low - the decision will be addressed as cost and schedule permits

5.4.3 Day-to-Day Decision-making Process

Although most decisions do not require a formal decision process using a detailed qualitative and quantitative analysis of alternatives, important decisions will be logged in a Decisions Log and managed to closure, similar to risks, issues, and action items.

The objectives of the day-to-day decision-making process include:

- Documenting and communicating day-to-day decisions made
- Confirming that day-to-day decisions are made in a timely manner
- Preventing decisions made from being revisited

Day-to-day decisions should be documented in the project's Decisions Log with typically two alternative options to consider for the solution.

5.4.4 Formal Decision-making Process

Decisions that meet the formal decision criteria defined in the following section are decisions that may impact project outcomes regarding the solution schedule, cost, or quality. It is critical that formal decisions be made once, by the right level of authority, and in a timely manner.

The formal decision-making process allows the team to analyze possible critical decisions using a formal evaluation process that evaluates identified alternatives against established criteria. The formal decision process results in a recommended solution and rationale that are provided to key stakeholders for review and approval before it is considered final.

The objectives of the formal decision-making process include:

- Making decisions using qualitative and quantitative feedback based on established solution criteria at the appropriate level of authority
- Driving timely decision-making
- Documenting and communicating formal decisions made
- Preventing formal decisions from being revisited

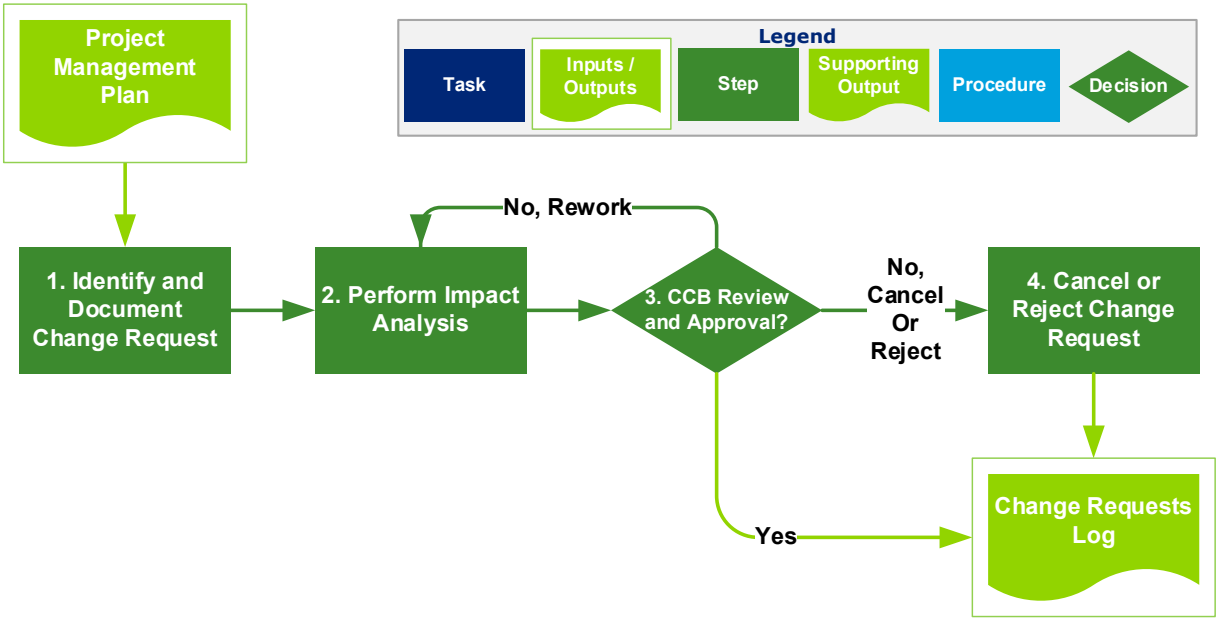
The table below lists the types of decisions where the formal decision-making process should be used, and includes the approval authorities for each decision type. In addition to decisions of these types, the project should consider using the formal decision process in scenarios where the outcome may significantly impact the ability of the project to meet its commitments or established objectives.

5.5 Change Control

This section documents the change control process, tasks, and tools the project will use to identify, analyze, prioritize and implement change requests that can impact the project scope, budget, quality, or schedule.

5.5.1 Process Summary

The flowchart below summarizes the change control process:



5.5.1.1 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 before implementation.

Identification is the first step of the change control process, and project stakeholders are encouraged to identify and log change requests (CRs). Any project stakeholder can create a "New" change request.

Minor revisions to the management plans (project and quality management) that address usability or personnel changes (e.g., a new team lead) will not require a change request. For these minor revisions the change will be documented in version notes. Both the MovEBR management team and PMT project managers will review and approve minor revisions made in this manner. Any disagreement about the need for or nature of a minor revision will be addressed using the change control process.

The priority level assigned to a CR reflects the criticality and urgency of the CR:

- Critical— the change request is addressing a problem that can negatively impact overall project outcomes, timeline or objectives and will be addressed immediately
- High— the change request is addressing a problem that can negatively impact the project significantly (for example, cost overruns or milestone delays) and will be addressed as soon as possible
- Medium— the change request is addressing a problem that can negatively impact the project or parts of the project. The change request should be addressed, monitored, and controlled using regular project change control processes
- Low— the change request is addressing a problem with minimal negative impact and will be completed as cost and schedule permits

The project manager will validate each "New" change request, and prioritize and assign each valid CR to the appropriate team member for impact analysis on scope, budget, quality and schedule, information that will be presented to the Project Sponsor for their review and approval for implementation. Each valid CR will have a status of "In Analysis." If project leadership collaboratively determines that a change request at this stage should be "Cancelled," the status of the CR record will be updated accordingly, and the CR will not be assigned for impact analysis.

The Change Requests Log that will be used by MovEBR to document change requests.

5.5.1.2 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 Request Log. Feasible options to address the change request should be summarized in the Detailed Description and Justification fields of the CR record. This can also include a description of the impact when the change request is not implemented.

The impact analysis should be reviewed and incorporate the input of each of the primary teams on the project (e.g., the technical team lead determines the technical impact; the organizational change management (OCM) team lead determines the change impact, etc.). If the change is so broad or significant that the impact analysis itself will require more than 4 hours of applied effort in total, then a change request to perform the analysis will be required.

When determining impact, both the estimated effort and the overall schedule impact will be evaluated. If a change request will impact the critical path of the project, then the cost of that change request will include both the incremental effort plus the cost impact of maintaining other essential resources through the extended duration. The project manager is responsible for determining the cost of any change requests, based upon the impact determined by the various team members.

Each impact analysis includes:

- The project work products affected by the proposed change
- The impact of the proposed change on project size, deliverables, and requirements
- The impact of the proposed change on existing assumptions and constraints
- The impact of the proposed change on schedule, including milestones and dependencies
- The impact of the proposed change in terms of effort and cost

The result of this impact analysis is a recommendation on disposition of the change request. Because changes made earlier in the project lifecycle typically have less impact than changes that occur later, each change request impact analysis will be assigned an expiration date (i.e., the "Due Date" field in the Change Request Log). This is the date by which the CR must be approved. If a CR is not approved by this date, it will either be "Cancelled," or a new impact analysis will be required.

5.5.1.3 Approve Change Requests

The information collected for a change request (CR) is reviewed for approval for implementation. The information should be captured in the respective CR record in the Change Requests Log.

Prior to bringing a completed CR to the program sponsor, 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, MovEBR will schedule the CR for the next change control meeting.

The PM team will review "Pending Approval" CRs with complete analysis and justification, 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"

5.5.1.4 Close Change Requests

Once the approved CR implementation updates have been reviewed and approved by the PM, the status of the CR can be set to "Closed."

Communicate the results of implemented (i.e., "Closed") or "Rejected" change requests to the team and stakeholders. Update the project's Change Request Log accordingly. Refer to the project's Status and Stakeholder Communications section for appropriate distribution of information.

6 Document Management Plan

Document Management describes the tools and processes to manage and store documents created throughout the program and project lifecycles. The term "document" refers to an item created by a team member using a desktop application (Microsoft Word, Excel, PowerPoint, Visio, Adobe, etc.). It does not refer to software used.

6.1 Document Management Overview

6.1.1 Purpose

The purpose of document management is to establish and maintain control over a program's documents. The tools necessary to complete administration and execution of the program will be further detailed by the PMT in conjunction with City-Parish staff as project and deliverable schedules are finalized.

6.1.2 Document Management Roles and Responsibilities

The table below lists the roles and responsibilities involved in the program's document management activities.

Role	Responsibility
Project Document Manager	• Establishes and maintains the program document management plans • Establishes and manages the program document management system • Coordinates program document management activities • Manages, maintains, and controls program documents
Project Team	• Train team members and adhere on the approved document management process • Archive documents using the designated Document Management System

6.2 Document Management System

6.2.1 Document Management Tool

DTD will determine an appropriate system and tool for managing documents. This tool will be administered by DTD and accessible by all team members. The document repository will retain version history of all documents automatically for archival purposes.

6.2.2 Directory Structure and Permission Levels

The MovEBR document repository will contain the following folders initially. Additional folders and sub-folders will be created as appropriate to support document management needs of the team.

Additionally, as a replacement to document structure, the PMT may organize through a metadata structure, organized by terms and definitions.

- **Project Information**—Used to store general program data
- **Final**—Used to store final versions of work products and signed-off deliverables under change control.
- **Document Storage Library**—Used to store work-in-progress documents
- **Project Teams**—Used to store specific team information and/or working documents
- **Project Calendar**—Standard program calendar to post relevant program events by date
- **Team Announcements**—Used to post news, status, and other relevant program information
- **Team Contact Lis**t—Common program contact list with information about team members
- **Useful Links**—Offers a list of links to other relevant, helpful sites and resources
- **Discussion Board**—Provides a forum for team members to discuss important topics together and share knowledge

Permission levels will be assigned based on overall program management role with City-Parish staff as content owners and PMT as content creators and contributors.

6.2.3 Document Naming Conventions

The following table describes the document naming conventions to be followed for MovEBR. Software naming conventions are not included here.

Controlled Documents		
#	**Description**	**Naming Convention**
1	<Insert description of program document>	<Work Product Name>.<File Extension>

6.2.4 Document Management Process

6.2.4.1 Pre-Sign-off (deliverables) or finalization (work products)

Documents that are in development will be managed by individual team members under the guidance of their PM leads. These documents will be stored in the appropriate section of the Document Storage Library folder. All team members will have access to the documents in the Document Storage Library folder.

6.2.4.2 Post-Sign-off

As documents are finalized they will be reviewed and, if the document is a deliverable or part of a deliverable, signed-off (see Section 4). The final version of documents will be archived in the Final folder by PM staff. The PM will manage the deliverable sign-off process and will archive documents that are part of a deliverable. It is the responsibility of the PM Leads to communicate the document name and version of work products (no formal sign-off) that are final to the PM so that those documents can also be archived.

Once a document is archived in the Final folder, it will not be updated without an approved change request (see Section 5.5). The PM will notify PM Leads when change requests requiring document updates are approved so that the approved change can be implemented.

6.2.5 Document Management Tool Administration

6.2.5.1 Team Member Access

TBD

6.2.5.2 Backup and Recovery

TBD

6.2.5.3 End of Project Archival

TBD

6.2.5.4 MovEBR Policies and Procedures

TBD

6.2.5.4.1 Building Access Policies

6.2.5.4.2 Project Security Policies

6.2.5.4.3 Remote Working Policies

6.2.5.4.4 Health & Safety Procedures

6.2.5.5 Team Policies and Procedures

TBD

6.2.5.5.1 Project Vacation Request Process

6.2.5.5.2 Project Time Reporting Process

6.2.5.5.3 Project Travel and Expense Guidelines

7 Tools Strategy Plan

7.1 Purpose

The Tools Strategy defines what tools will be used to facilitate and support the program and projects, as well as what tools the client will use to maintain and support the solution on an ongoing basis after it is deployed.

The Tools Strategy defines when and how the tools selected for a program will be used, tool ownership, plans for the acquisition and installation of the program tools needed, as well program tool training and ongoing support. Details on how the tools will be installed and configured are addressed in the Install and Configure tools task.

Developing a Tools Strategy considers the program implementation method, the client's existing tool suite and long-term vision for program tools supporting the solution, and the overall integration requirements for the tools that will be used.

The table below summarizes the tools that will be used to support the successful planning, execution, monitor and control, and delivery of the program.

Project Name	Project Area	Selected Tool(s)
1	Requirements Capture and Traceability	
2	Work Planning	
3	Project Management Information System for Project Controls (e.g., risks, issues, action items, decisions, change requests, deliverable reviews)	Microsoft Excel, Microsoft Word
4	Business Process Mgmt	TBD
5	Document Management	TBD
6	Code Management	TBD
7	Data Management	TBD
8	Other program tools…	TBD

8 Status and Stakeholder Communications Plan

** The information below may be modified or replaced with input from the PMT communication experts.*

The Status and Stakeholder Communications Plan addresses three areas:

1. **Communications Plan**, including types of communications, audiences, frequency, and party(ies) responsible
2. **Meeting and Communications Schedule**, including planned status meetings and other important program events (e.g., kickoff meetings)
3. **Stakeholder Engagement**

Sharing the status communication plans is critical to managing expectations across the program and client organization regarding what information individuals should expect to receive, and when they should expect to receive it.

8.1 Status Communications

8.1.1 Communications Plan

The table below defines the plan for status reporting, addressing the needs of identified stakeholders.

Communication	Description	Audience	Frequency	Chairperson/ Responsibility of
Program Status Meeting	The PM consolidates the project level-reports into a program level report and delivers it to PM: • Execution status • Key deliverable status • Program level issues	• Project Sponsors • PM • Project Managers	Weekly	Program Manager
Project Status Meeting	Regularly scheduled meeting to update the project sponsor and key leaders on project progress and status. Information presented: • Schedule and budget performance • Milestone progress • Deliverable status • Risks, issues, action items, or decisions that need attention • Change request updates	• Sponsor • Client business leads • Client project manager	Weekly, through project closure	PMT project manager
Project Status Distributions	Distribute standard status report after the weekly status meeting, and/or post in the appropriate project community site	• PM leads	Weekly	Project office support in PM team

8.1.2 Meeting and Communications Schedule

Guidelines for completing the meeting and communications schedule in the calendar below:

- A day of the week can occur five times in a month. Use the row marked 'Week 5' when those scenarios apply.
- Record only meetings that will occur on an ongoing basis for the duration of phase, release, or entire project. Include standing governance body meetings defined in Section 2.
- Indicate frequency by repeating a meeting entry against the corresponding day in every week. If possible, include the timing of the meeting.

The table below depicts the monthly schedule for key meetings and communications:

MovEBR Program Quick Start Meeting Summary & Cadence | August 2019							
Workgroup	**Current Purpose / Agenda –** *Updated as Program Progresses*	**Cadence**	**PPR**	**EBR / DTD**	**Co-Facilitator**	**When/ Where**	**Comments**
Senior Leadership Team	- Review progress, set agendas, establish program cadence, and meetings plans. - Review progress reports from Workgroups - Review / Approve Workgroup Deliverables & Key Decisions	Weekly	*Kelvin Hill*	Kelvin Hill Fred Raiford Tom Stephens Ingolf Partenheimer	Mike Songy Mike Bruce	Wednesdays 8-10 AM Room 808 City Hall (Kelvin's Office)	*Meetings held 7/24, 7/31, 8/7 PMP, Prioritization, Meeting Cadence all reviewed and approved*
Finance	- Review status of revenue projections to understand financial and bonding delivery constraints - Draft initial program funding stream & budget - Develop P6 cashflow model	Monthly	*Kelvin Hill*	Kelvin Hill Fred Raiford Finance Office G. King	Mike Songy Mike Bruce	Initial Meeting Mon., July 10 3 PM Room 801 City Hall	*Initial Meeting held 7/29 – Revising cash flow/prelim program schedule*
SBO	- Develop approach to outreach and schedule initial SBO contractor meeting	Bi-Weekly	*Raymond Jetson*	Kelvin Hill Mayors Office Fred Raiford	Kahli Cohran	Workgroup Kickoff July 31	*Initial Meeting held 7/31. Need to schedule meeting with local contractors (Dalton Honore)*
ROW	- Establish standard ROW acquisition procedures	Bi-Weekly	*Travis Woodard*	Parish Attorney's Office Fred Raiford Tom Stephens	Bryan Harmon	Thursdays 1:30 PM Tom's Office	*Initial Meeting held 7/25*
Prioritization	- Establish prioritization approach for review and approval	Weekly	*Mike Bruce*	Kelvin Hill Fred Raiford Tom Stephens	Joe Blasi	Initial Meeting Tues., July 30 8 AM	*Initial Meeting held 7/30. Target Committee to meet in late August*
Management Systems & PMIS	- Establish MovEBR Management Systems and PMIS	Weekly	*Gavin Gilchrist*	Fred Raiford Tom Stephens	Gay Knipper		*Need to schedule meeting to discuss PMP. Draft Project Scorecard to be developed*
Public Involvement	- Develop PI plan	Weekly	*Perry Franklin*	Fred Raiford Tom Stephens Mark Armstrong	Rannah Gray	Monday PM	
Communications	- Establish and implement MovER Communications Plan	Weekly	*Rannay Gray*	Fred Raiford Tom Stephens Mark Armstrong	Perry Franklin	Monday PM	*2 Committee Meetings held. Met with IS on 7/30. Plan in development, branding, website in planning, logo approved.*
Complete Streets, Green Infra., ADA & Mobility	- Establish guidelines and standards	Bi-Weekly	*April Renard*	Fred Raiford Tom Stephens Ingoff Partenheimer	Joe Cains		*Initial Workgroup meeting to be scheduled*
Design Standards for Design	- Establish plan for developing design standards and gaining stakeholder input	Bi-Weekly	*Steve Wallace*	Fred Raiford Tom Stephens Ingoff Partenheimer	Brad Ponder		*Initial workgroup meeting to be scheduled*
Ready to Go Projects	- Review status of active projects that require decisions	Bi-Weekly	*Kate Prejean*	Fred Raiford Tom Stephens Ingoff Partenheimer	Jason Crain	Friday 8 AM Tom's Office	*Draft list of RTGP for enhancement projects with signal focus to be developed*
Utilities	- Establish standard utility coordination approach Schedule utility kickoff meeting	Weekly	*Josh Renard*	Fred Raiford Tom Stephens	Rick Hathaway		*Fred has asked Melissa (DPW) to set a kick-off meeting*
Traffic	- Establish approach to traffic modeling as needed to support prioritization and delivery planning	Bi-Weekly	*Brin Ferlito*	Fred Raiford Tom Stephens Ingoff Partenheimer	Joey Lefante	Wednesday AM	*Traffic workgroup kick off meeting held July 29*
LADOTD Interface	- Coordination	Weekly	*John Basilica*	Fred Raiford Tom Stephens Ingoff Partenheimer	Gary Heitman		
Fed/State Funding	- Identify and pursue	Weekly	*Michael Songy*	Fred Raiford Tom Stephens Ingoff Partenheimer	Mike Dement Mike Bruce		

8.2 Stakeholder Engagement

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

8.2.1 Stakeholder Involvement Plan

The Stakeholder Involvement plan is created and used to proactively plan stakeholder involvement on the program and make certain that the right stakeholders are present when their participation is needed to support specific activities in the individual project Work Plan.

At the beginning of each phase, the team will identify the resources not on the team who are required to support the project and document those resources in the table in the Appendix. The Project Managers will review the plan and confirm it is correct. The Project Sponsor will confirm that the required resources are available to participate per the approved plan.

Each stakeholder identified will receive an e-mail at the beginning of the phase notifying them of their required participation and asking them to confirm their commitment. Stakeholder responses to this e-mail will be monitored by the appropriate PM Leads, and any discrepancies between the approved plan and the stakeholder responses will be escalated to the PM for resolution using the issue management process.

8.2.2 Stakeholder Monitoring

Monitoring of stakeholder involvement is a fundamental risk-avoidance technique whereby the team validates that the committed stakeholder resources participate in key program activities. For any activities where external stakeholders are required (SME's, client, or other) the program will create agendas and capture meeting notes which documents the expected stakeholders' participation and the actual stakeholders' participation. The lack of appropriate stakeholder involvement will be managed through the issue management process.

8.2.3 Stakeholder Effectiveness

The team will evaluate the effectiveness of the stakeholders that participate in the identified key activities. This will include determining if the right levels of participation have occurred and that the stakeholders possess the correct levels of knowledge and influence to be effective at driving the stated objectives for the activity. Should the team find that the participants are not effectively contributing to the program goals and objectives for an activity; the team will log an appropriate issue and immediately escalate to program management.

8.3 SBO Engagement

The City-Parish is committed to ensuring that small, disadvantaged, veteran and women-owned businesses are not inhibited from bidding on or proposing for contracts and consulting agreements related to the MoveBR Program. To aid in supporting this, the PM shall provide for a Small Business Outreach (SBO) consultant(s) as part of the firm/team, to create, implement and monitor a plan to increase and maximize contracting and procurement opportunities for small and disadvantaged business enterprises, including Certified and Non-certified DBE firms, throughout the entire MoveBR program.

The PMT will be responsible for development, implementation, monitoring and evaluation of an SBO program, and shall work closely with the City-Parish to:

- Formulate goals, objectives and timelines for the program
- Obtain approval from the City-Parish, in keeping with its economic development goals, on all initiatives of the SBO Program.

The PMT will work closely with the City-Parish to ensure that contracting and solicitation-related processes promote equity in access, capacity building, consideration and opportunities for DBE's, small, veteran- and women-owned entities, as part of the overall MoveBR program strategy.

9 Quality Management Plan

The purpose of the Quality Management Plan is to define the objectives, processes, tools, and roles and responsibilities required to implement an effective quality management program.

9.1 Quality Management Plan Objectives

The objectives of this Quality Management Plan are to:

- Define the program's quality goals
- Define the approach to verify that methods, processes, templates and tools are being used by the teams properly and they are effective
- Define the approach to verify that deliverables are meeting standards and quality expectations
- Define what additional groups outside the core teams will be visiting and supporting the program to help achieve these quality objectives
- Document the approach to data privacy

9.1.1 Implementing the Quality Management Plan

Successful implementation of the Quality Management Plan is the shared responsibility of the entire team. The team is responsible for implementing the quality standards, processes, and requirements identified in this Quality Management Plan.

9.1.2 Maintaining the Quality Management Plan

It is the responsibility of the quality manager to identify and implement required revisions to the program's Quality Management Plan to keep it current and relevant. Material changes to the Quality Management Plan will not be undertaken without an approved Change Request as defined in the PMP.

9.2 Quality Assurance Plan

Quality assurance is the application of planned, structured activities to help verify that the program employs all processes needed to create high-quality deliverables that meet requirements. This section of the Quality Management Plan describes the tasks related to quality assurance and defines the verification review plans for the program.

9.2.1 Quality Verifications

Quality verifications are performed to confirm that the processes and standards as defined in approved plans (such as the PMP) are followed by the team. Quality verifications are focused on addressing three questions:

- Are the documented processes being followed?
- Are the documented processes working?
- Are the documented processes efficient?

As quality verifications are performed, it is up to program leadership to evaluate the results and determine what, if any, corrective actions should be taken. Corrective actions might include (a) additional training, (b) process enforcement, or (c) process refinements. It is important to weigh the cost of process changes against their expected benefits before making refinements.

The purpose of this section is to define the program's plans for: performing verifications; identifying, tracking, and resolving non-compliances found during the verifications; and communicating findings and status to program leadership.

9.2.2 Quality Verification Approach

The table below describes the types of quality verifications that will be performed on the program:

#	Quality Verification Type	Description
1	Milestone Based	Quality verifications are planned at the end of major program milestones and focus on the activities that lead up to the milestone.
2	Deliverable Based	Quality verifications are performed upon completion of major deliverables or work products. These verifications focus on program deliverables and the activities performed to create them.
3	Scheduled	Quality verifications are based on a schedule and focus on assessing all processes and work products over time.
4	Spot	Spot quality verifications are typically unannounced and performed as a statistical sampling across the program.

9.2.3 Non-Compliance and Escalation

Non-compliances identified during the verification represent risk to the program and therefore need to be documented, prioritized, addressed, and tracked to closure. The Quality Verification Checklist is used by the assessor to review the program's processes and work products and any identified non-compliances are transferred to the Non-Compliance Tracking Log. The assessor may refer to previously completed quality verifications to refer to non-compliances that are still open and/or identify trends where non-compliances are recurring that may impact prioritization or escalation of new non-compliances. It is the responsibility of the team to address the identified non-compliances, and it is the quality manager's responsibility to monitor the Non-Compliance Tracking Log, verify the closure of remediation actions, and escalate risks when necessary.

The following table outlines the escalation criteria and procedures the program will follow if non-compliances are not accepted by the program or resolved in an appropriate amount of time.

Escalation Criteria			
#	**Escalation Path/Level**	**Level of Risk**	**Age of Non-Compliance**
1 (Ex)	Log as a risk to the program	Low, Medium	= > 10 days
2 (Ex)	Escalate to program leadership	Medium, High	= > 10 days
3 (Ex)	Escalate to the program steering committee and/or program sponsor	High	= > 20 days
4			
5			
6			

9.2.4 Quality Verification Reporting

Quality verification results and status will be reported and maintained in the program's Non-Compliance Tracking Log.

9.2.5 Quality Verification Closure

When all non-compliances have been addressed and closed, and the status for each has been appropriately updated in the Non-Compliance Tracking Log, the quality verification can be considered closed. The assessor will report the status of the quality verification as closed, and then archive the Non-Compliance Tracking Log. For future quality verifications, access to the results of previous quality verifications will be important to identify any non-compliance trends.

9.3 Quality Control Plan

Information TBD from PMT

9.4 Quality Testing

Information TBD from PMT

10 Organizational Change Management Plan

Organizational Change Management (OCM) is a proactive, structured approach to addressing the people and organizational risks inherent in any change effort. OCM is organized into core work streams consisting of the following:

- Communications
- Culture Alignment
- Training
- Organizational Alignment

With particular regard to organizational alignment and staffing matters, the PMT shall not, as noted in the respective contracts, except for the firms listed below, sub-contract any of the services covered by this contract nor assign any interest in this Contract or transfer any interest in same (whether by assignment or novation) without the prior written approval of the City-Parish.

Regular contract renewal milestones, as well as through regularly scheduled management communications, will provide the opportunity for key personnel assignment changes to be discussed.