

JMS Project Management

Project and Implementation Approach Methodology

The County expects the successful responder to implement strong project management methodology practices and implementation methodology practices that will enable the responder to deliver the JMS within established project management parameters (cost, budget, scope, schedule), and quality expectations that also meets the County's intended benefits/outcomes associated with JMS.

Stakeholder Collaboration

Each process affects individuals and entities inside and outside the County in unique ways. It is important to plan an engagement and collaboration strategy that will promote effective, efficient development and implementation. The table below identifies some key Program stakeholder entities and a brief description of their role:

Stakeholder Entity	Role
Executive Leadership	Program Sponsor, Executive leadership, and direction for CCSO
Information Technology Services	Program Sponsor and Non-Functional Requirements lead
Operations	Business users / Functional Requirements lead, SME's
3 rd Party Oversight	Independent Validation and Verification
Data Integration Warehouse Vendor (TBD)	Parallel implementation with JMS
Other County/State agencies	Partners in data and CCMS integration

Project Planning

Project Planning includes all activities required to create and develop project planning documents with input and agreement from all stakeholders. The primary planning document is the Project Management Plan.

Exhibit F - JMS Project Management

A detailed Project Management Plan will be developed by the successful Responder in conjunction with the County at a level of detail sufficient to serve as a baseline for measuring performance in terms of schedule, quality, and cost.

A sample outline of the expected Project Planning Deliverables is provided below:

- I. Project Management
 - a. Project Organization
 - b. Roles and Responsibilities
 - c. Stakeholder Identification and Engagement
 - d. Project Deliverables & Receivables
 - e. Customer Furnished Equipment
 - f. Hardware/Software Acquisition Inventory
 - g. Supplier/Subcontractor Management
 - h. Project Communication (Ongoing/Regular and Event Based)
 - i. Security and Proprietary/Protected Data Considerations
 - j. Risks and Issues Management
 - k. Knowledge Management
 - l. Business Continuity Plan
 - m. Cutover, Acceptance Criteria, and Stage Gates
 - n. Monitoring and Incident Management Plan
 - o. Qualifications
- II. Technical Approach
 - a. Implementation Methodology
 - b. Technical Plan and Documentation Summary
 - i. Quality Management Plan (including Quality Planning, Control and Assurance activities and artifacts)
 - ii. Configuration Management Plan
 - iii. System Administration Manual
 - iv. Software Test Plan
 - v. User Manuals
 - c. Systems Development Approach
 - i. Agile/SDLC Model
 - ii. COTS Configuration Disciplines
 - iii. Custom Development Disciplines (by exception)
 - iv. Technical Computing Environments (Dev., Test, Stage, Prod)
 - d. Technical Management Activities
 - i. Design and Solution Configuration Artifacts
 - ii. Requirements Traceability Matrix
 - iii. Interface Design and Management
 - iv. Data Migration Management
 - v. Formal Technical Reviews and Quality Control Gates
 - I. Project Planning Review (PPR)
 - II. Requirements & Design Review (RDR)

- III. Configuration & Build Review (CBR)
- IV. Test Readiness Review (TRR)
- V. User Acceptance Test (UAT)
- e. Proof of Concept (POC)
- f. Training, Communication & Knowledge Transfer
 - i. Stakeholders & Communication Plan
 - ii. Training Plan
 - iii. User Training
 - iv. Administrative Support Training
 - v. Technical Support Training
- III. Project Tracking and Oversight
 - a. Weekly Status Meetings and Communications
 - b. Scheduled Reports and Updates
 - c. Project Reports
 - d. Action Item Tracking
 - e. Decision Log Tracking
 - f. Risks, Issues, Dependencies and Assumptions (RIDA) Management / Tracking

Roles and Responsibilities

The following table identifies the general roles and responsibilities of the parties with respect to Project Planning, where RACI (Responsible Accountable Consulted Informed) designation(s) are assigned to indicate the proposed roles and responsibilities in performing and/or completing the activity or task:

Project Planning Roles and Responsibilities	Successful Responder	County	Output/Outcome
1. Propose project plan to support implementation planning and execution. Define project charter for each milestone. Due within 30 days	R, A	C, I	Approved-upon Project Plan due within 30 days of contract signing
2. Approve project charter and project schedule	I	R, A	Documented approval
3. Propose project staffing plan and organization	R, A	C, I	Project Plan
4. Recommend County's project staffing	R, A	I	Project Plan
5. Work with County to obtain input and approval to the project plan	R, A	-	Documented feedback & approval

Exhibit F - JMS Project Management

Project Planning Roles and Responsibilities	Successful Responder	County	Output/Outcome
6. Approve project staffing plan and organization	I	R, A	Documented Approval
7. Provide appropriate skill level and trained successful Responder personnel for implementation, including an implementation project manager	R, A	-	Submit qualifications; in-progress staffing changes
8. Provide appropriate skill level and trained County personnel for implementation to the extent possible	-	R, A	Recommended qualifications from successful Responder; designated personnel
9. Propose meeting rhythm and appropriate project management processes and procedures	R, A	C, I	Detailed project management plan
10. Approve meeting rhythm and project management processes and procedures	I	R, A	Documented approval
11. Identify high risk implementation areas and impact, create, and develop mitigation strategies, recommended mitigation actions, and report results to the County	R, A	I	Risk Log
12. Review risk mitigation plan(s) and determine with the successful Responder's assistance which mitigation strategies and courses of action to approve, if any	C, I	R, A	Risk Log
13. Document baseline, including high-level process maps, standard operating procedures, additional County service levels, and operational activities for use in implementation planning, readiness, cutover, and stabilization activities	R, A	C, I	Documented approval
14. Create and develop detailed implementation plan(s) that includes approach, activities, milestones, schedules, risk and	R, A	C, I	Baselined Project Plan

Exhibit F - JMS Project Management

Project Planning Roles and Responsibilities	Successful Responder	County	Output/Outcome
dependency linkage identification, and mitigation strategies			
15. Approve implementation plans, schedules, and related documentation, including all plan revisions	I	R, A	Documented feedback
16. During the implementation stage, identify high risk implementation areas and impact, create, and develop mitigation strategies, recommended mitigation actions, and report results to the County during status meetings	R, A	C, I	Risk Log
17. Review risk mitigation plan(s) and determine with the successful Responder's assistance which mitigation strategies and courses of action to approve, if any	C, I	R, A	Risk Log
18. Create and develop risk management plans, to include all stages of the implementation and any foreseeable risks to cost, schedule, contract, quality of solution, etc., as well as propose preventative and/or mitigating measures to ensure continuity, to include at least but not limited to: • Environmental disaster • Security breach • Equipment failure • Data loss • Etc.	R, A	C, I	Project plan
19. During the implementation stage, identify high risk implementation areas and impact, create, and develop mitigation strategies, recommended mitigation actions, and report results to the County during status meetings	R, A	C, I	Risk Log
20. Review risk mitigation plan(s) and determine with the successful Responder's assistance which	I	R, A	Risk Log

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Project Planning Roles and Responsibilities	Successful Responder	County	Output/Outcome
mitigation strategies and courses of action to approve, if any			
21. Create and develop Quality Control management plan, to include all stages of the implementation and post-implementation, to include at least but not limited to: • Project management standards • Risk management standards • Technical standards • Functional standards • Schedules • Stage gates • Deliverable management • Checklists • Training • Reliability • Solution integrity/robustness • Reporting • Etc.	R, A	C, I	Project plan
22. Create and develop a security compliance and monitoring plan	R, A	-	Project plan
23. Approve risk management plans	I	R, A	Documented approval
24. Approve quality control management plans	I	R, A	Documented Approval
25. Approve security compliance and monitoring plan	I	R, A	Documented Approval
26. Assume ultimate go/no-go authority over project plan	I	R, A	As described in contract