



# Performance Budgeting

## PB Project Management Plan

**Version 2.0**  
**May 10, 2010**

Prepared for:  
Commonwealth of Virginia  
A-090724-PPC

Prepared by:





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### Record of Changes/Version History

Change/Version Number	Date of Change	Impacted Section/Description of Change	Person Entering Change
0.4 – Draft Submission	10/21/2009	All	Lee Hodges
0.7 – Draft Submission	10/23/2009	Milestone Summary	Faye Anson
1.0 – Final	10/30/2009	Approved	Lee Hodges
2.0 – Final	5/10/2010	Content changes approved per COVA quarterly review process <ul style="list-style-type: none"> <li>In Section C, removed Faye Anson as Project Manager and replaced with Scott Leake. Also, changed Fred Rey’s company affiliation from Beacon IT to PPC. Milestone dates will be changed once the updated WBS is finalized and approved</li> </ul>	Lee Hodges

### Project Plan

The purpose of the Performance Budgeting (PB) Project Management Plan (PMP) is to provide a framework and approach to the PB program. The PMP outlines project organization, schedule, resources, risks and quality approaches for the integration and phased deployment of the the PB system.

#### A. General Information

*Project Title:* Performance Budgeting      *Project Working Title:* Performance Budgeting  
*Proponent Secretary:* Ric Brown, Secretary of Finance      *Proponent Agency:* Department of Planning & Budget  
*Prepared by:* Lee Hodges      *Date / Control Number:* 10/23/2009

#### B. Points of Contact

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### C. Contractor Information

<i>Supplier Project Role</i>	<i>Person</i>	<i>Company</i>	<i>Phone</i>	<i>Email</i>
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### D. Project Plan Summary

#### 1. Business Problem

The Department of Planning and Budget has responsibility and authority to conduct the following budget development, budget execution and monitoring, and strategic Planning activities as cited in the Code of Virginia.

Functional Responsibility Governing Regulations/Policy

- Strategic Planning
  - Title 2.2, Chapter 55.1 (Government Performance and Results Act), Code of Virginia. Title 2.2, Chapter 15 (Department of Planning and Budget), Code of Virginia.
- Operating Budget Development
  - Title 2.2, Chapter 55.1 (Government Performance and Results Act), Code of Virginia. Title 2.2, Chapter 15 (Department of Planning and Budget), Code of Virginia.
- Six-Year Financial Plan
  - Title 2.2, Chapter 15 (Department of Planning and Budget), Code of Virginia. Budget Reductions Article X, Section 7 of the Virginia Constitution. Chapter 847, the 2007 Appropriation Act.
- Capital Budget Development
  - Title 2.2, Chapter 15 (Department of Planning and Budget), Code of Virginia. Chapter 847, the 2007 Appropriation Act.
- Publishing
  - Title 2.2, Chapter 15 (Department of Planning and Budget), Code of Virginia.

Today the Commonwealth's strategic planning and budget development processes use a wide range of disparate systems. These systems have limited integration and interfacing capabilities. A common problem shared throughout the enterprise is the need for essentially the same budget data to be entered multiple times. Because of this, a great amount of time and effort is spent double-checking and verifying data to make sure it is "in balance." The current strategic planning and budget development processes use the following systems:

- PROBUD – A collection of systems used by DPB to manage state budget data. PROBUD includes a master database known as the BDM (Budget Development Master file), which runs on the Commonwealth's mainframe computer system.
- WebBEARS – A system used by agencies and DPB to enter financial requests and recommendations.
- DLAS – The Division of Legislative Automated Systems (DLAS) uses its own system to generate and track changes to the budget bill. This system utilizes multiple technologies including Microsoft Word documents, HTML files, and COBOL programs. The system is currently not integrated with DPB's budget development process.
- Microsoft Access Databases – Many different Microsoft Access databases are developed to meet specific and changing needs. Databases have been designed to support virtually all budget development processes. In addition, two small database systems (Budgetwise and Expendwise) have been developed to provide budget and expenditure data queries.

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- VA Performs – A web-based application that supports the development of strategic and service area plans and the management and reporting of performance measure data.
  - FATS – Budget execution system which runs on the Commonwealth’s mainframe computer system.

In addition to DPB’s systems, the Commonwealth has a collection of central and agency financial and service delivery systems that are used in the strategic planning and budget processes. These systems lack integration and significant manual processing is necessary.

High level problems associated with current systems and processes include:

- The current budget system has limited capabilities for cross-functional budget proposals designed to address broader societal problems and issues.
- Data from various budget development stages (base budget, base budget adjustments, technical adjustments, decision packages) are entered into different systems (data applications) requiring re-entry of information from other systems and reconciliation between multiple applications.
- The current systems do not provide the automated capability to budget for positions or for DPB analysts to validate the budgeted costs related to employee compensation.
- There is an inadequate system linkage between strategic planning, performance monitoring, and operating budget development.
- The current process does not include a decision-making tool incorporating scenario building and prioritizing programs and decision packages across agencies.
- The first two years of the six-year financial plan are manually entered into Microsoft Excel by major activity requiring manual reconciliation.
- There are no automated tools available to create a budget reduction base.
- There is no established standard process to quickly implement budget reductions during economic downturns.
- The current system does not have the capability to track budgetary changes over the life of capital projects. Prior funding and scope changes are not readily available to system users.
- The current budget system does not support the development of more detailed agency spending plans.
- DPB cannot produce its own budget bill independent of DLAS.
- Published documents cannot incorporate multiple sources of data such as Microsoft Word documents, JPEG image files, PDF documents, and organization charts without significant manual work.



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## **2. Assumptions**

- Final negotiated cost of the software and implementation services will be within a range of \$7 to \$9 million.
- VITA will be able to procure and deliver a technical architecture in accordance with the project milestones and within a range of \$260,500 annually.
- Non-Production and Production Environments will be hosted by NG/VITA.

## **3. Project Description**

The Performance Budgeting (PB) project incorporates the procurement of software and implementation services which satisfy the requirements specified in the Performance Budgeting Request for Proposals (RFP) 2009-06. The PB project is jointly sponsored by the Virginia Information Technologies Agency (VITA) and the Department of Planning and Budget (DPB) as a COVA enterprise application.

The Department of Planning and Budget is the primary business owner of the PB system. As the central authority for strategic planning and budget development in the Commonwealth, DPB will provide the functional leadership for the project with participation from all agency personnel who will use the PB system. Due to the nature of the strategic planning and budgeting processes, DPB works directly with the agency strategic planning and budgeting personnel on an on-going basis and maintains contact information and distribution lists for these stakeholders. The DPB and agency stakeholders have participated in the definition and development of the Performance Budgeting Future State document and have provided essential information on current support costs and potential process efficiencies associated with the increased functionality provided by a new PB system. Agency personnel have also participated in the requirements definition and RFP development and evaluation phases of the PB project. Agency project team and workgroup members have been selected from the stakeholder lists to ensure adequate agency representation and participation. The stakeholder lists is also used for organizational change management and project outreach activities. The Agency Business Architecture Line of Business to be directly supported by the new PB system is Support Delivery of Services – 332 Planning and Budget. This is a line of business common to DPB and all stakeholder agencies and is the line of business driving the identification of stakeholders.

The goal of the PB project is to replace the variety of systems, databases, spreadsheets, and documents that currently support strategic planning and budgeting in the Commonwealth with a modern, web-based, integrated, user-friendly system that supports all existing COVA strategic planning and budgeting functionality and moves the Commonwealth forward by providing additional integrated performance budgeting functionality..

The project is to be executed in two phases:

- Phase I includes the implementation of the following modules: Operating Budget Development, Six Year Financial Plan, Capital Budget, and Budget Execution. System

Go-Live will be no later than August 15, 2010, and a system stabilization period ending no earlier than January 15, 2011.

- Phase II includes implementation of the Agency Spend Plan and Strategic Planning modules with a system Go-Live no later than March 15, 2011, and system stabilization period ending no earlier than July 15, 2011.

#### ***4. Project Scope and Change Management***

The Department of Planning and Budget and the Virginia Information Technologies Agency are leading a major re-engineering of the Commonwealth's performance budgeting processes with the implementation of an enterprise performance budgeting system. Currently, the Commonwealth's strategic planning and budget development processes use numerous disparate systems with limited integration and interface capabilities. As a result, much time and effort is devoted to redundant data entry, data validation, and reconciliation across and among the various systems. Some components of these legacy systems are 20 to 30 years old which increases the risk of system failure and the difficulty of integration with newer technologies.

The scope of this project includes the acquisition and implementation of a commercially available software application to integrate and improve effectiveness and efficiency for the following key business process areas:

- Supported Business Process Area Outputs
- Strategic Planning
  - Agency Strategic Plans
  - Agency Service Area Plans
  - Performance Measures
  - Scorecards
- Operating Budget Development
  - Base Budgets and Adjustments
  - Base Budget Realignments
  - New Initiatives (Decision Packages)
  - Introduced Budgets
- Budget Execution
  - Administrative Adjustments
- Six-Year Financial Plan
  - Six-Year Estimates of Revenues and Expenditures
- Budget Reductions
  - Budget Reduction Bases
  - Budget Reduction Plans

- Capital Budget Development
  - Capital Budget Requests (including Maintenance Reserve Plans)
  - Six-Year Capital Outlay Plans
  - Introduced Budgets
- Agency Spending Plans
  - Agency Spending Plans

The implementation of the Performance Budgeting System will replace PROBUD, WebBEARS, ExpendWise, BudgetWise, and the strategic planning/performance measure/scorecard component of Virginia Performs (and potentially FATS). In addition to these systems, the Commonwealth has a collection of central and agency financial and service delivery systems that are used in the strategic planning and budget processes. Agencies will have the option to utilize the enhanced functionality of the core PB system or agency-level performance budgeting functionality available through the Agency Spend Plan module. In addition to the functionality required to input and store performance budgeting data within the application, the system will include:

- Tools for analysis, forecasting, and development of “what-if” scenarios;
- Workflow capability to efficiently process document submission, review, and approval;
- Word processing and publishing capabilities to support multi-media publications; and
- Custom interfaces to existing Commonwealth legacy systems.

The performance budgeting implementation project includes end-user and application administration training, application security in compliance with Commonwealth standards, all required data conversion, and post-implementation support for the application. This project is a Commonwealth Major IT Project and will adhere to the Commonwealth Project Management Standard.

The project implementation approach incorporates the following elements:

- Performance Improvement -- Performance improvement includes identifying and documenting the current business processes and workflows that support day-to-day performance budgeting. These processes will be compared to the processes inherent in the application software solution, and a clear migration path will be defined to move the Commonwealth towards a set of effective and efficient processes that maximize the application software being deployed.
- Organizational Transition -- Organizational transition includes building consensus and establishing reasonable expectations for change required for successful implementation of a project of this magnitude. It also includes the definition of organizational, policy, and process changes and the development and delivery of end-user and application

administration training required for successful transition to the performance budgeting system and supporting processes.

- **Project Management** -- The project management will be performed in accordance with the Commonwealth Project Management Standard for system implementation projects. This approach will provide the tools and techniques necessary for project planning, tracking, and reporting with the objective of delivering a quality software solution to technically enable the Commonwealth's performance budgeting processes. All deliverables required by the Commonwealth Project Management Standard and deliverables required for successful system implementation were included in the requirements for the PB project. In addition to these deliverables, vendors were required to include any additional deliverables necessary to support the specific SDM included as part of their proposals. These deliverables were required by the PB RFP to be identified in the WBS submitted with the vendor's response to the RFP.
- **System Integration Management** -- System integration management includes addressing controls for system and application configuration, as well as any required application customization, interface development, and data conversion necessary to implement the performance budgeting system solution and transition the system maintenance to Commonwealth personnel.

The Change Management process for the PB Project is designed to manage both scope and technical changes. These changes include planned, ad hoc and emergency changes, as well changes to baselined operational assets, configuration items, processes, and documentation across the entire life cycle of the project. Changes also can relate to changes in the COVA architecture that affect some aspect of the PB System.

**5. Performance Plan Summary**

<b>Objective 1</b>	Deploy an enterprise Performance Budgeting System to reduce data entry and process redundancy and improve information sharing for DPB and agency system users.
<b>Performance Goal</b>	Architect a PB system with functional modules that access a common database, workflow, and integration to other Commonwealth systems to reduce duplicative data entry by 25%.
<b>Methodology</b>	Identify and baseline disparate systems and data entry points for duplicative data entry and compare with the data entry points for similar data in the PB system general design and delivered PB system.

<b>Objective 2</b>	Define and implement secure data exchange standards and technical architecture.
<b>Performance Goal</b>	Architect a PB system that complies with the Commonwealth Security Standard requirements for secure data exchange and the Commonwealth Enterprise Architecture Standard requirements for technical architecture.
<b>Methodology</b>	Perform security audits and IV&V reviews throughout the system development to ensure compliance with the Standards.

<b>Objective 3</b>	Facilitate and promote adoption of common business processes for performance budgeting in the Commonwealth.
<b>Performance Goal</b>	Implement automated workflow and on-line process documentation to increase the adoption of common business processes for all functional areas of the PB system by 25%.
<b>Methodology</b>	Identify and baseline current processes supported by workflow automation and compare to the number of automated processes defined for the PB system general design and delivered PB system.

<b>Objective 4</b>	Implement an Agency Spend Plan module as a shared IT solution to streamline business processes and reduce costs for agency budget development and monitoring.
<b>Performance Goal</b>	Implement an Agency Spend Plan module to reduce the use of disparate spreadsheet and Word documents at the pilot agencies by 25%.
<b>Methodology</b>	For the pilot agencies, identify and baseline current spreadsheets and Word documents which are required to support the agency budget development and spending plan creation. Compare baseline to the number of spreadsheets and Word documents required after implementation of the agency spend plan Go-



	live.
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<b>Objective 5</b>	Define roles and responsibilities for development and approval of agency strategic plans and operating budgets and effectively train the users of the Performance Budgeting system on their roles, responsibilities, and the efficient and effective usage of the system.
<b>Performance Goal</b>	Ensure PB system users are knowledgeable of their roles and responsibilities for development and approval of agency strategic plans and operating budgets and for effective and efficient usage of the system.
<b>Methodology</b>	Conduct surveys as part of the Phase 1 & 2 training delivery and 6 months after each PB system Phase Go-live which assess PB system user knowledge of their roles, responsibilities, and system usage.

<b>Objective 6</b>	Incorporate Commonwealth IT standards, policies, and guidelines for governance, security, and architecture into the Performance Budgeting system implementation project.
<b>Performance Goal</b>	Develop the PB Project, Architecture, and Security Plans that comply with the Commonwealth Project Management Standard, Commonwealth Security Standard, and the Commonwealth Enterprise Architecture Standard requirements.
<b>Methodology</b>	Perform IV&V reviews and security audits throughout the project and system development to ensure compliance with the Commonwealth Standards.

<b>Objective 7</b>	Facilitate project success as measured by adherence to approved scope, schedule, and budget through the establishment and execution of quality assurance and Independent Verification and Validation (IV&V) programs for the project.
<b>Performance Goal</b>	Maintain a “green” status rating for the PB project through the project life-cycle or no more than two consecutive months with a “yellow” rating on the ProSight monthly project reporting dashboard.
<b>Methodology</b>	On-going assessment of project progress as reported on ProSight for each reporting category and overall project progress.



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<b>Objective 8</b>	Define and implement a sustainable training program for Performance Budgeting System Users by employing multiple training formats (classroom, webinars, on-line help).
<b>Performance Goal</b>	Ensure PB system users are adequately trained on the functions and features of the PB system to effectively and efficiently perform their job duties with the new system.
<b>Methodology</b>	Conduct surveys as part of the training delivery and 6 months after each PB system Go-live that assess the delivered classroom training, webinars, and online help.

**6. Critical Milestone Summary**

<b>Milestone</b>	<b>Planned Start Date</b>	<b>Planned Completion Date</b>
Project Start	Aug 3, 2009	Aug 3, 2009
<b>Project Management</b>	<b>Aug 12, 2009</b>	<b>June 30, 2011</b>
<b>Project Planning (Phase I)</b>	<b>Aug 3, 2009</b>	<b>Sep 8, 2009</b>
Phase I Requirements	Aug 11, 2009	Sep 30, 2009
Phase I General and Technical Design	Oct 1, 2009	Nov 30, 2009
Phase I Build	Oct 9, 2009	May 21, 2010
Phase I System and Integration Testing	Jan 21, 2010	June 30, 2010
Phase I Performance Testing	Feb 11, 2010	Jun 16, 2010
Phase I User Acceptance Testing	Mar 10, 2010	Jun 25, 2010
Phase I Training	Jan 4, 2010	Aug 9, 2010
Phase I Deploy	Aug 2, 2010	Aug 13, 2010
Phase I Go-Live	Aug 15, 2010	Aug 15, 2010
Phase I System Stabilization and Acceptance	Aug 16, 2010	Jan 15, 2011
Phase I Warranty Period	Jan 16, 2011	Jul 15, 2011
<b>Project Planning (Phase II)</b>	<b>Aug 16, 2010</b>	<b>Sep 10, 2010</b>
Phase II Requirements	Aug 16, 2010	Sep 8, 2010
Phase II General and Technical Design	Sep 9, 2010	Oct 5, 2010
Phase II Build	Oct 6, 2010	Dec 28, 2010
Phase II System and Integration Testing	Dec 29, 2010	Feb 21, 2011
Phase II User Acceptance Testing	Jan 25, 2011	Feb 21, 2011
Phase II Training	Oct 6, 2010	Mar 1, 2011
Phase II Deploy	Mar 1, 2011	Mar 13, 2011
Phase II Go-Live	Mar 13, 2011	Mar 13, 2011
Phase II System Stabilization and Acceptance	Mar 14, 2011	Jul 15, 2011
Phase II Warranty Period	July 16, 2011	Jan 15, 2012



## **8. Procurement Plan Summary**

The PB Project Procurement Plan defines the products, goods, and services required to successfully complete the project. Items to be procured by PPC will be subject to PPC's internal Supplier Agreement Management policies and procedures and to PPC's internal procurement policies. These policies and procedures are part of PPC's overall PAL and internal procurement plans. Key PPC procurement elements includes:

- Subcontracts with our team members. The subcontractors will be managed in accordance with the signed subcontracts.
- Middleware (e.g., Microsoft's Team Foundation Server and Visual Studio Team System 2008 Team Suite). These elements will be procured in accordance with PPC procurement policies which include the requirement to seek competitive bids.

Items identified in the Project Procurement Plan as the responsibility of COVA are subject to COVA procurement policies and procedures. They may include, but are not limited to:

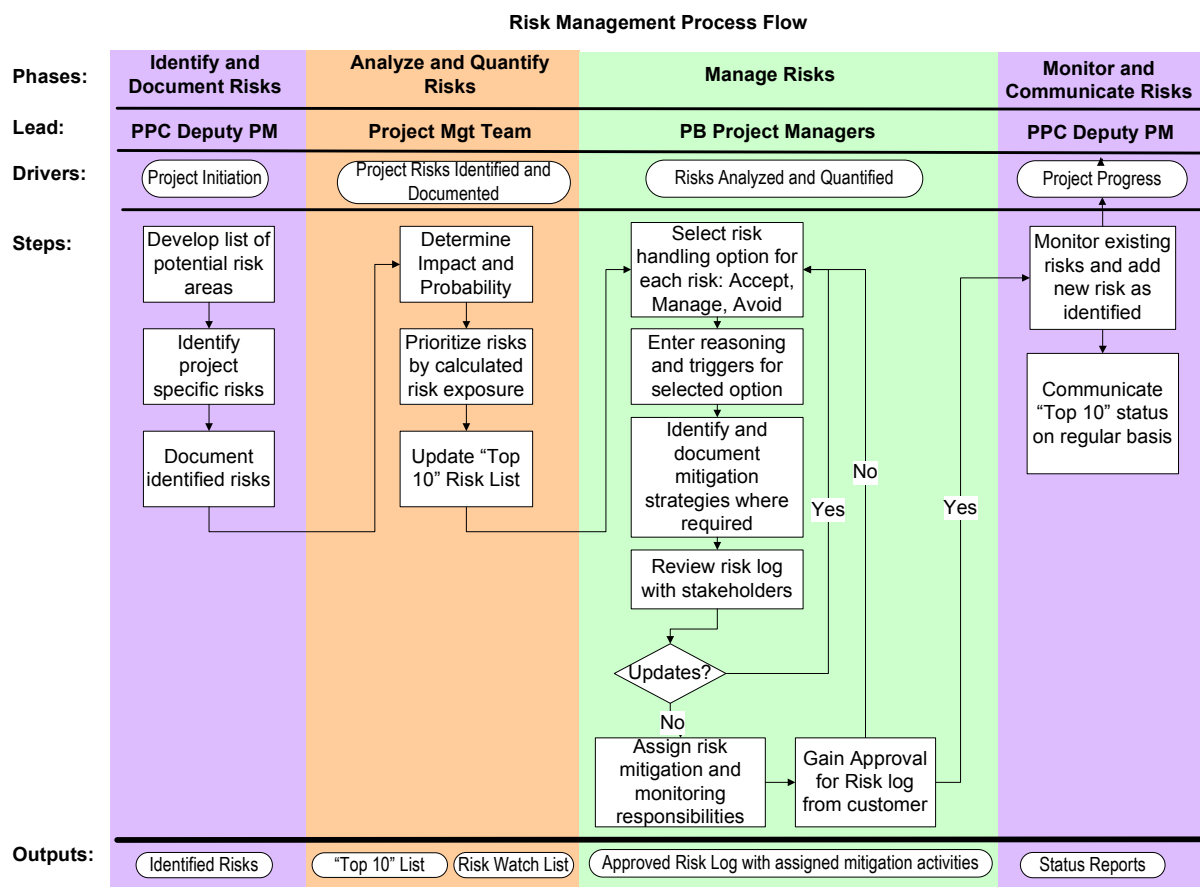
- FFP Contract with PPC to Deliver the Phase I and Phase II Components
- Product License and Maintenance Fees
- COVA-Procured System Components – Hardware, Operating System (OS), telecommunications, firewalls, disk storage, database

Responsibility for the Procurement Plan is with the PPC PM. The PPC PM has support from other project staff and from PPC's internal contracts department. The Procurement Summary and Procurement Schedule have been completed during the planning phases of the project. Progress is tracked and corresponding risks and issues are monitored should procurement times begin to affect the project schedule. The COVA PM will be notified of any proposed changes to the Procurement Plan.

**9. Risk and Issues Summary**

A hybrid approach to risk management employing PPC’s risk management process coupled with COVA’s Risk Management Plan Templates will be used. The flow chart, shown below in Figure 1, illustrates the project risk management process. The risk management process is accompanied by a PPC Risk Management Procedure and Risk Tracking Log with similar attributes to those found in Sections C and D of the CPM Risk Management Plan Template. The Risk Management Plan will be developed during the Planning phases and will include the following attributes:

- Risk Identification Process
- Risk Evaluation and Prioritization Process
- Risk Mitigation Option
- Risk Plan Maintenance
- Risk Management Roles and Responsibilities



**Figure 1 Risk Management Process Flow**

As part of the risk identification process, PPC will hold internal meetings to review the project scope and requirements. PPC has a risk identification checklist in the PAL which is used to comprehensively analyze a project and identify potential risks. Over 80 “typical” risks are screened for applicability from prior projects. In general, project risks are considered in such areas as:

- Management
- Requirements
- Customer
- Political
- Stakeholder
- Technical
- Infrastructure
- Performance
- Resources
- Funding
- Schedule
- Logistical

Risks will be maintained in risk logs, maintained in the PB Project Repository. The logs will be updated on a regular basis and reported in bi-weekly status reports. The PPC PM will seek input from the project leads and team members to update the risk log. Risks will be closed only when it is determined that the risk has been avoided, sufficiently mitigated, or “accepted” within tolerance limits. Escalation procedures will bring high risks to the attention of the COVA PM when necessary.

When an issue arises, either from a risk that is triggered or from an unforeseen event or activity, the Project Management Team will review the issue and assess the impact to the project. If further details are needed, the PPC Deputy Project Manager will commission a project team member to do an Impact Analysis. The Impact Analysis will be used to determine the actions that will be taken for the issue at hand. Issues will be reviewed at every PB Project Management Team meeting to give status updates and discuss impacts and solutions.

Issues and risks will be tracked, reviewed, evaluated and mitigated using the same process as defined for Risks. The Issue Log will be kept and managed as part of the PB Project Repository.

Should the issue involve any change to scope, schedule or budget for the project, a change request would be entered as defined in the Scope Management Plan and the process outlined there would then be followed. If a change is necessary but does not affect scope, schedule or budget, the process for changing Configuration Items as outlined in the Configuration Management Plan would be followed for any impacted items.

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### **10. Top Ten Risk(s)**

Risks are kept and managed in PB Project Repository and a report can be pulled and distributed as needed.

### **D. Project Teams and Responsibilities**

To effectively manage a large project of this nature, the Performance Budgeting project will be made up of several teams with various responsibilities to the projects. Some resources may be part of more than one team/group. The teams and their responsibilities are defined as:

#### **Secretariat Oversight Committee**

Responsibilities

- Involvement and decision making regarding scope changes

#### **PB Project Steering Committee (Agency Internal Oversight Committee)**

Responsibilities:

- Advocate the project's benefits
- Help the project team navigate roadblocks
- Serve as a communications hub — receive and disseminate project status and information
- Facilitate implementation of necessary organization, policy, and process changes
- Approve or recommend changes to the project scope, schedule, and budget as defined in the Project Change Management Plan and in accordance with the Commonwealth Project Management Standard

#### **PB Project Management Team**

Responsibilities

- Report and discuss project progress against the project schedule for assigned area of responsibility
- Discuss and resolve project issues
- Identify and review project risks in accordance with the PB Project Risk Management Plan
- Recommend changes to the project scope, schedule, and budget as defined in the Project Change Management Plan and in accordance with the Commonwealth Project Management Standard
- Serve as a communication hub to the Project Team and Workgroups — receive and disseminate project status and information

#### **PB Configuration Control Board (PBCCB)**

Responsibilities

- Approve or recommend changes to the project scope, schedule, and budget as defined in the Project Change Management Plan and in accordance with the Commonwealth Project Management Standard

### **PB Project Team**

#### Responsibilities

- Execute project work as defined in the PB Project Management Plan
- Report project progress against assigned tasks in the project schedule to the project lead
- Discuss and resolve project issues, or promote issues (as appropriate), to the PB Project Management Team
- Identify and report project risks to the PB Project Management Team
- Research and document impact of change requests as assigned by the PB Configuration Control Board

### **PB Project Workgroups**

#### Responsibilities

- Participate in design sessions facilitated by the implementation service provider to determine system configuration and design
- Validate general and detailed designs through facilitated sessions conducted by the implementation service provider
- Develop and execute user acceptance test plans
- Pilot end user training and provide feedback to implementation service provider
- Identify project issues and promote to the appropriate Workgroup Lead

## **E. Project Plan Appendices**

All of the following documents and logs are located in the PB Project Repository at the following location:

Link: [VITA Performance Budgeting > PB Document Library > 2 - Project Planning > Project Management Documents](#)

### **Appendix A. PB Communications Plan**

The PB Project Communications Plan defines the appropriate and timely generation, collection, distribution, storage, retrieval, and disposition of PB project information to meet project stakeholder needs through the duration of the Project.

### **Appendix B. PB Configuration Management Plan**

The PB Project Change and Configuration Management Plan defines all things related to creation, storage, and modification of project artifacts. Where things are stored, who has access, and the process for updating are also in the document.

### **Appendix C. PB Scope and Change Management Plan with WBS and Schedule**

The PB Scope and Change Management Plan documents the processes necessary to manage the project scope, control changes to project scope, control changes to the project Work Breakdown Structure (WBS), and formally accept project deliverables.

### **Appendix D. PB Resource Management Plan**

The PB Project Resource Management Plan defines the human resources and non-labor resources needed to successfully complete the Project and the processes for managing these resources.

### **Appendix E. PB Risk and Issue Management Plan**

The PB Project Risk Management Plan defines how the project team responds to and manages risk to the project scope, schedule, and budget throughout the execution of the Project.

### **Appendix F. PB Risk Log**

The PB Project Risk Log will keep track of all defined risks and will be maintained in the PB Project Repository.

### **Appendix G. PB Issue Log**

The PB Project Risk Log will keep track of all defined issues and will be maintained in the PB Project Repository.

### **Appendix H. PB Schedule Management Plan**

The PB Project Schedule Management Plan defines how the schedule will be developed and managed, what process will be followed for any additions and/or subtractions, and the approval process.

### **Appendix I. PB Change Request Log**

The PB Project Change Request Log will track all requests for scope change, including all history and documentation related to the request. These will be maintained in the PB Project Repository.

### **Appendix J. PB Quality Management Plan**

The PB Project Quality Management Plan defines the relevant quality standards for PB project deliverables and specifies how to satisfy those standards using both quality assurance and quality control processes.

### **Appendix K. PB Project Performance Plan**

The PB Project Performance Plan defines how the success of the Project is measured. The Project Performance Plan identifies agency business objectives, project objectives, the related performance goals and measurements for each objective, and the process for measuring and reporting on performance. Project performance measures are defined based on specific project deliverables and the acceptance criteria for those deliverables as defined in the Project Scope Management Plan. Note: COVA will be responsible for the identification and measurement of the agency business objectives; therefore, agency business objectives do not need to be addressed here by the Supplier.

### **Appendix L. PB Procurement Plan**

The PB Project Procurement Plan defines the products, goods, and services required to successfully complete the Project. The Project Procurement plan includes:

- Identification of the products, goods, and services (including sub-contractors) to be procured to support the Project and the quantities to be procured
- Selection of the procurement method of each product, good, or service to be procured
- Identification of when and where the procured products, goods, and services must be delivered
- Determination of the schedule for each procurement and delivery

### **Appendix M. PB Project Budget**

The PB Project Budget defines the funding required to complete the defined project activities within a specified time period. The Project Budget development is highly dependent on the estimated task durations, assigned resources, project risk, and quality management. The Project Budget allows actual costs to be compared and measured against the baseline project budget.