New Mexico Department of Information Technology

DEPARTMENT OF HEALTH ADMINISTRATIVE SERVICES DIVISION (ASD) – NETWORK INFRASTRUCTURE UPGRADE

PROJECT MANAGEMENT PLAN (PMP)

EXECUTIVE SPONSOR – SECRETARY DESIGNATE LYNN GALLAGHER

CHIEF INFORMATION OFFICER – TERRY REUSSER

PMO PROJECT DIRECTOR- GENE LUJAN

BUSINESS OWNER - ROD SKIVER

PROJECT MANAGER – GINA ROMERO

ORIGINAL PLAN DATE: APRIL 27, 2016

REVISION DATE: MAY 9, 2016

REVISION: 1.1

REVISION HISTORY

REVISION NUMBER	DATE	COMMENT
1.0	April 27, 2016	Initial Plan
1.1	May 9, 2016	PMP with Executive Management Changes

PREPARING THE PROJECT MANAGEMENT PLAN

The workbook for preparation of the Project Management Plan is built around helping the project manager and the project team to use the Project Management Plan in support of successful projects. Please refer to it while developing this PMP for your project.

ABOUT THIS DOCUMENT

Project Oversight Process Memorandum – DoIT, July 2007

"Project management plan" is a formal document approved by the executive sponsor and the Department and developed in the plan phase used to manage project execution, control, and project close.

The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and documents approved scope, cost and schedule baselines.

A project plan includes at least other plans for issue escalation, change control, communications, deliverable review and acceptance, staff acquisition, and risk management.

"Project manager" means a qualified person from the lead agency responsible for all aspects of the project over the entire project management lifecycle (initiate, plan, execute, control, close). The project manager must be familiar with project scope and objectives, as well as effectively coordinate the activities of the team. In addition, the project manager is responsible for developing the project plan and project schedule with the project team to ensure timely completion of the project. The project manager interfaces with all areas affected by the project including end users, distributors, and vendors. The project manager ensures adherence to the best practices and standards of the Department.

Project product" means the final project deliverables as defined in the project plan meeting all agreed and approved acceptance criteria.

"Product development life cycle" is a series of sequential, non-overlapping phases comprised of iterative disciplines such as requirements, analysis and design, implementation, test and deployment implemented to build a product or develop a service.

1.0 PROJECT OVERVIEW

The Project Overview sets the stage for the details of the project and begins the "story" of the project and plan.

1.1 EXECUTIVE SUMMARY- RATIONALE FOR THE PROJECT

The New Mexico Department of Health (NMDOH) provides health education, prevention, intervention, rehabilitative, and transition services to all New Mexico residents. While delivery of these often lifesaving services is dependent upon our professional staff of 3,200+ employees statewide, NMDOH's staff depend upon a wide variety of information systems deployed across eight program areas—Administrative Services Division (ASD), Public Health Division (PHD), Epidemiology and Response Division (ERD), Scientific Laboratory Division (SLD), Office of Facilities Management (OFM – Comprised of seven healthcare facilities), Developmental Disabilities Support Division (DDSD), Division of Health Improvement (DHI), and Medical Cannabis Program (MCP) to provide this array of services and achieve the agency's mission.

NMDOH's vision is to streamline and reposition its network infrastructure technology to support a dynamic enterprise system; a solution to leverage NMDOH's limited resources while maximizing efficiencies by simplifying NMDOH business processes. Remaining status quo will continue to severely compromise agency operations by limiting how staff is able to respond to the critical and often time sensitive care of clients and patients.

The Vision

As a unified, state-level agency serving children, youth, adults, and families in all communities in New Mexico, NMDOH's service structure encompasses and integrates the eight program areas. In addition, NMDOH incorporates three of the New Mexico IT strategic plan domains—Constituent Services, Justice, and Education. This distinctive organizational structure provides the ideal setting for our information technology strategic vision—a secure, durable, enterprise web-based information system that will incorporate all of the information needs of each of the program areas.

A secure, durable, mobile, enterprise system:

- Provides an integrated IT system to meet all NMDOH program needs now and the apparent future - Eliminates disparate technology silos. Facilitates efficient and timely data sharing. Supports data integrity. Reduces operational support and maintenance.
- Improves delivery of services through common and consistent technologies - Provides a common method of data transport for NMDOH services. Staff can perform duties in the field more effectively, efficiently, accurately and securely by accessing the system via the more consistent infrastructure.
- Improve software development - Allows for quicker turnaround time from development to deployment. This will enable NMDOH to keep pace with emerging federal, state and local government data reporting requirements.
- Increases information exchange with external entities - Enables other agencies to gain more secure and efficient access to NMDOH services and allows providers to directly enter services in a timelier fashion.

NMDOH will follow a multi-year phased project, deploying mitigation and remediation elements on a regular basis throughout the project. Projects will be defined on a state fiscal year basis based on funding.

1.2 FUNDING AND SOURCES

SOURCE	AMOUNT	ASSOCIATED RESTRICTIONS	APPROVERS
Computer Enhancement Fund from 2016 Legislative Budget Bill	$500,000		

1.3 CONSTRAINTS

Constraints are factors that restrict the project by scope, resource, or schedule.

NUMBER	DESCRIPTION
C01	BUDGET – Failure to receive funding would mean the project could not move forward - resulting impact could be 40% failure of the network infrastructure.
C02	SCHEDULE – Completion of the project within the funding appropriation periods.
C03	TIMELY ACCESS TO RESOURCES – Delays in procurement and contracting processes can negatively impact project progress.

1.4 DEPENDENCIES

Types include the following and should be associated with each dependency listed.

Types include the following and should be associated with each dependency listed.

- **M**andatory dependencies are dependencies that are inherent to the work being done.
- **D- Di**scretionary dependencies are dependencies defined by the project management team. This may also encompass particular approaches because a specific sequence of activities is preferred, but not mandatory in the project life cycle.
- **E-E**xternal dependencies are dependencies that involve a relationship between project activities and non-project activities such as purchasing/procurement

NUMBER	DESCRIPTION	TYPE M,D,E
D1	Contract Approvals.	M
D2	Procurement of network hardware/software systems.	M
D3	Training of support staff.	M
D4	PCC reviews.	M
D5	Funding Requests.	M
D6	Adoption of network monitoring tools and processes.	E
D7	Contractors fulfill all project tasks and deliverables on time.	E

NUMBER	DESCRIPTION	TYPE M,D,E
D8	Implementation Reporting.	E

1.5 ASSUMPTIONS

Assumptions are planning factors that, for planning purposes, will be considered true, real, or certain.

NUMBER	DESCRIPTION
A1	Funding is approved.
A2	Stakeholder participation and buy-in.
A3	Project leadership will have adequate time for project planning activities.
A4	Stakeholders will make decisions in a timely manner to support the project schedule.
A5	Individuals with different requirements and perspectives will work together to project completion.
A6	Project Team members will be assigned and allowed to spend the proper amount of their time to complete their assigned tasks within a reasonable timeframe.
A7	The project management plan will be followed.

1.6 INITIAL PROJECT RISKS IDENTIFIED

In this section identify and describe how each risk will be managed. Include the steps that will be taken to maximize activity that will result in minimizing probability and impact of each risk.

Risk 1

<table>
<tr><td rowspan="3">Funding not obtained</td><td>Probability: Possible</td><td>Impact: High - Project would be deferred until funded. As of January 2015, at least 137 network devices will be End Of Life (EOL) or unsupported within 24 months of this assessment date which poses a potential continuity threat to network services provided.</td></tr>
<tr><td colspan="2">Mitigation Strategy: Limit scope to maintenance and support of existing systems funded currently by NMDOH General Funds.</td></tr>
<tr><td colspan="2">Contingency Plan: Seek alternate funding sources and re-apply for C2 funding next fiscal year.</td></tr>
</table>

Risk 2

Reliance on outsourced resources to accomplish project goals	Probability: Expected	Impact: High - Outside consultants bring industry expertise and best practices. Costs are increased.
	Mitigation Strategy: All critical tasks assigned to state personnel. Closely monitor and manage outside contractor teams and associated costs.	
	Contingency Plan: Make sure internal staff is trained and capable of completing long term support and administration. Hire contractors for only short term needs.	

Risk 3

Staff resource availability – Loss/Illness of core team members	Probability: Possible	Impact: High - Could cause missed deadlines
	Mitigation Strategy: Determine "key" personnel and develop back-up plans if that person left. Archive detailed requirements documents so new staff can step in more readily.	
	Contingency Plan: Closely monitor contract and staffing changes to preempt long term staffing vacancies.	

2.0 PROJECT AUTHORITY AND ORGANIZATIONAL STRUCTURE

The Project Organization describes the roles and responsibilities of the project team. It also identifies the other organizational groups that are part of the project and graphically depicts the hierarchical configuration of those groups. It exists to clarify interaction with the project team.

Name	Stake in Project	Organization	Title
Lynn Gallagher	Executive Sponsor	NMDOH	Secretary, Designate
Terry Reusser	CIO	NMDOH IT	Chief Information Officer
Paula Morgan	Deputy CIO	NMDOH IT	Deputy Information Officer
Gene Lujan	Project Director	NMDOH - IT	Chief, Project Management Bureau,

Leif Gregory	Security Officer	NMDOH IT	Chief Information Security Officer
Rod Skiver	Business Owner	NMDOH - IT	Chief, Production Services Bureau
Gina Romero	Project Management	NMDOH – IT	Project Manager, Project Management Bureau

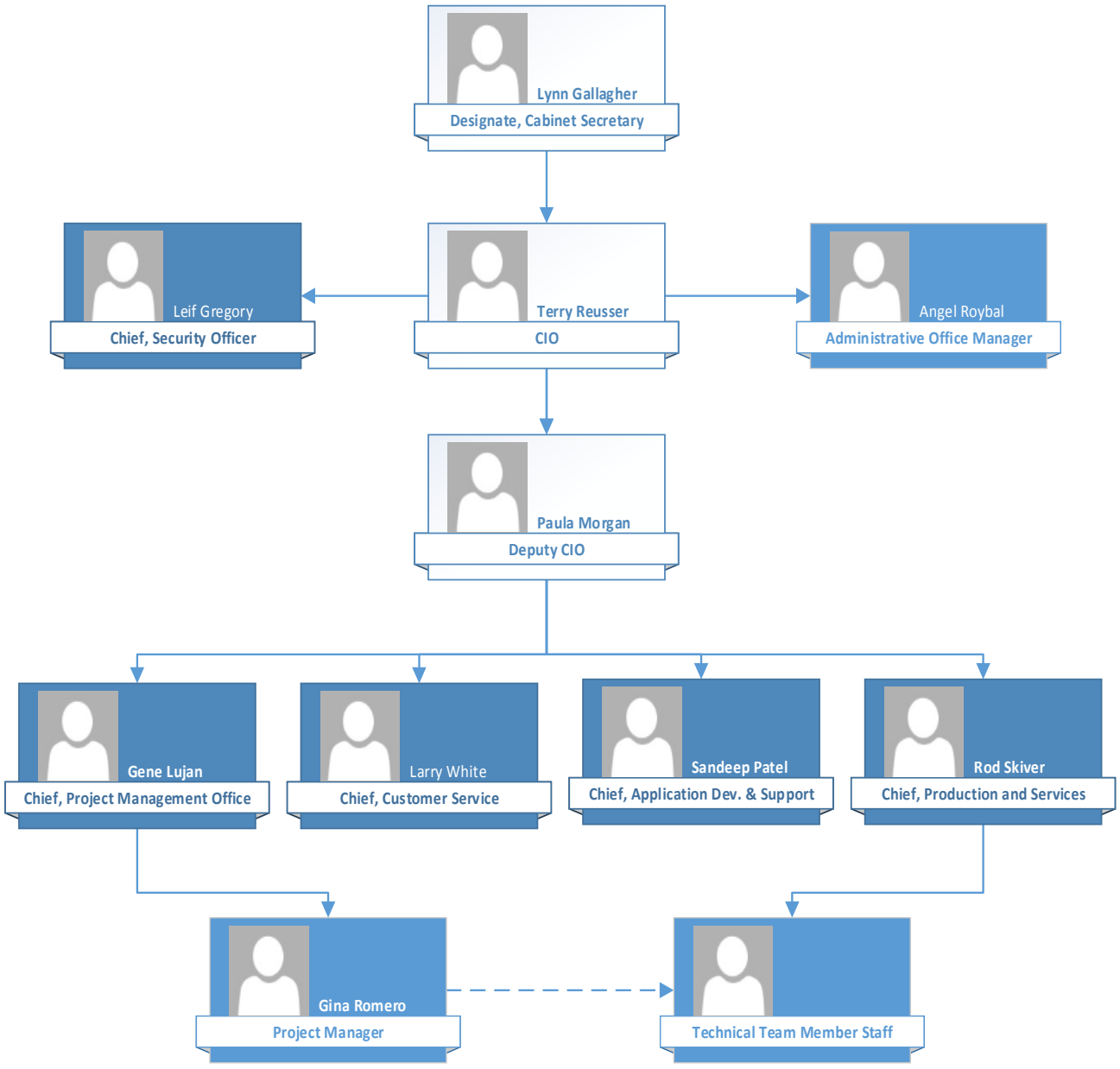
2.1 STAKEHOLDERS

List all of the major stakeholders in this project, and state why they have a stake. . Stakeholders are individuals and organizations that are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or project completion. They may also exert influence over the project and its results.

Name	Stake in Project	Organization	Title
NMDOH – State Employees	Users of existing network infrastructure	NMDOH	NMDOH Staff
Lynn Gallagher	Executive Sponsor	NMDOH	Secretary, Designate
Terry Reusser	CIO	NMDOH IT	Chief, Information Officer
Paula Morgan	Deputy CIO	NMDOH IT	Deputy Information Officer
Leif Gregory	Security Officer	NMDOH IT	Chief Information Security Officer
Gene Lujan	Project Director	NMDOH - IT	Chief, Project Management Bureau
Rod Skiver	Business Owner	NMDOH - IT	Chief, Production Services Bureau
Gina Romero	Project Management	NMDOH – IT	Project Manager, Project Management Bureau

2.2 PROJECT GOVERNANCE STRUCTURE

2.2.1 DESCRIBE THE ORGANIZATIONAL STRUCTURE – ORG CHART



2.2.2 DESCRIBE THE ROLE AND MEMBERS OF THE PROJECT STEERING COMMITTEE

Members of the Steering committee members are yet to be determined.

The Steering Committee is chartered to provide governance over the direction and support of the project and is chaired and facilitated by the Project Manager. The Steering Committee member responsibilities include:

- Attend and participate in meetings
- Review and accept deliverables
- Review presented documentation
- Balance larger picture versus detail of project
- Review project funding and expenditures
- Champion the project
- Contribute to lessons learned
- Remove project barriers
- Escalate issues

2.2.3 ORGANIZATIONAL BOUNDARIES, INTERFACES AND RESPONSIBILITIES

Use this section to describe any special considerations regarding contact between the project team, the project manager, and individuals from various organizations involved in the project: Boundary, interface and responsibilities at the interface

None identified at this time.

2.3 EXECUTIVE REPORTING

All documentation for the C2 NIU Project will reside in a project document library created on the SharePoint System.

Deliverable/ Communication	Recipient	Delivery Method	Frequency	Responsible Party
DoIT Monthly Project Report	DoIT	Written/e-mail	Monthly	IT Project Manager
Weekly Project Status	Project Team Members/Project Business Owner	Email/Face-to-Face/conference call	Weekly	Project Team Members
Steering Committee/Executive Sponsor Meeting	Executive Sponsors	Face-to-Face	Every other month (or as needed)	IT Project Manager/ Business Owner
Special Communication	As needed	As needed	As needed	As needed

3.0 SCOPE

3.1 PROJECT OBJECTIVES

3.1.1 BUSINESS OBJECTIVES

NUMBER	DESCRIPTION
Business Objective 1	**IMPROVE TECHNOLOGY** - Upgrade legacy Wide Area Network (WAN) infrastructure to support the health, safety, and well-being of the children, youth, adults, and families in the state of New Mexico.
Business Objective 2	**IMPROVE VALUE** - Deliver improved network application services to meet all NMDOH program needs in a manner that is cost-effective by reducing operational support and maintenance costs thru newer technology.
Business Objective 3	**IMPROVE QUALITY** - Processes supported by the upgraded infrastructure will improve and as a direct result, will provide a more qualitative delivery of services through common and consistent technologies. This elimination of disparate technology silos will enable NMDOH to keep pace with emerging technology requirements.
Business Objective 4	**IMPROVE RESPONSIVENESS** - Increase information exchange with external entities enabling other agencies and providers to gain faster, secure and efficient access to NMDOH services to meet business needs. Improve software development by facilitating turnaround time from development to deployment which is necessary for meeting federal, state and local government data reporting requirements.

3.1.2 TECHNICAL OBJECTIVES

NUMBER	DESCRIPTION
Technical Objective 1	Deliver unbiased recommendations spanning technologies and proposed solution designs, processes required, and implications for existing resources.
Technical Objective 2	Implement selected and approved remediation measures including the upgrade of network cabling to a CAT6 standard in those offices that have not yet been addressed.
Technical Objective 3	Implement secure, wireless network connectivity where required. The current solution under consideration is the Cisco Meraki offering.
Technical Objective 4	Upgrade the Wide Area Network/Local Area Network (WAN/LAN) hardware infrastructure in those offices that have not yet been addressed. This would include replacing all of the CAT3 and CAT5 cabling in the NMDOH network, while, also, replacing all the Cisco 2600 and 2800 series router and all the non-Cisco/EOL Cisco switches with Cisco 2921, with a 48 port POE switch blade, and a Cisco 2960 X series switch (which has a lifetime hardware warranty) in those locations that go beyond the router standard.
Technical Objective 5	Procure and implement an infrastructure management system that includes asset management.
Technical Objective 6	Implement security and management tools including Active Directory (AD) redesign.

3.2 PROJECT EXCLUSIONS

None identified at this time.

3.3 CRITICAL SUCCESS FACTORS

Identify the critical success factors for achieving success in this project. Metric are key to understanding the ability of the project to meet the end goals of the Executive Sponsor and the Business Owner, as well as the ability of the project team to stay within schedule and budget. See also section 6.7 Quality Objectives and Controls.

Number	Description
Quality Metrics 1	Performance to Scope - product deliverables adhere to the scope.
Quality Metrics 2	Performance to Budget.
Quality Metrics 3	Performance to Schedule.
Quality metrics 4	Performance to Quality of Deliverables - Transition from current legacy network system to a newer integrated technology network system that can be statistically analyzed.

4.0 PROJECT DELIVERABLES AND METHODOLOGY

4.1 PROJECT MANAGEMENT LIFE CYCLE

Planned Deliverables by Project Phase		
Phase 1	**Summary of Phase**	**Key Deliverables**
Initiation – Phase 1	Complete Project Initiation Documents. Submit documentation for State and Federal funding approvals.	• Business Case (Delivered) • Submit PCC Initiation documents (Project Certification Form, Initiation Planning Project Charter, Draft Project Management Plan, PowerPoint Presentation) • Request waiver of the IV & V requirement by written approval of the Secretary of DoIT • Obtain PCC Initiation and Planning approval
Planning – Phase 1	Planning phase will focus principally on required project planning work with the goal to plan all project processes and activities to ensure project success and create comprehensive set of plans for State and Federal approval.	• Final Project Management Plan (PMP), Final Business Requirements, Budget, Schedule, Communication Plan, Risk

		Assessment and other Technical Documents. • Finalize vendor contract for USAC Grant Application Assistance to Augment State Funding with Federal Funding. • Design & Implementation • C2 Network Infrastructure Upgrade Procurement and Contract
Implementation – Phase 1	Hardware and Software is installed, configured, tested and deployed into operation.	• Updated PMP and Schedule • Implementation and Migration Documentation • Test Plans and Results • Issue Logs • Test Acceptance Documentation • NMDOH staff Training & Documentation
Closeout Phase – Phase 1	Post Implementation Review and Report, Administrative Close-Out.	• Updated Technical Documentation • Lessons Learned • Project Closure Meeting and Documentation
Planned Deliverables by Project Phase		
Phase 2-5	**Summary of Phase**	**Key Deliverables**
Initiation	Submit documentation for State and Federal funding approvals.	• Submit PCC Initiation documents • Update Project Management Plan and PowerPoint Presentation • Request waiver of the IV & V requirement by written approval of the Secretary of DoIT • Obtain PCC approval
Planning	Planning phase will focus principally on required project planning work with the goal to plan all project processes and activities to ensure project success and create comprehensive set of plans for State and Federal approval.	• Update Project Management Plan (PMP), Final Business Requirements, Budget, Schedule, Communication Plan, Risk Assessment and other Technical Documents. • Finalize vendor contracts (TBD) • Design & Implementation • C2 Network Infrastructure Upgrade Procurement and

		Contract
Implementation	Hardware and Software is installed, configured, tested and deployed into operation.	• Updated PMP and Schedule • Implementation and Migration Documentation • Test Plans and Results • Issue Logs • Test Acceptance Documentation • NMDOH staff Training & Documentation
Closeout Phase	Post Implementation Review and Report, Administrative Close-Out.	• Updated Technical Documentation • Lessons Learned • Project Closure Meeting and Documentation

4.1.1 PROJECT MANAGEMENT DELIVERABLES

Project Deliverables are work products or artifacts that are driven by the project management methodology requirements and standard project management practices regardless of the product requirements of the project.

4.1.1.1 Certification Form

Description – The initial request for certification and release of funds deliverable will contain the Initiation and Planning phases. Phase 1	**Deliverable Acceptance Criteria –** Sign-off by CIO, Business Owner, Project Manager
	Standards for Content and Format – Use of DoIT Project Initiation and Planning template
	Quality Review -. Peer review for grammar and spelling Key project team members review for consensus

4.1.1.2 Project Charter

Description – The initial project deliverable plan will contain the Project Charter. This deliverable may be revised during planning phase. Phase 1	**Deliverable Acceptance Criteria –** Sign-off by CIO, Business Owner, Project Manager
	Standards for Content and Format – Use of DoIT Project Charter template
	Quality Review -. Peer review for grammar and spelling Key project team members review for consensus

4.1.1.3 Project Management Plan

Description – The Project Management Plan will be the guide used throughout the Project. This plan will contain the following plans: Scope Management, Schedule Management, Budget, Risk Management, Communications, Change Management, Lessons Learned and Roles/Responsibilities of team members. This plan is an evolving document as new information will be added and existing information will be revised during initiation and planning phase. Phase 1	**Deliverable Acceptance Criteria –** Approval by Project Team Sign-off by CIO, Business Owner, Project Manager **Standards for Content and Format –** Use of DoIT Project Management Plan template **Quality Review –** Peer review for grammar and spelling Key project team members review for consensus Final review by Business Owner, PMO Project Manager and Executive Sponsor

4.1.1.4 IV&V

NMDOH is requesting a waiver from DoIT for contracted IV & V validation. Quality Assurance of this project will be executed internally by NMDOH Operations staff according to best practices following as a minimum:

- Project Management Plan
- Status Reporting
- Risk Management Strategy
- Project Management
- Project/Product Deliverables
- Use of Project Management Body of Knowledge (PMBOK)
- Use of Systems Engineering Body of Knowledge (SEMBOK)

4.1.1.5 IT Service Contracts

Description – Finalize vendor contract for USAC Grant Application Assistance to augment State Funding with Federal Funding. Phase 1	**Deliverable Acceptance Criteria –** Approval by Business Owner Sign-off by CIO, Business Owner, Project Manager **Standards for Content and Format –** Use NMDOH State Price Agreement Best Practice standards **Quality Review –** Peer review for grammar and spelling Key project team members review for consensus Final review by Business Owner, PMO Project Manager and Executive Sponsor

4.1.2 DELIVERABLE APPROVAL AUTHORITY DESIGNATIONS

Complete the following table to identify the deliverables this project is to produce, and to name the person or persons who have authority to approve each deliverable.

DELIVERABLE NUMBER	DELIVERABLE	APPROVERS (WHO CAN APPROVE)
PRJ-DEL-001	Certification Form	Project Governance DoIT
PRJ-DEL-002	Project Charter	Project Governance DoIT
PRJ-DEL-003	Project Management Plan	Project Governance DoIT
PRJ-DEL-004	IV&V Waiver Memo	Project Governance DoIT
PRJ-DEL-005	Vendor Contract for USAC Grant Application Assistance to augment State funding with Federal funding	Project Manager Business Owner Project Director
PRJ-DEL-006	Procurement and Implementation of Hardware and Software for Network Infrastructure Upgrade	Project Manager Business Owner
PRJ-DEL-007	Network Infrastructure Upgrade Completion	Project Governance Project Manager

4.1.3 DELIVERABLE ACCEPTANCE PROCEDURE

Describe the process that this project will use for the formal acceptance of all deliverables.

The Project Manager, Business Owner and Project Governance will review and accept all project deliverables.

4.2 PRODUCT LIFE CYCLE

"During the project management lifecycle, agencies shall select and implement a phase product development lifecycle methodology approved by the Department." PROJECT OVERSIGHT PROCESS Memorandum

Products resulting from this project shall be incorporated into the existing NMDOH network infrastructure following all standard processes including maintenance and support protocols.

4.2.1 TECHNICAL STRATEGY

Discuss the key technical strategies for achieving success in this project.

NMDOH is pursuing a complete refresh of the entire WAN infrastructure with the intent to transition from a current legacy network system to a newer integrated network system thru the procurement of new hardware/software technology. This strategy will be supported by current NMDOH best practice standards already in place to ensure network and security continuity and will include:

1. Delivery of unbiased recommendations spanning technologies and proposed solution designs, processes required, and implications for existing resources
2. Implementation of selected and approved remediation measures including the upgrade of network cabling to a CAT6 standard in those offices that have not yet been addressed.
3. Implementation of secure, wireless network connectivity were required. The current solution under consideration is the Cisco Meraki offering.
4. Upgrading the Wide Area Network/Local Area Network (WAN/LAN) hardware infrastructure in those offices that have not yet been addressed. This would include replacing all of the CAT3 and CAT5 cabling in the NMDOH network, while, also, replacing all the Cisco 2600 and 2800 series router and all the non-Cisco/EOL Cisco switches with Cisco 2921, with a 48 port POE switch blade, and a Cisco 2960 X series switch (which has a lifetime hardware warranty) in those locations that go beyond the router standard.
5. Procurement and implementation of an infrastructure management system that includes asset management.
6. Implementation of security and management tools including Active Directory (AD) redesign.

4.2.2 PRODUCT AND PRODUCT DEVELOPMENT DELIVERABLES

Product Deliverables are work products or artifacts that are driven by the product management methodology requirements and standard project management practices regardless of the product requirements of the project.

To be determined thru planning process.

4.2.3 DELIVERABLE APPROVAL AUTHORITY DESIGNATIONS

Complete the following table to identify the deliverables this project is to produce, and to name the person or persons who have authority to approve each deliverable.

To be determined thru planning process.

4.2.4 DELIVERABLE ACCEPTANCE PROCEDURE

Describe the process that this project will use for the formal acceptance of all deliverables.

As part of the Deliverable Acceptance Procedure, the Project Team will review each of the deliverables. During the Project Team review period, any issues identified will be documented in the issue log and resolved if possible prior to the next step. After a deliverable is reviewed, a recommendation from the Project Team for acceptance will be created. A procedure for final sign-off will be created during the project team review period.

5.0 PROJECT WORK

5.1 WORK BREAKDOWN STRUCTURE (WBS)

A WBS is a deliverable-oriented grouping of project elements that organizes and defines the total work scope of the project. Describe the work activities that comprise the work breakdown structure (WBS) or the work packages within the WBS. Identify the WBS element or other work package identifier and provide a general description of the tasks or activities, the definition or objectives, and the milestones and deliverables of each work package.

Use the chart below for highest level presentation, and provide a more detailed WBS as an attachment to this project plan.

Identifier	Work Package Description	Definition/Objective	Milestone/Deliverable
1.0	Initiation – Phase 1	This phase defines overall parameters of the project and established the appropriate project management and quality environment required to complete the project	Project Certification Requests to include Initiation and Planning Certification, Project Charter, Business Case, IV&V Waiver Requested, Approval for next phase.
2.0	Planning – Phase 1	This phase identifies the implementation approach, procurement method and establishes all necessary documentation.	Finalize PMP, Vendor Contract Negotiated and Executed, Procurement for Hardware/Software, Approval for next phase.
3.0	Implementation – Phase 1	This phase deploys the upgraded system to a prepared set of users and positions on-going support and maintenance.	Confirm Schedule, IV&V Waiver Approval Status, Configuration, Testing, Training, and Deployment.
4.0	Closeout – Phase 1	This phase closes out the project and completes the Transition to Production.	Closeout report, Transition to Production document, Lessons Learned

5.2 SCHEDULE ALLOCATION -PROJECT TIMELINE

The project timeline is a high-level view of project activities with a focus on project milestones. The project timeline does not replace the need for a detailed project schedule and it is to highlight key events such as deliverable due dates and when go/no-go decisions are made.

The table below should provide a high level view of the project time line, or a summary-level Gantt chart can be used to meet the timeline requirement. Please provide a more detailed project schedule as an attachment to this plan

A more detailed project schedule will be provided as an attachment to the final project management plan after the planning phase.

Identifier	Task/Activity Name	Resource Name		Milestone (Y/N)	Effort/ Duration	Start	Finish	Dependent Task
Phase 1								
1.0	Initiation Phase Phase - 1	Project Manager Project Team		Y	1 month	05/11/2016	05/31/2015	Completion of Requirements
2.0	Planning Phase - 1	Project Manager Project Team Vendor Resources		Y	2 months	05/31/2016	07/30/2016	Completion of Project Management Plan, Completion of Vendor Contract for USAC Grant Application
3.0	Implementation Phase - 1	Project Manager Project Team Vendor Resources		Y	6 month	08/01/2016	02/28/2017	Completion of Planning Phase
4.0	Closeout Phase Phase - 1	Project Manager Project Team Vendor Resources		Y	1 month	06/01/2017	06/30/2017	Completion of Implementation Phase
Phase 2-5								
1.0	Initiation Phase Phase – 2 -5	Project Manager Project Team		Y	TBD	TBD	TBD	Completion of Requirements
2.0	Planning Phase – 2 -5	Project Manager Project Team Vendor Resources		Y	TBD	TBD	TBD	Completion of Project Management Plan, Completion of Vendor Contract for USAC Grant Application
3.0	Implementation Phase – 2 -5	Project Manager Project Team Vendor Resources		Y	TBD	TBD	TBD	Completion of Planning Phase
4.0	Closeout Phase Phase – 2 -5	Project Manager Project Team Vendor Resources		Y	TBD	TBD	06/30/2021	Completion of Implementation Phase

5.3 PROJECT BUDGET

Costs estimates are the costs applied to an activity in a project by assigning resources with associated rates or fees. Resources can include equipment, material, technology, processing

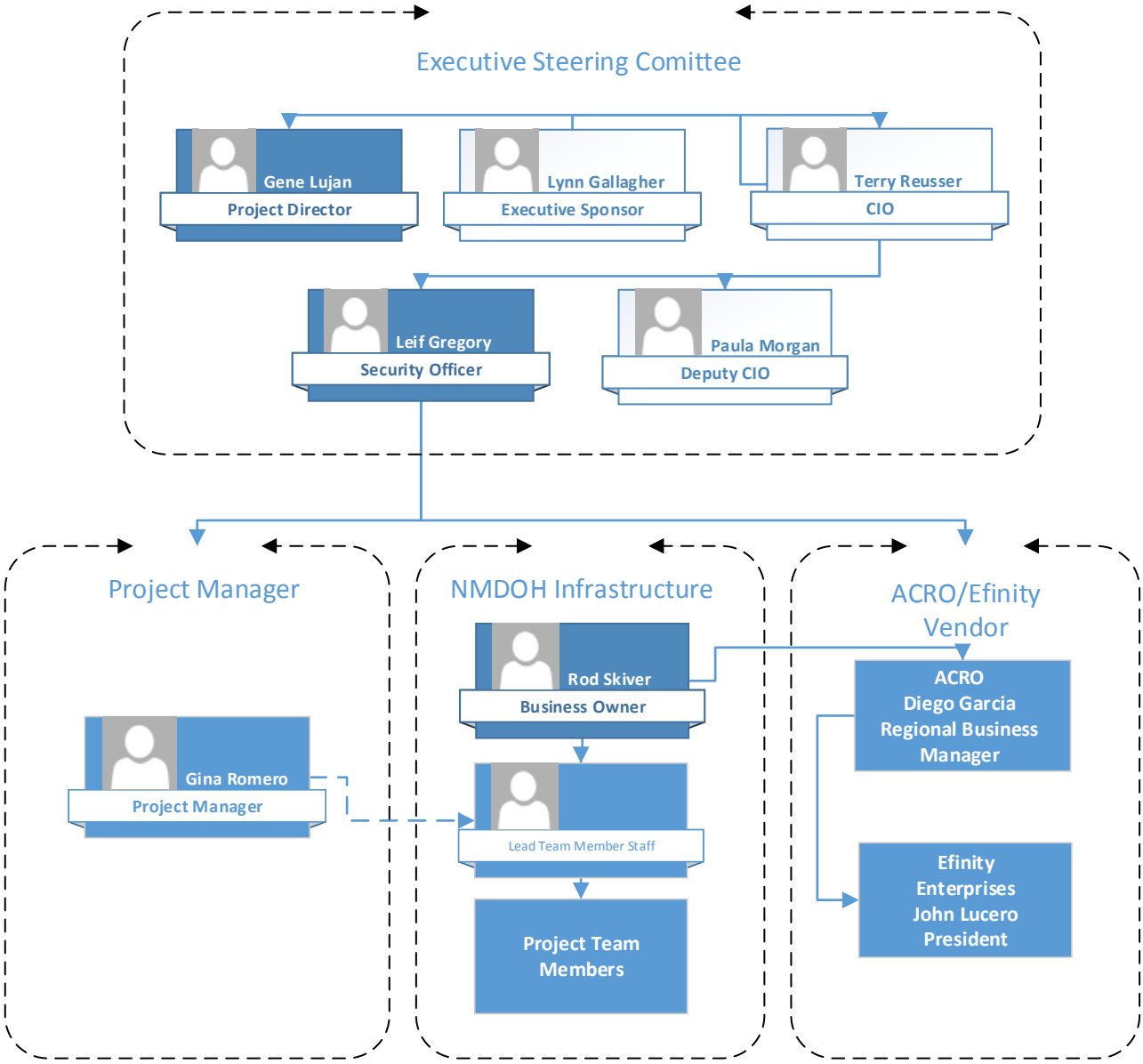
cycles, or people. The total cost is critical and should be consistent with the proposal; include breakdowns as needed. Match these cost estimates with the actual billed amounts. Use an appropriate format for the project size and customer requirements (e.g., by WBS, milestone, or deliverable).

Identifier	Work Package or Budget Category	Cost
Staff – Internal Phase 1	Project Manager	N/A
Consulting Services	Vendor for FCC USAC Rural Health Care Grant Application Process IV&V – Waiver Requested Network Infrastructure Upgrade – Hardware/Software	$ 25,000 $0.00 $ 475,000
Totals		$ 500,000
Staff – Internal Phase 2-5	Project Manager	N/A
Consulting Services	Network Infrastructure Upgrade – Hardware/Software	TBD
Totals		TBD

5.4 PROJECT TEAM

5.4.1 PROJECT TEAM ORGANIZATIONAL STRUCTURE

Insert a graphical Organization Chart here. The Organizational Structure (OS) is a hierarchical configuration defining levels of program management and may identify all project personnel. The OS should be simple and straightforward. Include role names and people's names. Consider identifying the core project team by shading their respective boxes on the chart. On complex projects, consider using a second OS to identify core project team. The OS can also be used for management reporting.



5.4.2 PROJECT TEAM ROLES AND RESPONSIBILITIES

List the team members, their role, responsibility and functional manager. Make sure to include a comprehensive listing including those from the organization managing the project, business members involved to ensure business objectives are met and the vendor members that may have a specific role.

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Executive Sponsor	Executive Sponsor is the point person for the project within the highest level of the Department of Health. The responsibilities of the Executive Sponsor include: • Project Owner • Serves as enterprise-level champion for implementation • Acts as catalyst to obtain resources and commitment from all levels of the Enterprise • Assists in the resolution of issues that cannot be resolved at the agency level and escalates as necessary to remove business-related barriers • Establishes project direction and priority as they relate to the Enterprise IT Strategic Plan • Makes high level decisions required during implementation, including major changes in scope or approach • Monitors project progress on milestones and objectives based on periodic status report • Performs executive review at the end of each phase and at project closure	Secretary, Designate Lynn Gallagher	NMDOH

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
CIO Deputy CIO	CIO is the point person for the project within the ITSD level of the Department of Health. The responsibilities of the CIO include: • Serves as agency-level champion for implementation • Acts as catalyst to obtain resources and commitment from all levels of IT • Assists in the resolution of issues that cannot be resolved at the business owner level and escalates as necessary to remove business-related barriers • Establishes project direction and priority as they relate to the Agency Strategic Plan • Make agency-level decisions required during implementation, including changes in scope or approach that relate to the Agency • Monitors project progress on milestones and objectives based on periodic status reports • Performs agency reviews at the end of each phase and at project closure	CIO, Terry Reusser Deputy CIO, Paula Morgan	ITSD
Project Director	The Project Director is the point person for the project within the PMO Bureau level of the Department of Health. The responsibilities of the CIO include: • Serves as Bureau-level champion for implementation • Acts as catalyst to obtain resources and commitment from all levels of IT • Assists in the resolution of issues that cannot be resolved at the business owner level and escalates as necessary to remove business-related barriers • Establishes project direction and priority as they relate to the Agency Strategic Plan • Makes Bureau-level decisions required during implementation, including changes in scope or approach that relate to the Agency • Monitors project progress on milestones and objectives based on periodic status reports • Performs reviews at the end of each phase and at project closure	Chief, Project Management Bureau, Gene Lujan	ITSD/PMO

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Security Officer	The Security Officer's primary responsibility is to manage the Security Operations Center (SOC) team and the security applications, appliances, controls and systems related to the project. • Develops and maintains IT security policy, procedures, standards, and guidance consistent with Departmental and Federal compliance requirements • Manages the Security Incident Response Team (SIRT) including response plans, staff training and incident response activities • Ensures that all information systems are functional and secure and are in alignment with the NMDOH IT Strategic Plan • Develops Disaster Recovery Planning, including plan documentation, back-up management, data protection, and data recovery testing • Responsible for network and application vulnerability assessments, change control, business continuity planning, data privacy, and risk assessment practices	Chief, Information Security, Leif Gregory	ITSD

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Business Owner	The Project Owner is the person(s) who makes the business case for the project. The responsibilities of the Project Owner include: • Participates in planning sessions • Reviews and accepts the initial risk assessment, management plan, project plan and budget • Facilitates resourcing and staffing of project as necessary to implement project tasks. • Provides business expertise for functional area • Provides status updates as needed • Provides oversight during the project, ensuring progress meets business needs • Assists in the resolution of issues that cannot be resolved at the project manager level and escalates as necessary • As required, reviews and approves major project scope or approach changes • Contribute to lessons learned	Chief, Production Services Bureau, Rod Skiver	ITSD

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Project Manager	The Project Manager's primary responsibility is to manage the project. This role must not get too involved in the business or technical details of the project. The Project Manager responsibilities include: Leadership: • Forms project team and leads it to successfully accomplish the project's objectives • Assigns tasks to project members • Holds team members accountable for meeting project objectives and escalates issues as needed Planning • Defines project objectives and develops project charter (including objectives, scope, budget, timing, deliverables) • Works with Team to develop project Risk/Issue Log, Communication Plan, Change Control Plan • Works with Team to develops Project Schedule, which reflects the critical tasks, dependencies, and resources to complete the tasks • As applicable, identifies vendors and leads contract development and finalization process Communication: • Serves as the central point of contact for the project • Develops and drives the execution of the project Communications Plan to communicate with all key project stakeholders. Facilitates communication among project stakeholders • Maintains open communication with Project Team members, updates Risk/Issue log, provides updates to Project Schedule, and status reports. Uses other project management communication tools as needed • Informs the Business Owners, Secondary Sponsors, and Executive Sponsor of completion of major milestones and of critical issues and obtains Business Owner's, Secondary Sponsors', and Executive Sponsor's support and escalation when appropriate • Organizes and facilitates meetings, records and communicates meeting results to stakeholders Monitoring and Controlling • Monitors implementation and drives task	Gina Romero, IT Project Manager	ITSD

ROLE	RESPONSIBILITY	NAME	FUNCTIONAL AREA
Steering Committee Member	The Steering Committee is chartered to provide governance over the direction and support of the project and is chaired and facilitated by the Project Manager. The Steering Committee member responsibilities include: • Attend and participate in meetings • Review and accept deliverables • Review presented documentation • Balance larger picture versus detail of project • Review project funding and expenditures • Champion the project • Contribute to lessons learned	Executive Sponsor, Secretary, Designate Lynn Gallagher CIO, Terry Reusser Deputy CIO, Paula Morgan Chief, Project Management Bureau, Gene Lujan Chief, Security Officer, Leif Gregory	NMDOH ITSD ITSD ITSD ITSD
Project Team Member	The Project Team member is an important role in that it is the link between the vision and the reality of the project. The Project Team members' responsibilities include: • Attend and participate in meetings • Participate in the planning process • Accomplish and provide task related deliverables • Represent specific area(s) (e.g., technical, clinical, process, etc.) for the overall project as assigned • Report progress, issues, etc. • Champion the project • Contribute to lessons learned	Terry Reusser, CIO Chief, Project Management Bureau Leif Gregory, Security Officer Chief, Production Services Bureau, Rod Skiver	ITSD ITSD ITSD ITSD
Vendor	The Vendor member is responsible for the delivery of project related tasks and deliverables. The Vendor responsibilities include: • Attend and participate in meetings • Participate in the planning process • Accomplish and provide deliverables, including, SOW, Budget, Schedule, Risks, etc. • Represent specific area(s) (e.g., technical, clinical, process, etc.) for the overall project, as assigned • Report progress, issues, etc. • Champion the project • Contribute to lessons learned		

5.5 STAFF PLANNING AND RESOURCE ACQUISITION

Complete the chart below identifying the project team members and details concerning their project commitment. Project staff should include State, Contract, Customer (Business Owner), or Vendor team members

5.5.1 PROJECT STAFF

Resource – Phase 1	Cost Estimate	Estimated Hours	Availability	Skill Set	Work Product/Deliverable
Rod Skiver	N/A	TBD	Internal NMDOH Staff	Network Operations Management	Project Direction, Implementation, Quality Assurance, Training
Gina Romero	N/A	TBD	Internal NMDOH Staff	Project Management	Project Management Deliverables
Technical Lead Team Member Staff – Datacenter TBD	N/A	TBD	Internal NMDOH Staff	Equipment Configuration Installation	Software/Hardware Implementation, Configuration, Testing, Project Tasks
Vendor Staff ACRO/Efinity	$25,000	TBD	As required	Application Process Coordination	FCC USAC Rural Health Care Application Process

5.5.2 NON-PERSONNEL RESOURCES

Use this section to list services or product (HW/SW and such) needed for project

Resource – Phase 1	Cost Estimate	Estimated units/hours	Availability	Source	Work Product/Deliverable
TBD	$475,000	TBD	TBD	TBD	TBD

5.6 PROJECT LOGISTICS

Logistics describes how the project manager, project team, the business owner/customer and any vendor resources will physically work together. Include anything to do with moving or starting resources. Training specifically related to project team members should be included here.

The core team is comprised of internal NMDOH staff and representation from select business owners. Additional support will be provided by the vendor ACRO/Efinity staff for USAC Grant Application Assistance to augment State funding with Federal funding.

5.6.1 PROJECT TEAM TRAINING

Describe training if any needed by project team members. This is not to include training for end users, system administrators or business owners; those should be handled within a training document or part of the transition to operations planning.

Resource Phase 1	Cost Estimate	Estimated Hours	Availability	Skill Set	Work Product/Deliverable
TBD					

6.0 PROJECT MANAGEMENT AND CONTROLS

6.1 RISK AND ISSUE MANAGEMENT

PMBOK©:

Risk: "An uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives."

Issue: "A point or matter in question or dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements."

Both Risks and Issues can significant impact a project's success, and both should be handled in similar ways.

6.1.1 RISK MANAGEMENT STRATEGY

Provide a detailed explanation on the strategy for how risks are identified, analyzed/ quantified, mitigated, reported, escalated and tracked. Include the use of tools such as project management software, forms, and templates. A separate risk management plan may also be developed if needed for the project and included as an Appendix to this document. If that is the case, a high level summary of this plan needs to be included here with the specific reference.

The Project management plan will be entered into Microsoft Project and monitored weekly for issues/risks. The following table will be used to rate the issue/risk. The weekly project report will include the risk identification schema as shown below.

6.1.2 PROJECT RISK IDENTIFICATION

Risk Description			**Impact Levels**:				
			Very High	High	Medium	Low	Very Low
	Probability Levels:		1	2	3	4	5
	Certain	1					
	Expected	2					
	Likely	3					
	Possible	4					
	Unlikely	5					

6.1.3 PROJECT RISK MITIGATION APPROACH

We will follow the Risk Management Process as suggested by DoIT on page 27 of the PMP Workbook

6.1.4 RISK REPORTING AND ESCALATION STRATEGY

The monthly project report will include issue/risk identification for each item. Risk are escalated as required if criticality increases.

6.1.5 PROJECT RISK TRACKING APPROACH

We will follow the Risk Tracking Log as suggested by DoIT on page 28 of the PMP Workbook.

6.1.6 ISSUE MANAGEMENT

6.1.6.1 Internal Issue Escalation and Resolution Process

This internal process is provided for issues that involve project resources, processes, procedures, or methodology that should be resolved within the Division that is responsible for managing the project without affecting the overall project schedule, cost, or quality. This process should be used for improving project processes as the project is executed and where the implementation of such improvements should not be postponed to Lessons Learned during Project Close.

An internal process will be identified for issues that involve resources, project resources, processes, procedures, or methodology that should be resolved within the NMDOH IT division that is responsible for managing the project without affecting the overall project schedule, cost, or quality.

6.1.6.2 External Issue Escalation and Resolution Process

The external process is provided for issues that involve project resources, processes, procedures, or methodology that cannot be resolved within the Division that is responsible for managing the project without affecting the overall project schedule, cost, or quality.

An external process will be identified for issues that involve project resources, processes, procedures, or methodology that cannot be resolved within the NMDOH IT division that is responsible for managing the project without affecting the overall project schedule, cost, or quality.

6.2 INDEPENDENT VERIFICATION AND VALIDATION - IV&V

Independent Verification and Validation (IV&V) means the process of evaluating a system to determine compliance with specified requirements and the process of determining whether the products of a given development phase fulfill the requirements established during the previous stage, both of which are performed by an organization independent of the development organization. Describe the process that will be employed to meet IV&V requirements.

NMDOH is requesting a waiver from DoIT for contracted IV & V validation. Quality Assurance of this project will be executed internally by NMDOH Operations staff according to best practices following as a minimum:

- Project Management Plan
- Status Reporting
- Risk Management Strategy
- Project Management
- Project/Product Deliverables
- Use of Project Management Body of Knowledge (PMBOK)
- Use of Systems Engineering Body of Knowledge (SEMBOK)

6.3 SCOPE MANAGEMENT PLAN

Describe the process that is going to be used to manage the scope of the project. Make sure to address managing stakeholder expectations.

Most changes to scope are requests that add, change, or delete project objectives or deliverables. Changes in scope, if at all possible, will be avoided and any new objectives and/or deliverables deferred to a follow-up project. Any proposed changes in scope will be analyzed for impacts on the project including schedule, budget and quality. The findings will be presented to the Steering Committee for approval and or rejection.

6.3.1 CHANGE CONTROL

6.3.1.1 Change Control Process

Change Control establishes how change will be managed, including capturing, tracking, communicating, and resolving change. Due to much ambiguity regarding change, it is vital that we document and discuss the change process with the executive sponsor.

Significant changes of planning components will be reviewed by the Steering Committee. If a modification or enhancement to the project has been identified, a change request form will be completed. The Steering Committee will review the request to determine impacts to scope, schedule, budget, quality and resources. The Steering Committee will recommend accepting the change, rejecting the change, or may request additional information. The request will be documented by the Project Manager and if the change is approved, appropriate changes will be made to the Project Management Plan and other project documentation.

6.3.1.2 Change Control Board (CCB)

Insert a graphic or textual description identifying the Change Control Board (or function) for this project. The CCB may be an individual or group of individuals authorized to approve changes to the project plan.

During the course of the C2 Network Infrastructure Upgrade Project, the Steering Committee will fill the role of the Change Control Board.

6.4 PROJECT BUDGET MANAGEMENT

Costs estimates are the costs applied to an activity in a project by assigning resources with associated rates or fees. Resources can include equipment, material, technology, processing cycles, or people. The total cost is critical and should be consistent with the proposal; include breakdowns as needed. Match these cost estimates with the actual billed amounts. Use an appropriate format for the project size and customer requirements (e.g., by WBS, milestone, or deliverable).

6.4.1 BUDGET TRACKING

The C2 Network Infrastructure Upgrade (C2 NIU) Project Manager will manage project expenditures and report budget status monthly to DoIT and the Executive Steering Committee.

6.5 COMMUNICATION PLAN

Communication planning involves determining the information and communication needs of the stakeholders, executive sponsors, project team and others as needed. The communication plan needs to address who needs what information, when they will need it, how it will be given to them, and by whom. The complexity of the project may require a separate communication plan; however a high level summary of that plan will need to be included here and a reference made to the appropriate Appendix.

6.5.1 COMMUNICATION MATRIX

All documentation for the C2 NIU Project will reside in a project document library created on the SharePoint System.

Deliverable/ Communication	Recipient	Delivery Method	Frequency	Responsible Party

DoIT Monthly Project Report	DoIT	Written/e-mail	Monthly	Project Manager
Weekly Project Status	Project Team Members/Project Business Owner	Email/Face-to-Face/conference call	Weekly	Project Team Members
Steering Committee/Executive Sponsor Meeting	Executive Sponsors	Face-to-Face	Every other month (or as needed)	IT Project Manager/Business Owner
Special Communication	As needed	As needed	As needed	As needed

6.5.2 STATUS MEETINGS

Status Meetings with the core project team will be held on a regular basis. Project Status will be the first agenda item. If needed, special meetings will be called to discuss and address issues.

6.5.3 PROJECT STATUS REPORTS

Project Status Reports which include reports from the Vendor will be distributed to the Project Business Owner, Project Director and will be presented at each Steering Committee Meeting. These status reports will be rolled up into the Steering Committee status report and reviewed at each meeting.

The monthly DoIT Status Report will be completed by the Project Manager and submitted per the DoIT process.

6.6 PERFORMANCE MEASUREMENT (PROJECT METRICS)

The Project Manager and Executive Sponsor define the project metrics that will be used to control the project. Each project will need to have an established metrics program. Metrics are collected for measuring the progress of a project against its planned budget, schedule, resource usage, and error rates, and of establishing a historical database, which will aid in planning and forecasting future projects. At a minimum metrics must be established for time (schedule), cost (budget) and quality.

6.6.1 BASELINES

Project Area	Category	Measure
Requirements	Quality Functional Baseline	Team and Stakeholder review and signed
Design	Quality Allocated Baseline	Technical Lead review Requirements Traceability to design and signed

Test Plan	Quality Testing	Business owner, and Stakeholders review Requirements Traceability to test results and signed
Hardware/Software Implementation	Quality Implementation Baseline	Technical Lead review of configuration and signed
Schedule	Project Time Milestones	Milestone dates, status reports
Budget	Project Budget Milestones	Budget reports, status

6.6.2 METRICS LIBRARY

The reviewed metrics in various software programs will be versioned by date and saved to the Project Library.

6.7 QUALITY OBJECTIVES AND CONTROL

Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It includes all activities of the overall management function that determine the quality policy, objectives, quality assurance, quality control, and quality improvement, within the quality system. If a separate Quality Plan is used, include a high level summary in this document and refer to the appropriate appendix.

6.7.1 QUALITY STANDARDS

Describe the agency, industry or regulatory project performance standards that will be followed and assessed by the project. These quality standards will be used to assess whether the quality objectives were achieved.

Identify each of the project quality standards that are directly related to the project and not to the performance of the actual product and/or service. For each quality standard, identify the tracking tool or measure such as number of project reviews or Project Status.

No.	Quality Standard	Tracking Tool or Measure
1	Project management plan approved and followed	• PMP signed off by Steering Committee • Project status reports
2	Certification to proceed to next phase by DoIT	• Approval from DoIT Project Certification Committee and release of funds

3	Project risks documented, mitigated and tracked	• Risk Management Log
4	Project issues documented, tracked, and worked to resolution	• Issue Log
5	Project is within budget	• Project status • Budget management
6	Project completed based on the original project scope and approved scope changes	• Project Management Plan • Change Control Process • Scope Management • Steering Committee Meeting Decisions

6.7.2 PROJECT AND PRODUCT REVIEW AND ASSESSMENTS

Review Type	Quality Standard	Tools	Reviewer	Reports
Requirements	TBD			
Plans				
Milestones				
Testing				

6.7.3 AGENCY/CUSTOMER SATISFACTION

The project manager should assess the on-going sense of the customer agency about how they feel the project is going, and how team members are acting on the project. This feedback would be helpful to the success of the project and the professional growth of the project team members.

Areas of feedback	When	How Often
Agency awareness	Feedback from NMDOH employees and end-users	Monthly
Quality of communications	Feedback during the various meetings	At Project Team meetings and Steering Committee meetings; other meetings when held
Manages project tasks	Feedback from Project Sponsor, Steering Committee, Project Director	Monthly
Productive Meetings	Feedback from Project Sponsor, Steering Committee, Project Director, Business Owner,	Monthly and per phase of the project

	Project Team, Testers, Deployment Users	

6.7.4 PRODUCT DELIVERABLE ACCEPTANCE PROCESS

How the client takes procession of the product. Delivery of media; manuals; contracts; licenses; services agreements; configuration settings; status of patches to COTS products; in-house or vendor developed code; test cases, routines, and scripts; and other items required to operate the product.

Deliverable	Final Approval Process	Customer Acceptance Criteria
TBD		

6.8 CONFIGURATION MANAGEMENT

Configuration Management determines how project information (files, reports, designs, memos, documents, etc.) will be managed (tracked, approved, stored, secured, accessed, version control, etc.) and owned by (e.g., Agency managing the project or the Customer). Standards and team awareness are critical.

6.8.1 VERSION CONTROL

Documents will be stored on the NMDOH SharePoint server in a C2 NIU Project Folder. If a document needs to be changed or updated, the document must be saved and renamed. After changes or updates are made, the renamed document is saved to the project shared folder. Larger documents such as the Project Management Plan will be controlled by the revision history log. Entries will be made into the revision history log when changes are made.

6.8.2 PROJECT REPOSITORY (PROJECT LIBRARY)

“Provide to the Department all project management and product deliverables. Deliverables shall include but not limited to the project plan, project schedule, initial and periodic risk assessments, quality strategies and plan, periodic project reports, requirements and design documents for entire project. The lead agency must make available all deliverables in a repository with open access for the Department to review” PROJECT OVERSIGHT PROCESS Memorandum.

The C2 Network Infrastructure Upgrade Project will have a folder on the NMDOH SharePoint server for all project documentation.

6.9 PROCUREMENT MANAGEMENT PLAN

Projects often have some element of procurement, i.e. the requirement to purchase goods and/or services from outside the organization. The procedures to be used to handle these procurements should be included here. Activities such as a make-or-buy analysis; writing requirements;

solicitation planning, evaluation and selection; inspection and acceptance; contract closeout should all be included.

The C2 Network Infrastructure Upgrade Project will follow the State Purchasing Division's process and protocol. The augmentation of State funds with Federal funds will be accomplished by using a state-price agreement contract with a POD vendor. All procurements will be tracked by the Project Manager and Business Owner.

7. 0 PROJECT CLOSE

Project Close will always consist of administrative project activities and possibly contractual project activities and an external vendor is employed. Completing both sets of activities is a mandatory step in the project life cycle. Administrative activities complete the internal needs for the Agency/Unit that is responsible for managing the project, such as lessons learned, recording the last hours against the project, and providing transition for the staff to other assignments. Contractual activities meet the contractual needs, such as executing a procurement audit and formal acceptance of the project work products.

7.1 ADMINISTRATIVE CLOSE

Administrative Close occurs at both the end of phase and end of project. This closure consists of verification that objectives and deliverables were met. Acceptance is formalized and phase activities are administratively closed out. Administrative closure occurs on a "by-phase" basis in accordance with the WBS and should not be delayed to project end. At that point, the burden of closing is too great and audits inaccurate. The specific project close activities for a given project are contingent on the project's complexity and size. Project managers should work with the project's project management consultant to tailored Project Close procedures to compliment the project's objectives.

Administrative Close occurs at both the end of each phase and at the end of project. This closeout activity consists of verification that deliverables were met. Acceptance is formalized and phase activities are administratively closed out. The final closeout will include the completion of NMDOH documentation, the DoIT closeout report and a presentation to the DoIT Project Certification Committee for approval to formally close the project.

7.2 CONTRACT CLOSE

Contract close is similar to administrative close in that it involves product and process verification for contract close.

Contract closeout activities will include the verification of all contracting requirements, deliverables, and work products. It will also include confirming that all final invoices have been submitted for the Project.

ATTACHMENTS

Attachments are included for additional information, but are not formally considered part of the Project Plan for approvals and change management purposes. Examples

- ***Acronyms, abbreviations and definitions***

  ASD - Administrative Services

  PHD - Public Health Division

  ERD - Epidemiology and Response Division

  SLD - Scientific Laboratory Division

  OFM - Office of Facilities Management

  DDSD - Developmental Disabilities Support Division

  DHI - Division of Health Improvement

  MCP - Medical Cannabis Program

  NMDOH – New Mexico Department of Health

  FCC - Federal Communications Commission

  USAC – Universal Service Administrative Company

- ***Technical glossary of IT terms***

  EOL - End of Life - Equipment that has is no longer support by the manufacture

- ***Project Work breakdown schedule***
- ***Project timeline***

Project Phase **Phase 1**	**Start Date**	**Completion Date**	**Goals**
It is important to note, this project consists of 1-5 iterative phases corresponding to project years 1 thru 5			
Initiating – Phase 1	May 11, 2016	May 31, 2016	Initiate project with the Project Certification Committee (PCC). Project initiation does not require release of any funding for FY16. Define Business Requirements. Determine project goals and deliverables. Begin development of Project Management Plan.
Planning - Phase 1	May 31, 2016	July 31, 2016	Finalize Business Requirements. Finalize project management plan, budget, schedule, communication plan, risk assessment, and other documents. Beginning July1, 2016, finalize contract with

			eFinity services (through Acro under the Statewide Price Agreement) for grant application assistance funding from the Federal Communications Commission (FCC), through the Universal Service Administration Company (USAC) Rural Healthcare Program, to augment State funding with federal funding which was initiated in 2015. Conduct procurement for network infrastructure upgrade.
Implementing – Phase 1	August 1, 2016	February 28, 2017	Hardware/Software Acquisition and Configuration –documentation, configuration, build, test and deploy
Close-out – Phase 1	May 1, 2017	June 30, 2017	Support and project close-out
5/31/2016It is important to note, this project consists of 1-5 iterative phases corresponding to project years 1 thru 5			
Initiating – Phase 2-5	TBD	TBD	Initiate project with the Project Certification Committee (PCC). Project initiation does not require release of any funding for FY16. Define Business Requirements. Determine project goals and deliverables. Begin development of Project Management Plan.
Planning - Phase 2-5	TBD	TBD	Finalize Business Requirements. Finalize project management plan, budget, schedule, communication plan, risk assessment, and other documents. Beginning July1, 2016, finalize contract with eFinity services (through Acro under the Statewide Price Agreement) for grant application assistance funding from the Federal Communications Commission (FCC), through the Universal Service Administration Company (USAC) Rural Healthcare Program, to augment State funding with Federal funding which was initiated in 2015. Conduct procurement for network infrastructure upgrade.
Implementing - Phase 2-5	TBD	TBD	Hardware/Software Acquisition and Configuration –documentation, configuration, build, test and deploy
Close-out – Phase 2-5	TBD	June 30, 2021	Support and project close-out