# Appendix: xxx Project

Update the “xxx” in the title above with the short name/abbreviation of the project this appendix will cover. Each project will get its own appendix, so if you are saving these as one document, you will need to copy/paste this section and create a page break after each appendix.

This document is an appendix of the x program plan. (create link)

Refer to the program plan for governance and management plans not contained in this appendix.

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## Project Business Needs

Business needs for the overall program are typically noted in the program charter, however, the individual projects within that program may have needs of their own. Note those here. **There is no need to repeat any program or project-level business needs here if they are already in the charter. Delete this section if you do not have any additional business needs.**

What problem is the business trying to solve? Or what opportunity will it leverage to meet strategic goals? Business needs are the whole foundation of the project. If you can’t easily articulate why you need this project, should you be doing it? Also, having agreement on specific reasons for the project will help make later decisions in the project (e.g., should we add a requested piece of scope if it doesn’t solve the business need?), and help focus the project team. A helpful way to approach this is to ask the “Five Whys.”

Sometimes a project is regulatory – the agency is required to do it – but there is still a reason why they have to… maybe they will lose funding or be in violation of law.

1. xxx
2. xxx
3. xxx

## Project Objectives and Measurements

Project objectives and measurements for the overall program may have been noted in the program charter, however, this individual project may have objectives and/or measurements of its own. Note those here. **There is no need to repeat any program or project-level objectives or measurements here if they are already in the charter. Delete this section if you do not have any additional objectives and measurements.**

Table 8: Project Objectives and Measurements

| **Objective** | | **Measurement(s)** |
| --- | --- | --- |
|  |  |  |
| 1 | xx  What is your goal? How are you going to show that you’ve solved the business need? What indicates that your project was successful? (do not include functionality here such as “the system has the ability to…” or “users have the ability to…”, those should be in requirements)  Example: If the business need is that duplicate entry takes away time staff could spend with citizens, an objective could be that staff increases the amount of time they are spending with citizens by 25%. | xx  How are you going to prove that you met the objective? What actions are you going to take?  Include timeframes for the measurement. Maybe you need to do multiple measurements to show progress. If so, when will you take the first measurement? How often will you take measurements after that to prove success?  Example: At project start, the team will survey staff to determine the amount of time they are spending working directly with citizens to establish a baseline. Six months after go live the agency will send out a followup survey to staff determine how much their time with citizens increased, with the goal being 25%.  \*Note that measurement activities planned for during the project should be included on the project schedule and measurement activities happening after the project closes should be assigned an agency owner. |
| 2 | xx | xx |

## Project Assumptions and Constraints

There may be program-wide assumptions and/or constraints listed in main body of the program plan. This section is only for the project-specific assumptions and constraints. **Delete this section if you do not have any project-specific assumptions and constraints.**

### Project Assumptions

Assumptions are factors that, for planning purposes, are considered to be true, real, or certain without proof or demonstration.

The project has the following assumptions:

Assumptions are not typically related to functionality of the system (e.g., the system will have a module that can do x, or the system will be user friendly). If you want those things, they should be part of the system requirements.

Note that for every assumption, you should create a project Risk in case that assumption proves not to be true.

* xx (examples: “The agency will be awarded the xyz grant to continue project funding,” “The legislature will approve carry over funding to finish the project,” or “xyz project will finish on x date so that agency staff can be allocated to this project”)
* xx

### Project Constraints

Constraints are an internal or external restriction or limitation to the project that affects the planning or performance of the project.

The project has the following constraints:

Note that for every constraint (except the Cost/Scope/Schedule/Quality priorities), you should create a project Risk in case the project is unable to meet the constraint.

Constraints are things that cannot move. For example, if you say that your project cannot exceed $x, it means that you cannot go over that amount. If the agency has additional money that they can throw at the project, the budget is not a constraint.

* xx (examples: “Federal regulations require that this project be completed by 12/31/2023” or “Business resources on this project cannot exceed 25% of their time”)
* xx
* **Option 1:** Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize as follows: Consult with sponsor and arrange according to project priority (example of how this works: if Cost is #1, the project may give on Quality, potentially decrease scope, and adjust the schedule to keep the costs from exceeding the budget).

1. Quality
2. Scope
3. Cost
4. Schedule

* **Option 2:** Cost, schedule, scope, and quality are often in conflict during projects. The sponsor elected to prioritize these constraints as displayed in the following matrix: Consult with sponsor and arrange the “X” according to project priority.

Table 9: Project Constraint Matrix

| **CONSTRAINT** | **Accept** | **Flexible** | **Fixed** |
| --- | --- | --- | --- |
|  |  |  |  |
| Cost |  | X |  |
| Schedule | X |  |  |
| Scope | X |  |  |
| Quality |  |  | X |

**Constraint Matrix General Guidelines:**

* Accept: The constraint is the first place to adjust to account for a change in the project
* Flexible: A change can occur in this constraint only after the options that made changes in the constraint marked “Accept” are exhausted
* Fixed: No changes are desired in the constraint unless all other options have been exhausted

**Constraint Matrix Rules:**

* Each constraint can be in only one column (Accept, Flexible, or Fixed)
* There can be only one Flexible constraint
* There can be only one Fixed constraint

## Project Scope Statement

This section should be developed as a paragraph statement. It should contain a full description of the product of the project – what functionality or components are included. This may also include a summary of any other systems or projects that might have a potential impact on this project.

xx

### In Scope

In addition to the deliverables of the project, this section should include those processes that are within the scope of the project but may not be defined as a deliverable in the acceptance management log. The list included with this template should be modified to meet the needs of the individual project.

For example:

The initiation phase has completed and included the following activities:

* Program Charter deliverable
* Requirements analysis
* Procurement

The planning phase of the project began upon the approval of the project charter. The activities included in this phase are:

* Project Kickoff meeting
* Project Plan and schedule deliverable

The execution phase of the project begins upon approval of this project plan and will consist of the following:

* Gap analysis and Gap Analysis Matrix deliverable
* System configuration
* Testing
  + Test Management Plan deliverable
  + System testing
  + User acceptance testing scenario development
  + User acceptance testing
* Training
  + Training Management Plan deliverable
  + End user and administrator training and documentation
* Organizational change activities
* Implementation of the x product to include:
  + x module
  + x interface
  + …
* Closing
  + Project team surveys
  + Post-Implementation Report deliverable
  + Project Closeout meeting

### Out of Scope

*Sometimes it is as important to state what is out of scope for the project as it is to state what is in scope to ensure complete understanding of the scope of the project when entering the planning phase. A good rule of thumb is that if there was a decision to specifically not include something in your project, include it here. This section should also include any standard processes the agency chooses or receives permission to bypass. These items often have an associated risk that should be documented.*

*The list included with this template should be modified to meet the needs of the individual project.*

Any element not listed as “in scope” is considered out of the scope of the project. However, specifically, the scope of the project does not include:

Examples:

* The <component> of the <product>
* The interface to <system>

### Deliverable Expectations

**If this is a vendor project, expectations and acceptance criteria should be defined in the contract, and this table can be deleted**.

Have a conversation with the customer to determine what “good” looks like and what they are expecting to receive for each deliverable. You can use the table as is or add acceptance criteria for each item along with expectations.

Fill in/change as applicable.

Table 10: Project Deliverable Expectations

| **Deliverable** | **Deliverable Expectations** |
| --- | --- |
|  |  |
| Program/Project Plan and Schedule | Documents created with the sponsor and project team during planning meetings, and finalized when the parties reach a mutually agreed-upon baseline scope, schedule, and budget. |
| Organizational Change Management | Document(s) created with the sponsor and change team to address the change the project is producing, including: adjust this list to what the change practitioner will be providing   * xxx |
| User Acceptance Package | Document containing a summary and results of the agency testing:   * User Acceptance Plan * User Acceptance Testing Cases * User Acceptance Test Scripts |
| Training | Training provided to the system users, including documentation |
| Implementation and Transition Plan | Implementation content that contains specific information about the implementation (e.g., architectural diagram, information on the environment, tasks and strategy for the implementation) |
| Final Acceptance | Approval to implement the product upon completion of User Acceptance Testing |
| Post-Implementation Report | Document containing final project metrics, measurements of the project objectives, and the responses from the project team surveys completed at the end of the project |

## Project Schedule

The schedule for this project will be maintained using the State’s ND VIEW tool. The project schedule will be baselined before work on activities begins, and performance will be measured against the baseline.

Instead of using text or a table to communicate the high-level timeline, consider creating a graphical representation of the schedule which can be used to communicate both the original schedule and any changes to the ESC and/or stakeholders (see Option 1 below for an example created in Visio). Should you choose to use text to communicate the schedule, you may use Option 2 below. **Delete the unused option.**

**Option 1:**

Following is the high-level schedule for this project:

Example using the timeline displayed in the Schedule area of ND VIEW. Create this in MS Project client by selecting the WMS summary tasks you want to appear on the Project Timeline. To do this… go to the View tab, check the Timeline box to see the timeline; then go back to the Task tab, choose the summary tasks you want to appear on the timeline and click Add to Timeline. Remember to add a Figure Title to the picture below.

Timeline

Description automatically generated with medium confidence

Figure 6: Project High-Level Schedule

**Option 2:**

The chart below illustrates the high-level project schedule.

Phases and deliverables should include both a planned start and planned end date. Milestones should only show the planned end date.

Table 11: Project High-Level Schedule

| **Phase/Deliverable/Milestone** | **Baselined Start Date** | **Baselined End Date** |
| --- | --- | --- |
|  |  |  |
| xx | xx | xx |
|  |  |  |
|  |  |  |

## Project Budget

Is there a difference between the project budget now and what was in the charter? If so, please explain at a high level. If not, you can delete this wording.

In the project charter, Agency originally estimated $X for the project budget. The difference between the charter estimate and the budget listed in this project plan is explained below:

* xx (Example: At the time of the charter, the RFP had not yet been completed and the exact vendor costs were unknown)
* xx (Example: Additional costs for user testing resources were identified in the planning phase)

The table below illustrates the project budget.

Fill in/change as applicable, including adding or deleting rows or columns.

\*\*Reminder that the project budget includes the implementation costs plus the first year of hosting, licenses and/or maintenance and support. It does not include the Application Broker Fee*.*

A couple of explanations:

* Risk Contingency is included in the baseline project budget and is used for the “known unknowns” such as those items that are identified as project risks (e.g., missed business requirements, cost overruns, additional resources, and known potential additional scope); use of these funds shifts dollars from Risk to another line item; ; **it is expected that there are risk days included in the schedule to accommodate use of these risk dollars and so no re-baselining will take place for additional scope that uses these dollars**
* Management Reserve is above and beyond the baseline project budget, and is funding the agency has identified in advance to be used for the “unknown unknowns” such as those items the agency couldn’t predict they would need as part of the project (e.g., additional scope they didn’t foresee); use of this funding increases the baseline project budget – note that this is OPTIONAL and the agency may not have a dollar amount or funding identified for this purpose

Table 12: Project Budget

| **Line Item** | **Project Budget** |
| --- | --- |
|  |  |
| Hardware | $0 |
| Software Implementation | $0 |
| Year 1 Hosting | $0 |
| Year 1 Licenses | $0 |
| Year 1 Maintenance/Support | $0 |
| Consulting | $0 |
| Training | $0 |
| Project Management | $0 |
| Travel | $0 |
| EPMO Fee | $0 |
| **Subtotal** | **$0** |
|  |  |
| Risk Contingency | $0 |
| **Baseline Project Budget Total** | **$0** |
|  |  |
| Management Reserve | $0 |
| **Agency Budget Total** | **$0** |

The Enterprise Project Management Office (EPMO) fee is $2500 for every $500,000 of project budget, billed when planning ends and then annually at fiscal year-end, with a cap of $25,000 annually per program. For further details, please see the following document: <https://www.ndit.nd.gov/sites/www/files/documents/operations-section/2021-23-dp-rates.pdf>

## Estimated Ongoing Project Costs

This section is for project-specific ongoing costs. **If you have only overall program ongoing costs, put those in the main body of the program plan and delete this section.**

OMB has requested information on what the ongoing costs will be for the project, and that **any adjustments to these costs are brought forward to the ESC throughout the project.**

Please adjust the following as necessary to document what is known or estimated for ongoing project costs. If there is a contract with a vendor, this information is typically noted in the RFP response or contract.

The table below illustrates the estimated ongoing project costs. The project manager will bring any changes to these ongoing cost estimates to the ESC for discussion as part of the associated change request, situation, or status report.

Fill in/change as applicable.

*Only the Application Broker Fee is included in Year 1 of this table as the hosting, licenses, and/or maintenance and support are included in the project budget above. Hosting, licenses, and/or maintenance and support would be included in Years 2-4.*

Table 13: Project Estimated Ongoing Costs

|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| Hosting | included above | $0 | $0 | $0 |
| Licenses | included above | $0 | $0 | $0 |
| Other??? delete if necessary | included above | $0 | $0 | $0 |
| Maintenance/Support | included above | $0 | $0 | $0 |
| **Total** | **$0** | **$0** | **$0** | **$0** |

## Product Quality Assurance

This section is for project-specific product quality assurance. **If you have only overall program product quality assurance, put those in the main body of the program plan and delete this section.**

Following are the quality assurance processes for the product produced by this project:

If there are any vendors participating in this project, review and include their quality processes.

Add or remove as necessary.

* Prototype walkthroughs – screen shots are shown to the appropriate user group to confirm that the requirements were understood and the system designed correctly
* Unit testing – happens periodically during development to ensure sections of code are meeting the design specifications
* System testing – verifies the system operates per the design specifications
* Regression testing – retests a modified program to verify that the fix did not introduce any additional errors
* Performance/Load testing – ensures the system can support the number of users or data; automated test that may utilize existing test scenarios to determine system performance and identify any system issues
* Compliance (accessibility) testing – ensures the system is compliant with the Americans with Disabilities Act
* Security testing – ensure that the system adheres to appropriate security levels; test vulnerabilities, as well as user roles and data security
* Agency/User acceptance testing – ensures compliance with the design and that the system operates as expected using “real life” scenarios

## Project Threshold Delegation

The ESC typically designates a threshold for sponsor approval. You can use the following typical thresholds from past projects to start conversation.

This section is for project-specific sponsor delegation. **If you have overall program delegation, put that in the main body of the program plan and delete this section.**

If no delegations have been given, you can delete this section.

The ESC has designated the following thresholds for sponsor approval (including any amendments to existing contracts or changes to existing work orders):

These are examples common to many projects, but please adjust to accommodate your specific program.

1. The sponsor may approve change requests affecting the project budget (either adding, subtracting, or reallocating) $25,000 or under, with an aggregate for the project of $100,000, that use risk dollars

\*Note that the aggregate typically does not exceed the risk dollars in the project.

\*Note that if there are no risk dollars in the project, or the risk dollars have been expended, the sponsor is not typically allowed to approve change requests that affect the budget – these all must be brought to the ESC.

1. The sponsor may approve change requests affecting the project schedule’s critical path (either adding or subtracting) by 5 days or less, with an aggregate for the project of 10 days
2. The sponsor may approve project scope changes at X level of the WBS on the project schedule
3. The sponsor may approve all additions and changes to organizational change management tasks that do not exceed the thresholds established above
4. The sponsor may approve minor changes and updates to the program plan