Project Plan

Template

  
Version 2.5, September 2021

Using this Template

**Create a Project Plan Deliverable**

To create a deliverable from this template:

1. Delete the template title page (previous page) and this page.

2. Replace [bracketed text] on the cover page (next page) with your project and agency information.

3. Replace [bracketed text] in the tool header area at the top of page i (Contents page) with the same project and agency information as on the cover page.

Note: Please do not remove or modify content in the footer area.

4. Complete the entire template. Each section contains abbreviated instructions, shown in italics, and a content area. The content area is marked with a placeholder symbol (⇒) or with a table. Relevant text from other project deliverables may be pasted into content areas.

Note: Please do not remove the italicized instructions.

5. Update the table of contents by right-clicking and selecting “Update Field,” then “Update entire table.”

**Create a Project Plan Submission File**

Regardless of how an agency maintains project deliverables internally, the Project Plan deliverable is different from the Project Plan submission file. The Project Plan submission file is a snapshot of deliverables that is compiled for a specific submission.

To create a submission file from the Project Plan deliverable:

1. Insert each of the following required deliverables as an appendix in Section 14–Appendices.

* Quality Register
* Communication Register
* Configuration Items Register
* Performance Register
* Risk Register

1. Insert any other relevant appendices.
2. Create a searchable PDF file, including the cover with original signatures, for the submission.

Texas Project Delivery Framework

Project Plan



[Agency/Organization Name]

[Project Name]

|  |  |
| --- | --- |
| Version: [VERSION NUMBER] | Revision Date: [MM/DD/YY] |

*Approval of the Project Plan indicates an understanding of the purpose and content described in this deliverable. Approval of the Project Plan constitutes approval of the project planning results and hereby certifies the overall accuracy, viability, and defensibility of the content and estimates. According to Texas Government Code Chapter 2054.307, a state agency’s executive director, or the executive director’s designee, must approve. Digital signatures are acceptable.*

|  |  |  |
| --- | --- | --- |
| Agency Head or Designee | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date MM/DD/YY |

**Agencies may add additional signatories depending   
on internal project management governance.**

|  |  |  |
| --- | --- | --- |
|  | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date MM/DD/YY |

|  |  |  |
| --- | --- | --- |
|  | | |
| [Name] | [Email] | [Telephone] |
| Signature | | Date MM/DD/YY |

|  |  |  |
| --- | --- | --- |
| [Name] | [Email] | [Telephone] |
| Signature | | Date MM/DD/YY |

Contents

[Section 1. Project Overview 1](#_Toc80970544)

[1.1 Project Description 1](#_Toc80970545)

[1.2 Project Approach 1](#_Toc80970546)

[1.3 QAT Best Practices 2](#_Toc80970547)

[1.4 Project Scope 3](#_Toc80970548)

[1.3 Assumptions 3](#_Toc80970549)

[1.4 Constraints 3](#_Toc80970550)

[Section 2. Project Organization 4](#_Toc80970551)

[2.1 Project Structure 4](#_Toc80970552)

[2.2 External Stakeholders 4](#_Toc80970553)

[2.3 Roles and Responsibilities 4](#_Toc80970554)

[Section 3. Project Start-Up 6](#_Toc80970555)

[3.1 Project Life Cycle 6](#_Toc80970556)

[3.2 Methods, Tools, and Techniques 6](#_Toc80970557)

[3.3 Estimation Methods and Estimates 7](#_Toc80970558)

[3.4 Work Activities 8](#_Toc80970559)

[3.5 Schedule Allocation 8](#_Toc80970560)

[3.6 Budget Allocation 8](#_Toc80970561)

[Section 4. Monitoring and Control 10](#_Toc80970562)

[4.1 Change Management 10](#_Toc80970563)

[4.2 Issue Management 10](#_Toc80970564)

[4.3 Status Reporting 10](#_Toc80970565)

[Section 5. Quality Management 11](#_Toc80970566)

[5.1 Quality Management Approach 11](#_Toc80970567)

[5.2 Quality Objectives and Standards Identification 11](#_Toc80970568)

[5.3 Project Reviews and Assessments 11](#_Toc80970569)

[5.4 Deliverables Acceptance Criteria 12](#_Toc80970570)

[5.5 Process Improvement Activities 12](#_Toc80970571)

[Section 6. Communication Management 13](#_Toc80970572)

[6.1 Communication Management Approach 13](#_Toc80970573)

[6.2 Communication Stakeholders and Information Identification 13](#_Toc80970574)

[6.3 Distribution Groups 13](#_Toc80970575)

[Section 7. Configuration Management 15](#_Toc80970576)

[7.1 Configuration Management Approach 15](#_Toc80970577)

[7.2 Configuration Management Tools, Environment, and Infrastructure 15](#_Toc80970578)

[7.3 Configuration Identification 15](#_Toc80970579)

[7.4 Configuration Control 15](#_Toc80970580)

[7.5 Status Accounting and Reporting 15](#_Toc80970581)

[7.6 Audits and Reviews 15](#_Toc80970582)

[7.7 Interface Control 16](#_Toc80970583)

[7.8 Vendor Control 16](#_Toc80970584)

[7.9 Vendor Management Plan 16](#_Toc80970585)

[Section 8. Performance Management 17](#_Toc80970586)

[8.1 Performance Management Approach 17](#_Toc80970587)

[8.2 Performance Objectives and Standards Identification 17](#_Toc80970588)

[Section 9. Risk Management 18](#_Toc80970589)

[9.1 Risk Management Approach 18](#_Toc80970590)

[9.2 Risk Assessment 18](#_Toc80970591)

[9.3. Risk Monitoring and Control 19](#_Toc80970592)

[Section 10. Project Transition 20](#_Toc80970593)

[10.1 Vendor Replacement 20](#_Toc80970594)

[10.2 Closeout Plan 20](#_Toc80970595)

[10.3 Phase Closeout 20](#_Toc80970596)

[Section 11. References 21](#_Toc80970597)

[Section 12. Glossary 22](#_Toc80970598)

[Section 13. Revision History 23](#_Toc80970599)

[Section 14. Appendices 24](#_Toc80970600)

# Section 1. Project Overview

For this section, please refer to Business Case Section 1 and update below.

## 1.1 Project Description

*Describe the business problem, and how the project will deliver the expected business outcomes and performance objectives.*

⇒

## 1.2 Project Approach

Describe the project methodology the team will exercise to carry out the project.

If known, indicate project/product methodology and project/product type:

|  |  |
| --- | --- |
| Project/Product Methodology | Project/Product Type |
| Agile/Iterative  Waterfall  *Hybrid*  *Other*  *Unknown/Unplanned* | *Custom Development*  *Legacy Migration*  *Software as a Service (SaaS)*  *Commercial off the Shelf*  *Hybrid/Other (describe)*  Unknown/Unplanned |

*Enter narrative description here* Þ

## 1.3 QAT Best Practices

Please select which QAT best practices identified in the QAT Annual Report were considered and which will be implemented for this project.

|  |  |
| --- | --- |
| QAT Best Practices Considered | Agency will implement |
| Divide large projects up into less than $10M smaller projects  Allocate adequate time to identify project requirements, procurement activities, and perform user-acceptance testing  *DCS Customers, engage DCS/STS team prior to posting solicitation*  *Leverage DIR’s Shared Technology Services Program for project delivery needs related to cloud, application development, maintenance, security, and other technology solutions*  *Use of Open Source software*  Utilize agile development and user-centered design  Build IT systems using loosely coupled parts connected by open and available Application Programming Interfaces (APIs)  *Include security planning throughout project lifecycle*  *Engage in IV&V services for projects over $10M*  Defer new scope to a later phase or follow-on project  Require remediation of system test defects and any performance-testing deficiencies before allowing project to proceed to the user-acceptance testing phase  *Include network performance and capacity testing*  *Agile procurement*  Include modular procurement  *Assign a dedicated and empowered agency product owner* |  |

## 1.4 Project Scope

*Describe the project scope by defining what the project will and will not accomplish. Provide a narrative or bulleted list of deliverables, services, and/or solutions expected as outcomes of the project.*

| Project Includes |
| --- |
|  |
|  |
|  |

| Project Excludes |
| --- |
|  |
|  |
|  |

## 1.3 Assumptions

*Describe any project assumptions related to business, technology, resources, scope, expectations, or schedules.*

| Assumptions |
| --- |
|  |
|  |
|  |

## 1.4 Constraints

Describe the limiting factors, or constraints, that restrict the project team’s options regarding scope, staffing, scheduling, and management of the project.

| Constraints |
| --- |
|  |
|  |
|  |

# Section 2. Project Organization

## 2.1 Project Structure

*Specify the organizational structure of the project team and stakeholders by providing a graphical depiction.*⇒

## 2.2 External Stakeholders

*Specifically describe external project stakeholders by identifying the stakeholder’s function and interest. A Project Contact Register or its equivalent is developed as part of this section.*

| Function Stakeholder Represents | Stakeholder Interest |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |

## 2.3 Roles and Responsibilities

*Describe roles and responsibilities for the project structure and external stakeholders as identified above. A Project Contact Register or its equivalent is developed as part of this section.*

| Role  (examples below) | Total | Responsibility | Skill Set Requirements | Dedicated Time |
| --- | --- | --- | --- | --- |
| Project Sponsor |  |  |  |  |
| Product Owner |  |  |  |  |
| Project Manager |  |  |  |  |
| Business Analyst |  |  |  |  |
| Agile Certified Practioner/Agile Lead |  |  |  |  |
| Agile Integrator |  |  |  |  |
| Agile Facilitator |  |  |  |  |
| Agile Developer |  |  |  |  |
| Programmer |  |  |  |  |
| Systems Analyst |  |  |  |  |
| Continuous Integration/ Continuous Delivery (CI/CD) Engineer |  |  |  |  |
| Database  Administrator  (DBA) |  |  |  |  |
| Accessibility SME |  |  |  |  |
| User Acceptance Tester |  |  |  |  |
| Senior Technical  Architect |  |  |  |  |
| Quality  Assurance (QA)  Architect |  |  |  |  |
| Integration/UAT  Tester |  |  |  |  |
| Vendor Contract Manager |  |  |  |  |

# Section 3. Project Start-Up

## 3.1 Project Life Cycle

*Specify and describe life cycle model(s) that will be used for the project. If formal standards have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 3.2 Methods, Tools, and Techniques

*Identify the method(s), standards, policies, procedures, programming language(s), reusable code repositories, open source, and other notations, tools, and techniques that may be used to develop and/or deploy the products and/or services for the project.*

*3.2.3 DCS/STS Considerations*

*Please select which Data Center Services and/or Shared Technology Services are being considered, if any, for this project:*

|  |  |
| --- | --- |
| DCS | ☐ Backup as a Service  ☐ Compute and Storage  ☐ Disaster Recovery as a Service  ☐ Mainframe Services  ☐ Microsoft O365 Subscription Services  ☐ Network and Security  ☐ Print & Mail  ☐ Public Cloud Services  ☐ Remote File  ☐ Salesforce.com  ☐ Texas Imagery Services  ☐ Wide Area Application Service  ☐ Application Development  ☐ Application Maintenance  ☐ Application Rate Card |
| Managed Security Services | ☐ Digital Forensics  ☐ Endpoint Management System Systems  ☐ Intrusion Detection and Prevention Systems  ☐ Malware Detention and Prevention  ☐ Managed Firewall and Web Application Firewall (WAF) Services  ☐ Penetration Testing  ☐ Risk and Cloud Compliance Assessments  ☐ Security Incident and Response Management Services  ☐ Security Information and Event Management (SEIM) |
| Texas.gov | ☐ Texas.gov Application Services  ☐ Texas.gov Payment Services |
| Texas Open Data Portal | ☐ Texas Open Data Portal |

Note: Data Center Services (DCS) agencies should engage the DCS team for assistance before finalizing the Project Plan. The team will aid in recommending solution option(s); provide for better long-term network planning; and consult on DCS exemptions from the State Data Center if necessary.

## 3.3 Estimation Methods and Estimates

*Describe the methods used to estimate the project level of effort, schedule, and budget. Include tools and techniques used to obtain the estimates in the description. Provide estimates for the project dimensions (effort, schedule, and budget), and identify the source or basis of the estimates and the level of uncertainty and risk associated with the estimates.*

| Estimation Methods and Estimates | |
| --- | --- |
| Description |  |
| Effort in person-months or person-hours |  |
| Schedule in calendar months |  |
| Budget in dollars |  |
| Source/Basis of Estimates |  |
| Level of Uncertainty |  |

Modified sample below:

| Estimation Methods and Estimates [optional] | | |
| --- | --- | --- |
| Description |  | |
| Effort in person-months or person-hours | Informational cost  person-months or person-hours |  |
| Capital cost  person-months or person-hours |  |
| Schedule in calendar months |  | |
| Budget in dollars (refer to cost mapping tab in BCWB) | Total Informational cost |  |
| Total Capital cost |  |
| Total Project Cost |  |
| Source/Basis of Estimates |  | |
| Level of Uncertainty |  | |

## 3.4 Work Activities

Provide a reference to the location of the work breakdown structure (WBS) and work packages within the WBS.

| WBS Location | (for internal auditing purposes) |
| --- | --- |

## 3.5 Schedule Allocation

Provide a reference to the location of the project schedule.

| Project Schedule Location |  |
| --- | --- |

*To highlight major accomplishments as initially planned in the project schedule, identify major project milestones and planned completion dates (mm/dd/yy)for delivery. This list should reflect products and/or services delivered to the end user as well as the delivery of key project management or other project-related work products.*

| Major Milestone/Deliverable | Planned Completion Date mm/dd/yy |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## 3.6 Budget Allocation

Provide a reference to the location of the budget schedule.

| Budget Schedule Location |  |
| --- | --- |

Identify the budget amount allocated by key budget category (e.g., project milestone or standard cost categories such as personnel, travel), including the time period that may constrain use of the budget.

| Key Budget Category | Budget Amount | Time Period |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**Sample** below:

| Key Budget Category | Budget Amount | Time Period  (Refer to the BCW to determine the time period) |
| --- | --- | --- |
| Personnel Cost (State employees) | 500,000 | FY2021-FY2024 |
| IV&V Cost | 300,000 | FY2022-FY2024 |
| Staff Augmentation (Contractors) | 2,000,000 | FY2021-FY2024 |
| Infrastructure Cost (Hardware/Software) | 2,000,000 | FY2022-FY2024 |
| Total Contingency | 500,000 | FY2021-FY2024 |
| TOTAL PROJECT COST (Estimate) | $5.3M | FY2021-FY2024 |

# Section 4. Monitoring and Control

## 4.1 Change Management

*Describe the process for managing all proposed changes, including how change requests are initiated, logged and tracked, and assigned for analysis and recommendation. Include the change request review process and any additional processes. If formal change management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 4.2 Issue Management

*Describe the process for managing project issues, including the resources, methods, and tools to be used to report, analyze, prioritize, and resolve project issues. Include how the issues will be tracked and managed to closure*. *If formal issue management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 4.3 Status Reporting

*Describe how project status reporting information will be used to monitor and control the project, including escalation procedures and thresholds that may be used in response to corrective actions identified as part of the reporting process. If formal status reporting policies and procedures for monitoring and controlling projects have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

# Section 5. Quality Management

## 5.1 Quality Management Approach

*Describe the overall, high-level approach to quality management based on project performance. Summarize how quality management activities will be accomplished collectively. If formal quality management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 5.2 Quality Objectives and Standards Identification

*Based on project-specific methods, describe how quality objectives and standards are identified and organized in preparation for executing quality management. A Quality Register or its equivalent, such as the Quality Assessment Surveillance Plan, is developed as part of this section.*

⇒

## 5.3 Project Reviews and Assessments

*Specify the types of project reviews that are directly related to project quality, including frequency, tools used, reviewer(s), and the report(s) that will be generated as a result of the review.*

| Review Type | Frequency | Tools | Reviewer | Reports |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

*Based on project-specific methods, describe how the results of project reviews will be monitored, evaluated, and how variance to acceptable criteria will be reported and resolved.*

⇒

## 5.4 Deliverables Acceptance Criteria

*For each project/sprint deliverable, describe the final approval process for acceptance from an overall quality perspective and the objective criteria to be used for stakeholder acceptance.*

| Deliverable | Final Approval Process | Stakeholder Acceptance Criteria |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## 5.5 Process Improvement Activities

*Describe the activities that will be performed periodically to assess the project’s processes, identify areas for improvement, and implement improvement plans.*

⇒

# Section 6. Communication Management

## 6.1 Communication Management Approach

*Describe the overall, high-level approach to communication management for the project. Summarize how communication management activities will be accomplished collectively. If formal communication management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 6.2 Communication Stakeholders and Information Identification

*Based on project-specific methods, describe how project stakeholders and information requirements are identified and organized in order to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among project stakeholders. A Communication Register or its equivalent is developed as part of this section. Note that an agency-equivalent Communication Register must include, at a minimum, the information identified in the Communication Register Framework supplemental tool.*

⇒

## 6.3 Distribution Groups

*Provide a reference to the location of the project distribution list information, or identify and describe distribution groups that will be used to distribute project information, including name and owner.*

| Project Distribution List Information |  |
| --- | --- |

| Distribution Group Name | Distribution Group Description | Owner |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Section 7. Configuration Management

## 7.1 Configuration Management Approach

*Describe the overall, high-level approach to configuration management (CM) for the project.* *Summarize how configuration management activities will be accomplished collectively. If formal configuration management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 7.2 Configuration Management Tools, Environment, and Infrastructure

*Describe the tools, environment, and infrastructure required for the execution of the project CM activities.*

⇒

## 7.3 Configuration Identification

*Based on project-specific methods, describe the methods for identifying project configuration items (CI) and for placing CIs of the identified baselines under control. A Configuration Items Register or its equivalent is developed as part of this section. Note that an agency-equivalent Configuration Items Register must include, at a minimum, the information identified in the Configuration Items Register Framework supplemental tool.*

⇒

## 7.4 Configuration Control

*Based on project-specific methods, describe how configuration control is imposed on the baselined configuration items.*

⇒

## 7.5 Status Accounting and Reporting

*Describe the configuration status accounting and reporting activities.*

⇒

## 7.6 Audits and Reviews

*Describe the configuration audits and reviews to be held for the project’s CIs.*

⇒

## 7.7 Interface Control

*Describe the interface control activities required to coordinate changes among the project’s CIs and interfacing items outside the scope of the project. Include the external items to which the project’s CIs interface.*

⇒

## 7.8 Vendor Control

*Describe the activities required to incorporate, into the controlled environment, CIs for which a vendor has responsibility.*

⇒

## 7.9 Vendor Management Plan

*Describe the activities for general vendor management, e.g., vendor onboarding, vendor status reporting.*

⇒

# Section 8. Performance Management

## 8.1 Performance Management Approach

*Describe the overall, high-level approach to product and/or service performance management. Summarize how performance management activities will be accomplished collectively. If formal performance management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

Note: Refer to Section 1.6 of the Business Case. The project business goals and objectives identified in the Business Case provide the basis for identifying the performance objectives.

⇒

*Describe the scope of the performance management effort in relation to the project. The performance scope defines limits in terms of managing the performance of the goods and/or services.*

⇒

## 8.2 Performance Objectives and Standards Identification

*Based on project-specific methods, describe how performance objectives and standards are identified and organized in preparation for executing performance management. A Performance Register or its equivalent is developed as part of this section. Note that an agency-equivalent Performance Register must include, at a minimum, the information identified in the Performance Register Framework supplemental tool.*

⇒

# Section 9. Risk Management

## 9.1 Risk Management Approach

*Describe the overall, high-level approach to risk management for the project. Summarize how risk management activities will be accomplished collectively. If formal risk management policies and procedures have been established at the organization or agency level, refer to the agency and/or organizational practices. In the description, include tailoring of any practices to accommodate specific project needs if applicable.*

⇒

## 9.2 Risk Assessment

### 9.2.1 Risk Identification

*Based on project-specific methods, describe how risks are identified and organized in preparation for performing risk analysis, such as use of methods and techniques like brainstorming, interviews, and risk factor tables. A Risk Register or its equivalent is developed as part of this section. Note that an agency-equivalent Risk Register must include, at a minimum, the information identified in the Risk Register Framework supplemental tool.*

⇒

### 9.2.2 Risk Analysis

*Based on project-specific methods, describe how risks will be analyzed to establish the project exposure for each risk and to determine which risks are the most important ones to address. Describe scales for rating risks and risk threshold values.*

|  |  |
| --- | --- |
| Risk Analysis Description |  |
| Scales Description |  |
| Risk Threshold Values Description |  |

### 9.2.3 Risk Response Strategies

*Based on project-specific methods, describe how risk response strategies are assigned for each risk.*

⇒

## 9.3. Risk Monitoring and Control

### 9.3.1 Risk Tracking

*Based on project-specific methods, describe how risks will be continually tracked to ensure that effective risk management is performed, such as use of methods and techniques like risk checklists and watch lists.*

⇒

### 9.3.2 Risk Reporting

*Based on project-specific methods, describe techniques to review and present the status of project risks, such as use of reports for examination of risk response strategies in a summarized (collection or risk items) or detailed (single risk item) manner.*

⇒

# Section 10. Project Transition

## 10.1 Vendor Replacement

*In the event vendor is replaced, summarize the plan for transferring the project from an administrative, financial, and logistical perspective.*

⇒

## 10.2 Closeout Plan

*Summarize the plan for closing the project from an administrative, financial, and logistical perspective.*

⇒

## 10.3 Phase Closeout

*Describe phase closeout plans if applicable.*

⇒

# Section 11. References

*Provide a list of all documents and other sources of information referenced in the Plan and utilized in the project. Include for each the document number, title, date (mm/dd/yy), and author.*

| Document No. | Document Title | Date mm/dd/yy | Author |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Section 12. Glossary

*Define all terms and acronyms required to interpret the Project Plan properly.*

⇒

# Section 13. Revision History

*Identify changes to the Project Plan.*

| Version | Date mm/dd/yy | Name | Description |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

# Section 14. Appendices

*Attach the required deliverables and any other relevant information.*

⇒