

## **Task Plan**

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I. General Responsibilities

- a. The Contractor shall oversee and manage the design, development and implementation of the Tennessee WIC MIS-EBT project, following the guidelines of the Project Management Body of Knowledge, a recognized standard for best practices in the project management profession. The Contractor shall maintain responsibility for ensuring that the WIC MIS-EBT project is completed on schedule and within budget, and that all vendors have performed their respective contractual obligations to the satisfaction of the State. The Contractor shall secure all acceptances and written approvals from the State and applicable stakeholders, controlling the project's objectives and providing general project support.

The Contractor shall manage all of the tasks and deliverables of the MIS T&I and the EBT Contractors of the Tennessee WIC MIS-EBT system project. The project shall consist of nine (9) phases. These phases are:

1. Project Initiation, Planning and Management
2. System Design
3. System Transfer, Modification and Testing
4. User Acceptance Test (UAT)
5. Pilot Test
6. Data Conversion and Rollout
7. Operations and Maintenance and Initial Warranty Period
8. Project Closure and Transition
9. Extended Warranty and Operations Period Options

- b. The Contractor shall be responsible for leading the project team through all MIS-EBT project activities. The project team shall include, at a minimum, designated Tennessee WIC staff, the EBT contractor, the MIS T&I Contractor, the QA Contractor, and other staff to be determined by the State. The Contractor shall serve as the primary point of contact for the other project contractors. The Contractor shall communicate policy decisions of the TN WIC program to all project team contractors.

The Contractor shall manage the schedule and task-tracking, facilitate schedule status communication, and maintain the project's scheduling tool and supporting documentation. The Contractor shall make recommendations to the State and TNWIC Project Manager to avert schedule variances that may adversely affect the project budget, expenditures, or other paths deemed critical by the State. The Contractor shall collect and compile all comments on the other project contractor deliverables and assist the State in preparing the response/disposition for said deliverables. The Contractor shall make recommendations to the State when deliverables have been satisfactorily completed by a project contractor so that corresponding charges can be paid.

- II. The Contractor shall be responsible for the following Tasks:

**Task 1 – Project Initiation, Planning and Management**

**Deliverable 1: Project Initiation Meeting and Memorandum**

The Contractor shall convene and conduct a project initiation meeting, prepare the plans that shall guide and track the project’s progress and initiate PMSC project status reporting.

The Contractor shall perform the following subtasks which are necessary for this phase effort:

**Task 1.1 Project Initiation Meeting**

The Contractor shall coordinate with the State to convene, attend and conduct a 2 (two) to 3 (three) day initiation meeting at the WIC central office. The attendance and participation of the MIS T&I Contractor, the EBT Contractor and the QA Contractor is expected at the project initiation meeting. The Contractor shall establish a draft integrated work plan, a schedule, with deliverables, and discuss the management of change orders.

Should the MIS T&I and EBT project become a two-stage project, the Contractor must attend both the MIS implementation initiation meeting and the EBT implementation initiation meeting.

Within ten (10) business days of the meeting(s), the Contractor must deliver, for State review and written approval, a technical memorandum to all attendees documenting a summary of the decisions, agreements, understandings, and contingencies arising from the project initiation meeting(s). Any revisions to the project objectives, timeline or scope must be detailed in this summary.

**Task 1.2 Project Charter and Project Management Plan**

**Deliverable 2: Project Charter and Project Management Plan**

The Contractor shall submit a project charter and project management plan using the Project Management Body of Knowledge guide for review and written approval by the State within three (3) weeks of the project initiation meeting in Task 1.1., or as mutually agreed upon with the State. The Contractor shall use the project charter and project management plan to document the initial vision of the project, planning assumptions and decisions, facilitate communication among project stakeholders, and document approved scope, cost and schedule baselines. The Contractor shall maintain the processes described in the project management plan and project charter throughout the project, updating it as needed if changes have been approved by the State as outlined in Task 6.1.

**Task 1.3 Create and Maintain an Integrated Work Plan and Master Project Schedule**

**Deliverable 3: Integrated Work Plan and Master Project Schedule**

The Contractor must provide a draft integrated work plan and master project schedule for the MIS T&I and EBT project in both standard calendar and Gantt chart format within five (5) business days of written approval of Task 1.2, or as mutually agreed upon with

the State, for review and written approval. It must be developed in an automated project management format approved by the State and include the ability to calculate and display the critical path of the project at any point in time to ensure accurate status of the project.

The integrated work plan and master project schedule must provide a schedule that incorporates all contractor schedules, deliverables and milestones and State requirements such as review periods for deliverables, schedule of staff participation in system review/design sessions, detailed functional design document walkthroughs, user acceptance testing, training sessions, pilot testing, rollout, and transition and closure. The Contractor shall submit the final integrated work plan and master project schedule to the State within five (5) business days after the State provides written approval of the draft integrated work plan and master project schedule.

Revisions to these plans and schedules shall be provided to the State with the PMSC project status reports as outlined in Task 6.1.

**Task 1.4 Establish and Maintain the Project Budget**

**Deliverable 4: Project Budget**

The Contractor shall develop for the State’s written approval a project budget. The project budget shall be based on the State’s approved Implementation Advance Planning Document (IAPD) budget, and the budgets of the executed contracts of the EBT, MIS T&I, and QA Contractors. The Contractor shall update the project budget within five (5) business days of receiving each executed contract from the State. The Contractor shall maintain the complete project budget throughout the Contract term. Any variance in the budgets shall be reported to the State at routine meetings. Any significant variance (over 5%) shall be reported to the State immediately.

An updated project budget shall be provided to the State with the PMSC project status reports as outlined in Task 6.1.

**Task 1.5. Utilize the Risk Assessment and Management Plan**

Throughout the entire project, the Contractor must utilize the risk assessment and management plan that was prepared by the QA Contractor. This plan includes a risk register, a risk breakdown structure, a probability and impact matrix, risk responses, contingency reserve and other relevant risk elements.

In the risk assessment and management plan, the Contractor shall assess and manage all stakeholder risks including, but not limited to, the TDH’s TNWIC and Strategic Technology Solutions Division, and all other contractors on this project. In conjunction with the QA Contractor, the Contractor shall assess the Risk Assessment and Management Plan throughout the life of the project and provide input for updating it as necessary to reflect accurate current or pending risks in the project.

**Task 1.6 System Transfer, Modification and Testing Plan**

**Deliverable 5: Develop State Responsibility Task Plan**

The Contractor shall distribute the MIS T&I Contractor's system transfer, modification and testing plan to all members of the project team upon receipt of the plan. The Contractor shall develop a state responsibility task plan for the State which identifies all of the tasks in the plan which are the responsibility of the State and provide it to the State within three (3) weeks of receipt of the MIS T&I Contractor system transfer, modification and testing plan.

Revisions to the state responsibility task plan shall be provided to the State with the PMSC project status reports as outlined in Task 6.1.

## **Task 2 - MIS System Design**

The Contractor shall perform the following subtasks which are necessary for this phase effort:

### **Task 2.1 System Joint Application Design Sessions**

<b>Deliverable 6: Attends and Participates in System Joint Application Design Sessions</b>
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The Contractor shall be on site to attend the Joint Application Design (JAD) sessions, document the agreed upon changes and receive the detailed plans for system implementation, data conversion, user training, and maintenance of system security. The Contractor shall monitor the sessions to advise the State in regard to any design changes.

The Contractor shall be on site to attend all joint application design sessions held in Nashville to develop and finalize any system parameter changes and required interfaces for the MIS T&I and EBT project. The Contractor shall collaborate with the State to provide a suitable schedule for the joint application design sessions in cooperation with the MIS T&I and QA Contractors. The Contractor shall assume and accommodate a schedule for joint application design sessions of no less than fifteen (15) sessions of seven and a half (7.5) consecutive hours duration each, or an equivalent total number of hours as authorized by the State with prior written approval.

The Contractor shall provide to the State, for review and written approval, a memorandum within ten (10) business days of the final session, documenting all agreements, understandings, and contingencies arising from the meetings.

### **Task 2.2 Detailed Functional Design Document (DFDD)**

The Contractor must participate in the MIS T&I Contractor's formal walk-through of the revisions to its detailed functional design document with designated State staff and the QA Contractor. Following completion of the design sessions, the MIS T&I Contractor must deliver to the Contractor a Detailed Functional Design Document (DFDD) comprehensively describing the functional requirements of the system and highlighting the new design specifications. The Contractor shall distribute the DFDD to the QA Contractor, the EBT Contractor and to the State.

### **Task 2.3 Detailed Technical Specifications Document (DTSD)**

The Contractor must participate in the MIS T&I Contractor's formal walk-through of the revisions to its detailed technical specifications document with designated State staff and

the QA Contractor. Following completion of the JAD sessions, the MIS T&I Contractor must deliver to the Contractor a Detailed Technical Specifications Document (DTSD) comprehensively describing the technical specification requirements of the system and highlighting the new design specifications. The Contractor shall distribute the DTSD to the QA Contractor, the EBT Contractor and to the State.

### **Task 2.4 Implementation, Conversion, Training and Security Plans**

The Contractor shall deliver to the State written plans made by the MIS T&I Contractor which detail their combined strategies for final system implementation, data conversion, training, and security.

The Contractor must ensure that the MIS T&I Contractor's written plans include:

- i. In Gantt format, the portion of the overall project schedule (updated to the completion of the latest deliverable) that includes all tasks subsequent to system development by the MIS T&I Contractor, including contractor milestones and State WIC tasks (e.g., developing new policies and procedures) and checkpoints; and
- ii. an overall standard calendar schedule detailing each task in four (4) areas:
  - 1) a draft implementation schedule,
  - 2) conversion and testing of converted data,
  - 3) state office, clinic and operations staff training and
  - 4) plan for maintaining security in the new WIC system.

The following, at a minimum, must be included specifically for each area:

**For system conversion**, the Contractor shall ensure that the MIS T&I Contractor's plan includes a field-by-field mapping from the Tennessee legacy system to the new system to include, at a minimum, the following:

- How values shall be converted;
- Any assumptions or proposed calculations involved in the conversion;
- Default values for required fields that do not exist in the legacy system or a method to allow for missing data until all participants are on the new system;
- Methods for handling anomalies in the data between the systems (data elements with incompatible length and/or type between the systems, or data elements with stricter edit requirements in the new system that fail those edits in the old);
- How data elements that have been assigned default values by the automated conversion procedures shall be populated with actual data once automated conversion is complete for a site;
- any data "clean up" procedures in the individual clinics that can effectively improve the conversion effort;

- possible exceptions to full conversion of the databases;
- exception reports that shall be produced by the conversion programs and provide for a fully auditable conversion of data files;
- a plan to comprehensively address all Tennessee WIC data, inclusive of the vendor, financial, schedule, clinic and client data in the legacy and describe how each type of data shall be converted. Justification must be provided for any existing data that may not be converted for use in the new system.

**For training**, the Contractor shall ensure that the MIS T&I Contractor's plan includes a description of:

- the types of training and the audiences for each;
- the training materials,
- the training methodology, including a detailed list of topics to be covered for each type of training;
- the methodology for evaluation of training effectiveness.

**For training**, the Contractor shall ensure that the MIS T&I Contractor's plan includes, at a minimum,

- clinic user, regional office user, state office user, central system operator, and "train the trainer" training.
- the overall training schedule including the number of days and preliminary agendas for the training. The State shall provide for any changes in WIC policies and procedures that must be incorporated into the training.
- an overview of tools and materials to be employed including workbooks, handouts, evaluative materials, and any training "system" that shall be utilized.
- identification of the proposed training staff.

The State shall provide for any changes in WIC policies and procedures that must be incorporated into the training.

**For Security**, the Contractor shall ensure that the MIS T&I Contractor's plan includes:

- processes and procedures for maintaining hardware, software, and data safety and integrity during all phases of implementation and operation.
- a process for ongoing security assessments and reviews.
- a description of processes and procedures for preventing access to data by unauthorized persons.
- a detailed description of data encryption standards and public key/private key access controls.

### **Task 3 – Manage User Acceptance Test (UAT)**

The Contractor must assure that the following subtasks identified as necessary to this task effort are accomplished:

#### **Task 3.1 Conduct the UAT Phase Initiation Meeting**

##### **Deliverable 7: Conduct UAT Phase Initiation Meeting**

The Contractor must convene and conduct the initiation meeting of the UAT phase for the project team in Nashville in a timeframe detailed in the approved master project schedule. It is expected that the meeting is attended by all project contractors and the State. At this meeting, the Contractor shall review the UAT plan, schedule, deliverables and risks.

The UAT plan shall be shared with FNS who shall evaluate the plan, request additional information if deemed necessary, and shall determine the level and type of FNS oversight based on the project risk factors and the plan itself. The UAT plan created by the QA Contractor must adhere to FNS testing requirements, including any updates or changes made by FNS throughout the term of contract, which can be found at <http://www.fns.usda.gov/apd/new-rule-system-testing>

#### **Task 3.2 Memorandum of Meeting Results**

##### **Deliverable 8: Memorandum of Meeting Results and Identified Risk and Risk Mitigation**

Within two (2) business days of the UAT initiation meeting, the MIS T&I and EBT Contractors are expected to deliver a technical memorandum documenting all agreements, understandings, and contingencies arising from the UAT initiation meeting. The Contractor shall compile the memoranda, incorporating their comments and recommendations to submit to the State.

Within five (5) business days following the conclusion of the UAT phase initiation meeting, the Contractor shall present to the State a memorandum which outlines the MIS T&I, EBT and QA Contractors' agreed upon responsibilities and the State's agreed upon responsibilities along with the potential risks to the UAT. The Contractor shall include in the memorandum all recommended strategies for addressing potential risks.

#### **Task 3.3 Manage Assurance of UAT**

##### **Deliverable 9: Manage Assurance of UAT**

The Contractor shall manage the UAT on behalf of the State, while the MIS T&I Contractor facilitates and supports testing and remedies all errors identified during testing. The Contractor shall provide daily reports to the State to track the status of the following MIS T&I Contractor requirements: system installation, system training, and system operations support and data conversion. The test plan shall be shared with FNS who shall evaluate the plan, may request additional information, and shall determine the level and type of FNS oversight based on the project risk factors and the plan itself.

### **System Training**

The Contractor must ensure that the MIS T&I Contractor provides comprehensive system training to the end-users who shall conduct acceptance testing. The training must address all system operations and be based on the training plan, materials, and approach that shall be employed for pilot and rollout training. The Contractor shall work with the QA and MIS T&I Contractors to ensure that any inadequacies in the manuals or on-line help provided by the MIS T&I Contractor are corrected prior to final acceptance of those documents by the State.

During UAT and pilot, the Contractor shall ensure that the MIS T&I Contractor begins training and mentoring of the state operations staff. The Contractor shall ensure that the MIS T&I Contractor provides support to the State in implementing the help desk and that the MIS T&I Contractor provides an assessment of the State's disaster recovery procedures.

### **System Operations Support/Data Conversion**

During UAT and pilot, the Contractor shall ensure that the central processor application provides all functionality and processing required to fully support the Tennessee State WIC Program and its clinics, until pilot is complete. For this subtask to be successful, the central processor application must, at a minimum, provide the following services:

- Provide on-line access to the functionality in the state agency and clinic applications for operations, analysis, and the generation of reports.
- Provide all file maintenance, including backups, archiving of data, and maintenance of database synchronization between system modules on a daily basis.
- Assure all data communications between the central processor, the regions and their clinics, and the Tennessee State office.
- Provide the software and support required to exchange data with other State and Federal programs electronically. This electronic data exchange shall be for the purpose of meeting the requirements of the financial transactions with the EBT services contractor and the USDA/FNS minimum data set and TIP report. Other data exchange with selected border states' and tribal agencies' WIC Programs may be required to facilitate cross-program data analysis such as dual participation. Interoperability with other TDH systems shall require the exchange of data as well.
- Provide all system enrollment, reconciliation, expenditures, vendor and other required reports in the media required and according to the agreed upon schedule.

Based on the defined conversion plan, the MIS T&I Contractor must include a specified set of data from the legacy system for use during UAT as designated by the State.

This deliverable shall not be considered complete until the State and FNS provide written approval to accept the UAT as complete and successful.

### **Task 3.4 Assessment and Readiness for Pilot**

Deliverable 10: Memorandum on the Assessment and Readiness for Pilot Implementation
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Within five (5) days of completion of UAT, the Contractor should receive the MIS T&I and QA Contractors' memoranda of readiness for pilot implementation. Within five (5) business days of receipt of these memoranda, the Contractor shall review the documents and advise the State via memorandum on the sufficiency and reliability of these assessments. The Contractor shall include its own assessment of readiness for pilot in the memorandum. This deliverable shall be considered complete when the State provides written approval of the readiness for pilot.

#### **Task 4 – Monitor Pilot Test**

When the MIS has passed UAT and has been formally accepted by the State, the Contractor shall monitor a system pilot test conducted in at least one (1) Tennessee county health department and its associated clinic, which will be determined by the State, the associated regional office and the WIC central office.

The Contractor must perform the following subtasks identified as necessary to this task effort:

##### **Task 4.1 System Pilot Initiation Meeting and Memorandum**

Deliverable 11: System Pilot Initiation Meeting and Memorandum
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Following successful completion of the UAT of the MIS/EBT system, in concurrence with the TNWIC Project Manager, the Contractor must convene a 2 (two) to 3 (three) day meeting at the WIC central office which is expected to be attended by the TNWIC Project Manager, the MIS T&I Contractor's project manager, the EBT Contractor, the QA Contractor, and other key Tennessee and contractor staff as deemed necessary by the State. The Contractor shall discuss and review the work plan, schedule, and deliverables for the implementation of the system pilot and submit to the State a memorandum, within two (2) business days, documenting results of the system pilot test initiation meeting.

##### **Task 4.2 Manage System Pilot Test and Approval of Revisions**

The Contractor shall monitor the pilot test conducted in one (1) Tennessee county health department and its associated clinic as selected by the State, the respective regional office and the WIC central office and document each test. The Contractor shall obtain written approval from the State for any modification needed during each pilot test.

The State shall share the pilot test plan with FNS who shall evaluate the plan, request additional information if deemed necessary, and shall determine the level and type of FNS oversight based on the project risk factors and the plan itself.

##### **Task 4.3. Manage System Regression Acceptance Test**

Following the system pilots, the Contractor shall consult with the MIS T&I Contractor, the QA Contractor and the State to develop a regression acceptance test that shall test the overall system operability after needed modifications have been installed but before the release of the software to the user community. As a participant in this development, the

Contractor shall look for changes that affect other aspects of system functionality and shall ensure that standardized inputs and known outputs are used to assess the impacts of any changes.

The Contractor shall manage the corrections and regression acceptance testing of the updated system as problems are encountered. The Contractor shall ensure that one (1) last version shall be produced by the regression acceptance test process for correcting remaining errors, and that the last version is installed and run for five (5) business days at the pilot agencies before the system is rolled out to the remaining user community. The Contractor shall oversee this five (5) day run to ensure that there are no errors introduced into the last version of the system that were not caught by the regression acceptance test.

## **Task 5: Rollout**

The Contractor must perform the following subtasks identified as necessary to this task effort:

### **Task 5.1 System Rollout Initiation Meeting**

Deliverable 12: Convene and Conduct System Rollout Initiation Meeting
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Within one week following successful completion of the system pilots, the Contractor shall convene a meeting at the WIC central office, attended by the MIS T&I Contractor's project manager, the EBT Contractor, the QA Contractor, and other staff as deemed necessary by the State. The Contractor shall discuss and review the work plan, schedule, and deliverables for the rollout of the Tennessee WIC MIS to the remaining user community.

The Contractor shall ensure that the MIS T&I, the EBT, and the QA Contractors provide plans that document how they shall support and evaluate the schedule, training and system rollout and that those plans have been approved by the State. The Contractor shall ensure that the EBT Contractor addresses its plans to support the retailers and the state operations during the rollout and that those plans coincide with the MIS T&I Contractor's rollout. The Contractor shall ensure that all project contractors are prepared to report their preparation for the rollout schedule, to include that all TN authorized stores are equipped/shall be equipped with appropriate devices that have been tested and are ready to implement, all training materials have been provided, and the successful completion of the pilot stores' processing of all files shall support the rollout.

Five business days (5) after the system rollout initiation meeting, the Contractor must submit to the State a technical memorandum documenting all agreements, understandings, and contingencies arising from the meeting.

### **Task 5.2 System Post Implementation Problem Resolution and Checkpoint**

Deliverable 13: Convene and Conduct the System Post Implementation Meeting
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Five (5) days following rollout to the final member of the user community, or in a timeframe determined by the State, the Contractor shall convene a meeting at the WIC central office with all members of the MIS T&I, EBT, QA and State project team to assess and address any remaining problems post implementation.

Five business days (5) after the system post implementation meeting, the Contractor must submit to the State a technical memorandum documenting all agreements, understandings, and contingencies arising from the meeting.

### **Task 5.3 – Project Closure and Transition**

#### **Deliverable 14: Provide Final System Documentation**

The Contractor shall manage the documentation for project closure and transition of the MIS T&I and EBT project. The Contractor shall review and submit to the State all electronic and hard copies of updated system documentation, functional, technical, operational and user manuals which shall be provided by the MIS T&I Contractor and EBT Contractors in MS Word format. All documentation must be provided to the State within one (1) week following the receipt of this documentation from the MIS T&I and EBT Contractors.

This deliverable shall be considered complete when the State provides written approval of all documentation.

### **Task 6 Recurring Tasks and Deliverables**

The Contractor shall perform the following tasks and deliverables on a recurring basis:

#### **Task 6.1 Conference Calls and PMSC Project Status Reports**

##### **Deliverable 15: PMSC Project Status Reports**

The Contractor shall provide the following services during the entire contract term:

The Contractor shall schedule and conduct weekly or, as mutually agreed upon with the State, biweekly project status conference calls as needed by the phase of the project which shall serve as a forum for reporting progress and for discussion of upcoming activities and emergent issues. The Contractor shall host and provide an agenda (with input from the State and contractors) for these calls.

The Contractor shall provide the State, at least once a month, with PMSC project status reports by consolidating the status reports received from each project contractor into one (1) project status report. The Contractor shall detail overall project status, work accomplished in the reporting period, objectives for the next reporting period, State responsibilities for the next period, decision/information requests outstanding, problems and warnings, and schedule and budget issues. The Contractor shall use the monthly PMSC project status report to revise the status of any already provided deliverables that may need updating.

The Contractor shall provide the State, quarterly, with a summary status report to support the State's reporting to USDA/FNS. The Contractor shall consolidate information from the status reports received from each project contractor into one (1) quarterly summary status report and shall submit the report by the deadlines provided by the State to assure timely federal reporting.

**Task 6.2 Meeting Summaries**

Five business days (5) after each project meeting that occurs between the Contractor, the State and one or more contractors, either in person or via conference call, the Contractor must submit to the State a technical memorandum which documents and summarizes each meeting, inclusive of a listing of attendees, discussion of major topics, and a report of any decisions made and items needing follow-up.

The Contractor shall manage and track the performance of all deliverables in the MIS and EBT project on a dedicated project website which is accessible to the State for viewing and commenting. The Contractor shall review deliverable comments submitted by all project contractors and make corrections as appropriate.