SCDOT

Cross Island Parkway
Palmetto Pass

South Carolina

Department of Transportation

CSC and VPS Software Program (Work Package 2)

Project Management Plan

Rev 1.3

June 2009

A   C   S

ACS

Transportation Solutions

Systems, TSS

Revision History

Revisions of this document are listed in chronological order. There is no relationship between the document release number and the software release number.

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November 2007		1.0
December 2007		1.1
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June 2009		1.3

Document Ownership

Owner	Germantown Project Management
Author	Germantown Project Management

Important: This document has been through a formal review process. To the best of our knowledge it is accurate. ACS reserves the right to make further modifications as necessary.

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Trademarks

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1. Introduction

1.1 Project Overview

The purpose of the Project Management Plan is to describe the significant features for the South Carolina Department of Transportation's (SCDOT) Cross Island Parkway (CIP) Electronic Toll Collection (ETC) migration into the shared Technical Service Center (TSC) environment and the upgrade of the Customer Service Center (CSC) and Violations Processing System (VPS) modules. The management of the project team and its resources, and the overall technical approach, are detailed herein.

Affiliated Computer Services, Inc. (ACS) will continue to use the internal System Development Life Cycle (SDLC) methodology in developing quality, secure, and reliable systems for the South Carolina Department of Transportation (SCDOT) project.

1.2 Project Goals

ACS understands all of the project requirements and is fully prepared to meet the challenges. To ensure immediate and continued project success, we have taken an approach that best leverages our experience base: proven systems, processes, and procedures that have been customized to meet the unique needs of SCDOT. The goals for this project are:

Seamless Transition Approach - transitioning from one system and customer service operation to another is one of the most challenging tasks that will face any project team. The primary goal of any transition must be to upgrade the infrastructure while ensuring continuity of service to the customer with minimal disruption, and to protect SCDOT revenue.

Deployment of Product Upgrade - with the deployment of the product upgrade, SCDOT will receive a platform that further builds upon all current functionality by introducing important product improvements and enhanced capabilities. These will include:

- Violation processing

- Toll pricing flexibility

- Improved customer self-service features via the internet and interactive voice recognition (IVR)

- An improved suite of reports providing greater financial and operational visibility

- New toll plaza capabilities to enhance business operations

- A maintenance management system to further improve system reliability

- Electronic imaging of incoming correspondence to improve customer service

Minimizing risk to consumers - our transition approach is a carefully considered strategy that will minimize program risk and service disruption.

Maintaining customer service - ACS already operates the Customer Service Center for the Palmetto Pass customers. Our transition approach, when coupled with our existing operational expertise guarantees your customers will receive continued, uninterrupted service.

1.3 Project Assumptions and Constraints

Detailed project assumptions can be found in the "Record of Negotiation."

2. Organization and Responsibilities

2.1 Primary Project Responsibility

With the development of our project management approach, the specific framework for the organization is set. This framework establishes how managers and project personnel carry out their day-to-day work tasks. The ACS Vice President of Operations for East coast Projects, Helen Barton is assigned full responsibility for SCDOT's migration into the TSC, and the CSC and Violations Processing System (VPS) modules upgrade. Each member of the project management team is responsible for the management and final plans of his or her functional area, to support the overall goals of the project. These responsibilities include:

- **Team establishment, role definition.** Team members understand their role in relation to the other members and to the project goal.

- **Set goals / objectives.** All project personnel understand the results expected.

- **Institute rules.** Acceptable work behavior and high standards are set.

- **Mandate level of performance expected.** Performance standards are high, with performance monitored and evaluated. Performance must be at or above the established levels.

- **Delegate authority.** Each employee is given the ability to act within defined roles, in accordance with the goals, rules and performance level expected.

- **Set timeframes.** The constraints of the project schedule and the interrelationships between the activities and completion are made known.

- **Closely monitor and control activities.** Quality assurance (QA) reviews, close supervision, maintaining daily records and reports provide control of project activities and personnel.

- **Hold accountable.** Employees are responsible for actions and the outcomes of their work.

- **Implement processes.** The established methods for performing daily operations are mandated; including reports, schedule maintenance and quality standards.

- **Evaluate performance.** Accomplished via quality control; quality assurance and compliance reviews; monitoring of the project budget, project schedule; and employee performance reviews based on identified performance metrics. Daily performance evaluation, both for the project and individuals, is implemented.

- **Report to Oversight Committee and to SCDOT.** Information is reported on a timely, regular basis, including follow-up to issues, questions, and problems. Progress and project reports are provided.

- **Use experience to improve.** The project team's improves their operation and decision-making based upon experiences, results and knowledge gained from resolving obstacles encountered during the project's lifecycle.

The methods we use in each of these activities are governed by established standard operating procedures, work rules, policies and financial controls as well as the use of project specific forms, formats, quality control and evaluation tools. Our experience and the knowledge leveraged from other projects, the industry and our research activities also positively impact our daily operations.

2.2 ACS Organization – Roles and Responsibilities

Our project organization is built for SCDOT specific project based requirements. We have identified the major functions needed to satisfy all project requirements. We have established positions reflecting the major functions and assigned responsibilities to them. Positions have been organized using the best approach to coordinate responsibilities, manage activities, and to maximize the strengths of the team.

Table 2-1 ACS Roles and Responsibilities

Role	Responsibility
Vice President of Operations for East Coast Projects Helen Barton	Principal point of contact / direct interface with the SCDOT project team Manages and directs all work under the implementation phases of the contract Presents and negotiates all changes in scope
Program Manager Anthony DePodesta	Continued management of current CSC and toll collection activities
Software Implementation Manager Dayanand Kondabathini	Primary technical lead to project Coordination of CSC, VPC and Plaza system integration Schedule administration
IT and Hardware Manager Steve Dodge	Procurement of all hardware for IT systems Coordination of networking and communication protocols

2.2.1 ACS Project Personnel

In defining the project personnel for SCDOT, we have utilized an approach, to match the customer's scope and requirements with the appropriate personnel who possess the needed experience and skills. Only experienced staff has been assigned to principal project roles. The organizational chart is depicted in Figure 2-1.
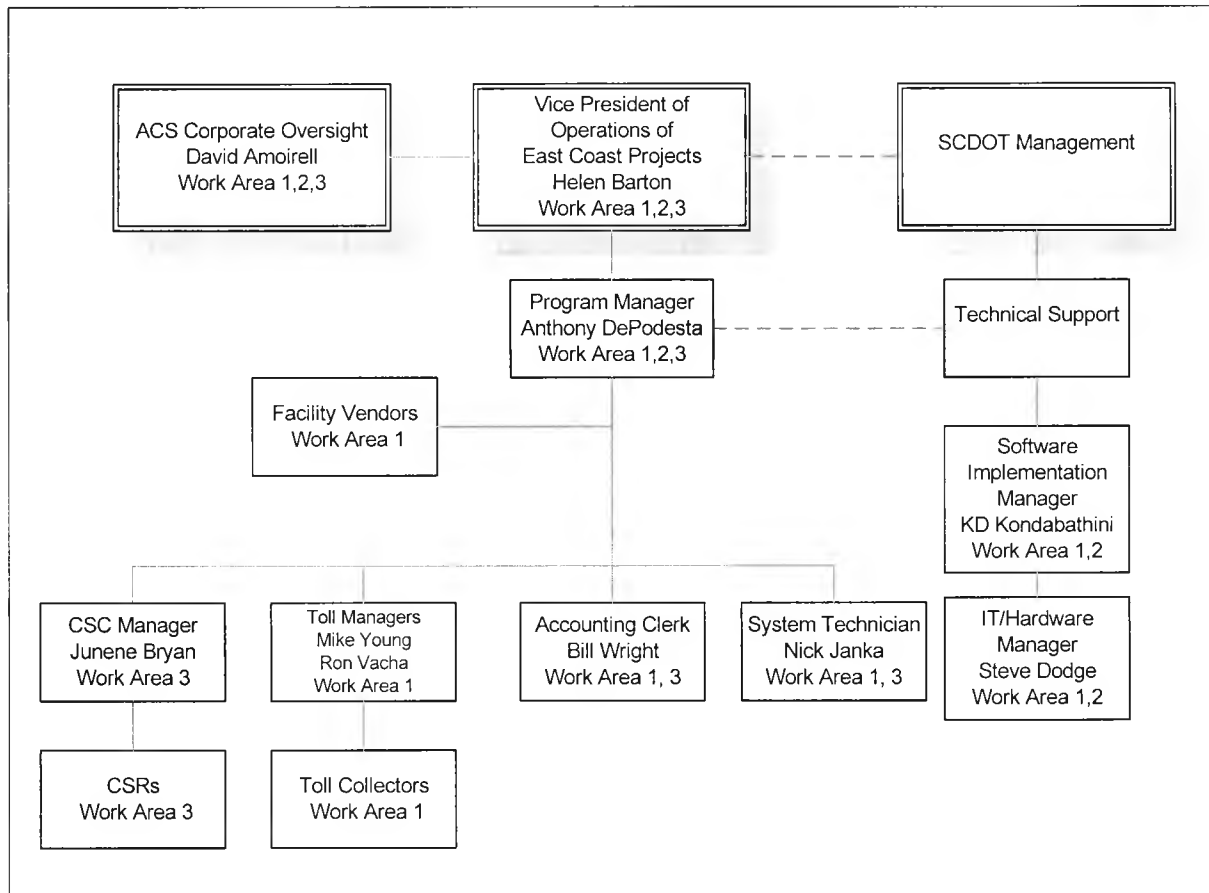
Figure 2-1 SCDOT Palmetto Pass Project Management Organization

2.2.2 ACS Point-of-Contact Information

Table 2-2 ACS Contact Information

Contact	Telephone	Email	Mailing Address
Helen Barton	Office: 973-368-1530 Cell: (908)410-9029	helen.barton@acs-inc.com	375 McCarter Highway Newark NJ 07114
Anthony DePodesta	Office (843) 342-6513 Cell (843) 683-9816	anthony.depodesta@acs-inc.com	4 Marshland Lane Hilton Head Island, SC 29926
Dayanand Kondabathini	Office (301) 820-4376 Cell (240) 422-2017	dayanand.kondabathini@acs-inc.com	12401 Milestone Center Drive, 4th Floor Germantown, MD 20876
Steve Dodge	Office (914) 789-6117	steve.dodge@acs-inc.com	777 Old Saw Mill River Road Tarrytown, NY 10591

2.3 SCDOT Project Team

Table 2-3 SCDOT Project Team Roles and Responsibilities

Role	Responsibility
Director Toll Operations Marge Dorey	Oversees contract and serves as direct contact for all contract related issues
Director of Contract Services Carmen Wright	Ensures compliance with contract requirements for SCDOT
Director of Finance and Administration Debra Rountree	Approving authority for any contract related issues
Chief Counsel Linda McDonald	Provides legal guidance and input for all aspects of contract
Controller Angela Feaster	Provides Financial guidance for contract compliance
Chief Information Officer Doug Harper	Provides IT guidance for contract compliance
IT Project Manager Steve Collins	IT resource for any technical questions or coordination

2.3.1 SCDOT Contact Information

Table 2-4 SCDOT Team's Contact Information

Contact	Telephone	Email
Marge Dorey	803-737-0479	doreymm@scdot.org
Carmen Wright	803-737-1428	wrightcl@scdot.org
Debra Rountree		rountreedr@scdot.org
Linda McDonald		mcdonaldlc@scdot.org
Angela Feaster		feasterar@scdot.org
Doug Harper		harperds@scdot.org
Steve Collins	803-737-1593	collinssl@scdot.org

2.4 Management Principles

ACS' project management comprehensive approach is a blend of project organization, coordination, and management. ACS follows the standard principles of the Project Management Institute (PMI), and will incorporate these standards into the project management of the SCDOT migration to the TSC and upgrade of the CSC and Violations Processing System (VPS) modules.

In addition, ACS will project manage the SDCOT migration into the shared TSC environment, and the CSC and VPS application upgrade using the following SDLC iterative phases:

- Requirements phase

- Construction phase

- Test phase

- Deployment phase

2.4.1 Requirements Phase

The requirements phase consists of requirements development and project release planning. The first step in requirements development is the solicitation of the SCDOT's contractual, operational, and functional business requirements. Activities during this release include:

- Completion of Business Rules document

- Completion of Requirements documents

- Project schedule development

- Project planning

- Internal meeting for Requirements review

- Weekly internal project status meeting

- Track and manage issues

2.4.2 Construction Phase

The software construction phase consists of design, code, engineering, quality assurance, tracking requirements, and preparation for the test phase. Activities during this release include:

- CSC, VPS, and data migration design documents

- Conduct internal review of CSC, VPS, and data migration design

- Development (coding)

- Set-up test environment

- Data migration and conversion testing

- Maintain project schedule

- Test plan

- Test scripts

- Conduct internal test plan and test script reviews

- Conduct internal weekly project status meetings

- Conduct internal test meetings

- Track and manage issues

2.4.3 Test Phase

The test phase consists of testing all components of a Vector release such as lane, online, batch, online, reports, web and IVR systems. Activities during this release include:

- CSC and VPS application software regression testing

- CSC and VPS application software integration testing

- CSC and VPS application end-to-end testing

- CSC on-site PBX and IVR installations

- PBX testing

- IVR testing

- Maintain project schedule

- Complete implementation plan to include:

  o CSC and VPS upgrade

  o Data migration

  o Migration to TSC shared environment

  o CSC PBX and IVR on-site installation

- Conduct weekly internal project status meeting

- Conduct internal test meeting

- Track and manage issues

- QA certifies Vector release

2.4.4 Deployment Phase

The deployment phase is the installation of the new Vector release into the production environment. The configuration management team builds the production release and stages it for installation. Activities during this release include:

- Execution of implementation plan

- Installation of CSC and VPS v2.21 into production

- Testing of software installation in production

- Operational acceptance of SCDOT Vector v2.21

- Transition from project migration and upgrade to Vector 2.21 operations and maintenance

2.4.5 Operations and Maintenance Phase

ACS monitors the day-to-day operations of the system in the operations and maintenance (O&M) phase. Critical issues are addressed immediately through project management. The operations team works with SCDOT to identify new needs and non-critical issues. While O&M activities are not part of the implementation, ACS follows standard SDLC processes once the project reaches the O&M phase, just as in Implementation.

2.5 Project Management Controls

Management control encompasses the monitoring of progress, operations performance, reliability and maintainability standards, project schedules, and costs. The management controls include tracking the baseline plan for development and implementation activities and tracking performance against established operational standards.

Management control is proactive and begins at project start-up. At that time, the program and the implementation managers detail and discuss project objectives. A detailed orientation session is then held with all key project managers and staff where they:

- Mandate the project goals, objectives and milestones

- Examine the full project schedule and require each project member to commit to the task completion dates

- Cite roles and responsibilities, and performance expectations

- Authorize work rules and standard operating procedures (SOP)

- Set reporting procedures and frequencies

- Instruct and direct the managers and staff to update, track and monitor performance, progress, detailed work plans, project schedule and costs

- Set problem identification and resolution procedures

- Institute adjustments and documentation procedures

ACS management controls begin with the initial project planning process and continue until project completion so that the entire project remains on schedule and within budget, even when unexpected deviations occur. Management meetings and reports are used to assess performance against the baseline plan and make adjustments as necessary. This process is particularly important during implementation, which is a highly schedule-driven process with numerous critical path tasks. When the project is underway, the program manager, along with support from project managers and functional managers oversees the project, and ensures compliance through the cost plan, independent review, implementation controls, and performance and reliability measures.

3. Project Management

3.1 Defining and Documenting Changing Business Rules and Functionality

ACS program management will work closely with the SCDOT to identify new system needs and build the requirements document. The ACS program manager will assist in the defining and clarification of business rules or functionality changes directly with the SCDOT. In the technical solutions group, a business analyst will team with the project manager to assist with documentation of any such changes to initiate the creation of a change request (CR) and the requirements document.

3.2 Tracking Completion of Milestones

ACS will submit updates of the project schedule to the SCDOT according to a mutually agreed-upon schedule. Complete data on the current status of specific activities is recorded at periodic meetings attended by all key project participants. The information normally includes:

- Status of tasks (not started, started, completed)

- Status of important milestones

- Progress (percentage complete or estimate to complete)

- Actual start and end dates

Status information is documented and summarized into action items in an action log or added directly to the work plan. ACS has provided the initial proposed milestones and submittal project schedule in our original proposal. These milestones and submittals will be tracked in the project schedule with a proper breakdown of tasks including the SCDOT's review and approval cycles.

3.3 Issue Management

Issue management is an important task for the SCDOT project. The ACS program and project manager work in conjunction to track and manage issues properly. Issues are identified, prioritized, and resolved. An issue log is maintained and issues are logged and tracked to closure.

3.4 Progress Reporting and Coordination with SCDOT

ACS uses established monitoring and control processes that encapsulate our best practices to help new projects replicate past successes and avoid failures. Monitoring is the collection, recording, and reporting of project information that is of importance to the program and to the implementation managers and to other relevant stakeholders. Control is achieved by comparing

where we are with where we are scheduled to be and taking corrective action to resolve any discrepancies. An essential element to monitor and control any project is communicating work progress on a regular basis.

The main idea of control in the project environment is to use information to maintain satisfactory progress toward the desired goals. In addition to monitoring and controlling the project environment, effective communications are essential for program success and necessary throughout the project. Reporting through both formal and informal channels is essential for effective communications. It extends to all project team members, the SCDOT, and to ACS management. ACS will provide regular and accurate progress updates to the SCDOT program manager. In addition, ACS will ensure all project team members are given clear assignments and are informed of issues that may impact the project schedule.

ACS will ensure that the project team adheres to the project plans and schedules. To this end, project meetings will be conducted on the second Thursday of each month. These meetings will be planned, conducted and followed-up in accordance with the SCDOT's process for conducting progress meetings.

In preparation for the monthly meetings, ACS will provide updated status information for the previous month via

- a progress report, the content and organization of which have been agreed to by ACS and SCDOT project managers,

- an updated project schedule and

- a narrative describing work performed within that month, current critical path, any delays experienced and any potential delays.

Changes to the content and organization of this information may be required later to meet the demands of the project. ACS provides this information to SCDOT for the duration of the project.

Meeting minutes will be prepared by the meeting host and distributed to the participants. The content of these minutes will be reviewed and agreed upon by both organizations.

Documentation of verbal discussions and agreements, whether resulting from a formal meeting or otherwise, will be documented in a mutually agreed upon format. ACS will convene a meeting with the SCDOT for determining when documentation is appropriate and the mechanism for distribution. This document will be updated to reflect the results of that meeting.

3.5 Transition Approach

SCDOT has a working ACS system in place today that needs to be leveraged. The proposed approach provides the ability to minimize risks and costs. The transition plan minimizes disruption to operations at the plazas, maximizes existing investments, and minimizes risk from the transition. We will conduct the transition starting with the CSC and work up to the host and lane level, maintaining compatibility with ongoing operations at all times.

Systems development and testing work will be managed through ACS' Transportation Technology Center (TTC) in Germantown, MD. By organizing the systems development and testing into more manageable components, both SCDOT and ACS will be able to devote greater attention to evaluating and verifying functionality.

3.6 Testing Approach

ACS' testing methodology and extensive QA department helps to ensure system quality while achieving project deliverables and meeting customer business requirements. The Test Plan will cover all testing, from initial design and development through installation, and field testing. It will contain the general approach to conducting the test, identifying the test site, responsibilities, schedule of testing events, and processes for documenting and resolving issues, among other items. Since the information to be included is not dependent on the design, the plan can be defined prior to the conclusion of the design effort. The test scripts will address specific items identified in the design. The plan also delineates SCDOT's participation in the testing process.

ACS employs a large group of technical QA personnel at its Transportation Technology Center who have experience working on numerous ETC projects throughout the United States. These dedicated QA professionals have roles that span a variety of responsibilities. One of the many responsibilities of the QA personnel is developing comprehensive test scripts and plans. The test plan is an essential part of providing the customer with a roadmap for how tests will be performed and will highlight functional testing results.

Testing for SCDOT encompasses all subsystems, and the fully integrated system. As part of the test plan, the following detailed information will be provided:

- All test personnel responsibilities are clearly defined

- Test scripts and test scenarios are identified for all applicable software, hardware and integration test requirements

- An established process for documentation and resolution of noted discrepancies is in place

- Test data from the existing SCDOT toll collection system is acquired and available

- An audit process is identified and established to allow follow-up and verification for the successful resolution of test deficiencies

4. Project Schedules

As part of our regular monthly meetings, ACS will provide updated schedules to the SCDOT. These updates will be reviewed with SCDOT to ensure adherence to overall schedule commitments and objectives and will be provided in Microsoft Project 2003. Schedule submittals will include time-scaled diagrams, activity reports, and calendars. This information will be provided electronically as portable document format (PDF) files.

The philosophy behind the Transportation division of ACS Government Solutions Group's project planning and project control processes is for all functional managers and project managers to develop and maintain project schedules for their area of responsibility. This will be accomplished with assistance from project control. The project schedules will be used as a tool in the project management process for tracking progress, reporting to ACS management and the client, and for resource planning.

The purpose of project control is to generate corrective actions to keep the project on schedule even when the inevitable or unexpected occurs. This helps maintain realistic goals, keeps plans current, and on course.

Tracking is the process of measuring the status of a project and comparing it to the plan to identify variances and take corrective actions. The tracking process is essentially a feedback loop repeated over the course of a project, allowing you to control and monitor progress and cost.

The elements of the tracking lifecycle and their description follow:

Monitor Project Progress - Record and report project status information at periodic meetings attended by key project participants. The information normally includes:

- Status of tasks (not started, started, completed)

- Status of important milestones

- Progress (percentage complete or estimate to complete)

- Actual start and end dates

Status information will be documented and summarized into action items in an action log or added directly to the project plan.

Analyze Variances - After recording status information, analyze the impact of any deviations on the project schedule. In particular, look for:

- Slippage of tasks on the critical path or just off the critical path

- Critically late tasks

- Resource over-commitments

- Too many tasks started but too few completed

- Tasks with revised resource usage exceeding plan

- Baseline variance - slippage of tasks from saved baselines

- Revise/Re-plan the project. After variance analysis, corrective actions are taken for the remainder of the project by updating the plan.

  o Either revise the plan; make relatively minor corrections to the plan, but keep the major milestone dates, resource usage, and cost within the original limits; or re-plan the balance of the project.

    - Add resources or extend work hours

    - Make adjustments to the remaining scope of work

    - Mutually agree to reconfigure the plan

    - Increase productivity by eliminating bottle necks that were not apparent at the beginning of the project

Particular attention is paid to the critical path in a schedule. The critical path is the longest sequence of tasks through the project with no slack. The tasks on the critical path are not necessarily more important or more difficult than other project activities, but the lack of slack means that slippage on any of these tasks could delay project completion. Close attention must therefore be paid to delay to tasks on the critical path, and mitigating actions are instituted immediately.

The summary and detailed project schedules are submitted under separate cover.

5. Design and Development of System Architecture and Software

5.1 Design and Design Reviews

ACS will conduct internal design reviews for the CSC and Violations Processing System (VPS) Application. Design reviews will focus on particular elements involved in the specific phase, and will provide ideal checkpoints at which time ACS can validate its understanding of the SCDOT's requirements and communicate to the SCDOT the current direction of the system development process.

5.1.1 CSC and Violations Processing System (VPS) Application

ACS intends to deploy the upgraded version of Vector, along with upgraded hardware, operating system, and database platforms. The CSC system will be tightly integrated with the violation processing system as it is today. The system is being enhanced with self-service web and IVR capabilities, violations processing, violations noticing, and violations payment collections.

6. Change Control System

As stated earlier in this document, ACS will work closely with the SCDOT to identify new system needs and solve system issues. ACS will assist in the definition and clarification of business rules, or functionality changes, directly with the customer. A business analyst will team with the project manager to assist with functional review, impact analysis, and documentation of any such changes to initiate the creation of a software CR, a requirements document or a change order.

While ACS project management addresses critical issues and other software enhancements via "point releases" this process is conducted during Operations & Management (O&M). Change requests initiated prior to the O&M phase could impact project milestones and require additional software development effort. In such cases, ACS will provide SCDOT with an estimate of effort required to implement the requested change and an impact analysis will be conducted.

7. Communications with SCDOT

The project communication we establish through reports and meetings supports a thorough management control process of careful planning, monitoring, and corrective action that keeps all project operations within established timeframes and performance standards. Regularly scheduled meetings are the most direct method to ensure that all project personnel receive clear assignments, learn about issues that impact their ability to perform effectively, and make progress according to established project schedules.

Since communication is especially important to project success, ACS will participate in monthly progress meetings with the SCDOT on the second Thursday of each month from November through May of the implementation phase. These meetings will also generate action item lists that identify problems, responsibility, and target dates for resolution. Each item will have a unique identifier. Items will be closed when mutually agreed upon by ACS and SCDOT. In addition to these meetings, ACS will provide SCDOT with regular, up-to-date project status reports.

In the table below, the ACS-only meetings are internal to assure that there is thorough planning, communication and oversight. Progress and issues are then communicated to SCDOT through the various joint meetings.

Table 7-1 Project Meetings and Status Reports

Action	Team	Weekly	Monthly	Annual
Informal discussions with team members	ACS	X		
Staff meetings with managers	ACS	X		
Internal Status Report	ACS	X		
Project Review meeting with team members	ACS		X	
Monthly Progress meeting	ACS/SCDOT		X	
Report to ACS management	ACS		X	

8. Quality Assurance Program

The ACS QA program is based on the application of validated and detailed quality assurance, reliability, test, and customer service plans. The integration of these plans will ensure a comprehensive quality baseline for the SCDOT project, including contract compliance and a system that meets or exceeds all requirements. Beginning with the earliest design / development phase of the program and continuing throughout its life cycle, quality will be designed and built into the system hardware, software, and services.

The function of the QA program will be to identify problems or discrepancies and resolve them before products are released to the SCDOT. The ACS QA approach is designed to:

- Assure quality throughout all phases of contract performance

- Validate all requirements throughout all phases of the project

- Identify and eliminate items that do not meet approved standards and specifications

- Control supplies and services to ensure conformance with contractual requirements

- Document quality program procedures, processes, and products

- Ensure program plans are consistent with the SCDOT's inspection requirements

- Implement appropriate plans and procedures for hardware and software inspection and testing

- Ensure hardware and software inspections and tests meet performance and test level requirements

- Include applicable procedures in the required testing sequence

- Accurately record test data

- Prevent and correct discrepancies in a timely manner

- Adhere to configuration control measures

- Properly maintain QA instructions and records Risk Management

9. Installation

The SCDOT's Work Area 2 project will involve the CSC and VPS module upgrade, migration into the shared TSC environment, and the CSC on-site PBX and IVR installation. Thus, deployment entails the actual installation of Vector 2.21, data migration to the TSC environment, and the CSC on-site installation of the PBX and IVR. Under ACS directed managers will provide installation oversight, execution of the implementation plan, and production testing and acceptance.

Appendix A – Acronym List

Acronyms	
Acronym	Definition
ACH	Automated Clearing House
ATP	Automatic Transaction Posting
AVC	Automatic Vehicle Classification
AVI	Automatic Vehicle Identification
BPO	Business Process Outsourced (Service)
BPS	Business Process (Outsourced) Service
CAMS	Customer Account Management System
CAN	Canada
CC	Credit Card
CIP	Cross Island Parkway
CLMM	Class Mismatch
CSC	Customer Service Center
CSR	Customer Service Representative
DIMS	Device Inventory Management Subsystem
DMV	Department of Motor Vehicles
ETC	Electronic Toll Collection
FPMS	Financial Processing Management Subsystem
FTP	File Transmission Protocol
GSC	Greenville Southern Connector
GUI	Graphical User Interface
ITOL	Image Toll (violation toll after image review)
IVR	Interactive Voice Response
LCMS	Lane Controller Management Subsystem
LPMS	Lane/Plaza Management Subsystem
MOMS	Maintenance On-Line Management System
MOU	Memorandum Of Understanding
PO	Purchase Order
POC	Point Of Contact
PPTL	Pre-Paid Toll Balance
RFI	Request for Information
RFP	Request for Proposal

Acronyms	
Acronym	Definition
RFQ	Request for Quote
SAMS	System Administration Management Subsystem
SOW	Statement of Work
TIMS	Transportation Information Management System
TOR	Transfer of Responsibility
TPMS	Transaction Processing Management Subsystem
TSC	Transportation Service Center
UI	(Windows) User Interface
VECTOR	Violation Enforcement Customer Service Toll Operations Reporting
VEMS	Violation Enforcement Management Subsystem
VES	Violation Enforcement System
VIP	Very Important Person
VTOL	Violation Toll
VRS	Voice Response System
ZIP	Zip Code

Contract Number: 07-S7442-A13264
Contract Title: CSC and VPS Software Program
Submittal Number: 07-S7422-SUB-004R2 Project Management Plan 20090529
Description/Title: **Project Management Plan Rev. 1.2**
Date of Submission: 2009-06-03

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
1.	TOC on	From the Table of Contents until the end of the document, the footer contains the legend "ACS ● Proprietary Data". Is this really appropriate for all these pages?	Document Updated	Only removed from Table of Contents, not any other pages. Not clear what / where "updates" are.	ACS' processes for implementation planning and processing are proprietary, as they are unique and confidential to our product and our business.

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
2.	1.1 Project Overview	First sentence appears to be missing the word "to", i.e., sentence should read: "The purpose of this document is <u>to</u> describe the…" Also, the project is *not* really about "…fulfilling the implementation of an Electronic Toll Collection (ETC) System…" There are already cash and ETC systems in place; this project is more about upgrading, operating and maintaining those systems, as well as the Customer Service Center and Violation Processing system and facility (as more accurately described in the SCDOT RFP and ACS proposal).	Document Updated Changed to highlight data migration and Vector upgrade	OK.	N/A
3.	1.1 Project Overview	In the ACS proposal, the S in SDLC refers to "System" or "Systems", not "Software". Also, the SDLC methodology material in the ACS proposal includes Deployment, Operations & Maintenance, and Disposition phases. The Project Management Plan (PMP) as submitted says the SDLC phases "…will	Document Updated Changed to updated with proposal SDLC phases.	Item 1: OK. Item 2: Not clear where these "updated" are.	N/A Section 1.1 had been rewritten to improve the clarity of the Project Overview description.

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
		flow into Deployment and Operations and Maintenance" but does not contain any information regarding these phases. Also, the critical aspect of transition is mentioned here, but it seems that perhaps there should be more regarding transition of the lanes, the plaza/host, and the CSC to the shared hosting solution. Is this PMP meant to be regarding only part, but not all, of the CIP project?	SCDOT to receive an PMP addendum for the Lane and Plaza/Host	Item 3: Has ACS provided the referenced Project Management Plan addendum for the Lane and Plaza/Host?	This addendum has not been submitted.
4.	1.1 Project Overview	Similar concern: last sentence says this document discusses only activities that occur in Phase I through Phase III. Why not Operations and Maintenance as well? Please explain Phase V	O&M is not a part of the implementation.	What documentation(s) will be provided for Project Management of the Operations and Maintenance? Also, there are references to O&M in Sections 2.4 and 2.4.5.	The Maintenance Plan includes this information. O&M reference removed from 2.4 and clarified in 2.4.5
5.	1.2 Project Goals	Last bullet under Deployment of Product Upgrade refers only to "Electronic imaging of incoming violations correspondence to improve customer service." Material regarding scanning in the proposal was not limited in this manner.	Document updated.	Deleted the word "violations" from the sentence. It now reads "Electronic imaging of incoming correspondences to improve customer service."	N/A

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
6.	1.3 Project Assumptions and Constraints	Is this material appropriate for the PMP? This was captured in more detail in the Record of Negotiation, which is a contract document. This should be deleted from the PMP.	This is a standard PMP document.	This material was captured in much more detail in the Record of Negotiation, which is a contract document. This section should be deleted from the PMP.	This section has been updated to reflect reference to the Record of Negotiation.
7.	2.1 Primary Project Responsibility 2.2 ACS Organization – Roles and Responsibilities	Underline missing from two bullets

First paragraph in 2.1 states the ACS Program Manager "…is assigned full responsibility for the management of this contract." However, this is not consistent with the Roles and Responsibilities outlined in 2.2. | Document Updated

Document Updated | Now cites ACS Vice President of Operations for East Coast Projects, Helen Barton, as assigned full responsibility for SCDOT's migration into the TSC, etc.

Figure 2-1 needs to be updated, as Jack Henneman is no longer with ACS. | N/A

Updated |
| 8. | 2.2.2 ACS Point of Contact Information | Appears there may be a period missing from KD's e-mail address. | Document Updated | OK. | N/A |
| 9. | 2.3 SCDOT Project Team | Missing information to be provided by SCDOT to ACS and PMP updated accordingly. | Have SCDOT data will update | Table 2-4 needs 4 more SCDOT phone numbers to be added. | ACS requests the SCDOT phone numbers to be added. |

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
10.	2.4 Management Principles	Last sentence missing the word "Project" "...and incorporate these in the management of the SCDOT "Project" which will focus on:" There are bullets regarding Quality Assurance, Problem Resolution and Security Management, but no further information regarding these activities elsewhere in the PMP (although there was material in the ACS proposal; see also later related comments).	Document Updated	Item 1: OK. Item 2: Did not address concerns re: Quality Assurance, Problem Resolution and/or Security Management.	Item 1: N/A Item 2: This section was rewritten for better readability and flow. QA, Problem Resolution, and Security Management are topics discussed in other documents such as the Test Plan and Security Backup and Disaster Recovery Plan.
11.	3.1 Project Management	The ACS proposal included information on their Project Management approach. This material is not included in the PMP. Also, reference is made here to the "Project Manager," while generally elsewhere throughout the PMP, references are to the "Program Manager." Can this be clarified?	This is in reference to the Technical Project Manager.	So the "ACS program manager" is the "Technical Project Manager"? For clarity, what is the name of this individual?	Program Manager is Anthony DePodesta; Technical Project Manager is Dayanand "KD" Kondabathini.
12.	3.5 Testing Approach	2nd bullet refers to test scripts and test scenarios, but does not indicate whether this material will be provided to SCDOT for review and approach in advance of the actual testing activities.	Test Scripts to-be delivered		

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
13.		The PMP material in the ACS proposal contained the following items in the Table of Contents that are not included with this PMP: • Progress Scheduling • General Contractor Coordination • Implementation Plan to include On-Site Installation • Testing – User Acceptance Testing Approval Plan	Updated Document and this is the Project Plan for Work Area 2.	Where / what are the referenced updates? Where /when will Work Area 1 and/or Work Area 3 PMP material be provided?	The information for Progress Scheduling is infused in section 2.5; Implementation Plan is infused in section 2.4.3; Testing is infused in section 2.4.4. When the proposal was written, ACS expected to use a general contractor; that did not happen and as such, the GC Coordination section is not relevant. The purpose of the PMP is to describe the significant features for SCDOT's migration into the shared TSC environment and the upgrade of the CSC and VPS modules. Therefore, a PMP only applies to Work Area 2.

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
14.	5.1.3 CSC	While the ACS proposal included information on the shared hosting approach, there seems to be no sense/indication of this in the PMP, only that "ACS intends to deploy the upgraded version of VECTOR..." Can there be something more added to the PMP so this (i.e., transitioning to a shared hosting platform) is more clear?	Updated document	Now referred to as Section 5.1.1. OK.	N/A
15.	6. Change Control System	2nd paragraph, last sentence. Can ACS confirm/clarify that SCDOT will receive documentation regarding Point Releases? Last paragraph refers to SCDOT's Project Manager where as the rest of the document refers to Program Manager, please have document changed for uniformity to Program Manager Also, the last paragraph refers to SCDOT's "Steering Committee" – SCDOT doesn't not have such a committee	This item is part of the O&M process, not the implementation. Removed steering committee	So then where/when will this "part of the O&M process" be documented and provided to SCDOT?	Point release documentation is provided at the time of each individual implementation.

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
16.	8. Quality Program	As part of the Quality Assurance (QA) section of the Project Management Plan section of the ACS proposal, it states the "…existing CIP QA plan will be updated for SCDOT following contract award." No mention is made in this PMP submittal of ACS updating the QA plan. Can this be material be added?	Work Area 2 Test Plan provided.	To be reviewed.	N/A
17.	Installation	The PMP ends with installation and Field Checkout Testing (FCOT) only, and does not contain information about commissioning, acceptance testing, end to end testing, and more. Why does it end here?	This will be discussed in the Work Area 1 PMP addendum.		
18.	Testing	The ACS proposal contained more information on testing than is contained in the PMP as submitted. Can this be addressed?	Can work Area 1 and 2 Test plan address testing?		
19.	Risk Management, Risk Assessment and Risk Control	The ACS proposal contained information on these aspects of Project Management (referred to as "Issue Management"), but the PMP as submitted does not. Can this material be added?	Document Updated		

No.	Section	Comment on Rev. 1.0	ACS Response	Comments on Rev.1.2	ACS Response
20.	Documentation and Record Keeping	The ACS proposal contained information on this aspect of Project Management, but the PMP does not. Can this material be added?	Will Update Document		
21.	Customer Installation Acceptance	The ACS proposal contained information on this aspect of Project Management, but the PMP does not. Can this material be added?	This will be discussed in the Work Area 1 PMP addendum.		