

NEW MEXICO

**PUBLIC EDUCATION DEPARTMENT,
HIGHER EDUCATION DEPARTMENT,
CHILDREN YOUTH & FAMILIES DEPARTMENT,
& DEPARTMENT OF WORKFORCE SOLUTIONS**

**NEW MEXICO ACHIEVING COLLABORATIVE
HEIGHTS IN EDUCATION VIA E-SYSTEMS**

(NM-ACHIEVES)

PROJECT CHARTER

EXECUTIVE SPONSORS: SECRETARIES SUSANNA MURPHY & VIOLA FLOREZ

BUSINESS OWNERS: DR SHEILA HYDE

PROJECT MANAGER: JOEL NUDI

ORIGINAL PLAN DATE: DECEMBER 29, 2009

REVISED PLAN DATE: JULY 12, 2010

TABLE OF CONTENTS

PROJECT CHARTER	1
TABLE OF CONTENTS.....	I
REVISION HISTORY.....	II
1. PROJECT BACKGROUND	1
1.1 EXECUTIVE SUMMARY - RATIONALE FOR THE PROJECT.....	1
1.2 SUMMARY OF THE FOUNDATION PLANNING AND DOCUMENTATION FOR THE PROJECT.....	1
1.3 PROJECT CERTIFICATION REQUIREMENTS	2
2.0 JUSTIFICATION, OBJECTIVES AND IMPACTS.....	3
2.1 AGENCY JUSTIFICATION	3
2.2 BUSINESS OBJECTIVES.....	4
2.3 TECHNICAL OBJECTIVES	5
2.4 IMPACT ON ORGANIZATION.....	5
2.5 TRANSITION TO OPERATIONS.....	6
3.0 PROJECT/PRODUCT SCOPE OF WORK	6
3.1 DELIVERABLES	7
3.2 SUCCESS AND QUALITY METRICS	9
4.0 SCHEDULE ESTIMATE	9
5.0 BUDGET ESTIMATE.....	10
5.1 FUNDING SOURCE(S)	10
5.2. BUDGET BY MAJOR DELIVERABLE OR TYPE OF EXPENSE -	10
5.3 BUDGET BY PROJECT PHASE OR CERTIFICATION PHASE.....	10
6.0 PROJECT AUTHORITY AND ORGANIZATIONAL STRUCTURE	10
6.1 STAKEHOLDERS	10
6.2 PROJECT GOVERNANCE PLAN	12
6.3 PROJECT MANAGER.....	12
6.4 PROJECT TEAM ROLES AND RESPONSIBILITIES.....	12
6.5 PROJECT MANAGEMENT METHODOLOGY	13
7.0 CONSTRAINTS	14
8.0 DEPENDENCIES.....	14
9.0 ASSUMPTIONS	14
10.0 SIGNIFICANT RISKS AND MITIGATION STRATEGY	15
11.0 COMMUNICATION PLAN FOR EXECUTIVE REPORTING	16
12.0 INDEPENDENT VERIFICATION AND VALIDATION - IV&V	17
THE SPECIFIC DELIVERABLES UNDER THESE ACTIVITIES WILL BE DEFINED DURING THE INITIATION PHASE OF THE PROJECT.13.0 PROJECT CHARTER AGENCY APPROVAL SIGNATURES.....	18
13.0 PROJECT CHARTER AGENCY APPROVAL SIGNATURES.....	19
14.0 PROJECT CHARTER CERTIFICATION APPROVAL SIGNATURE	19

Revision History

REVISION NUMBER	DATE	COMMENT
1.1	December 29, 2009	Initial Nm-ACHIEVeS Charter
1.2	January 22, 2010	Reviewed and updated Charter
1.3	July 12	Reviewed and updated Charter to reflect new leadership at PED

DRAFT

1. PROJECT BACKGROUND

1.1 EXECUTIVE SUMMARY - RATIONALE FOR THE PROJECT

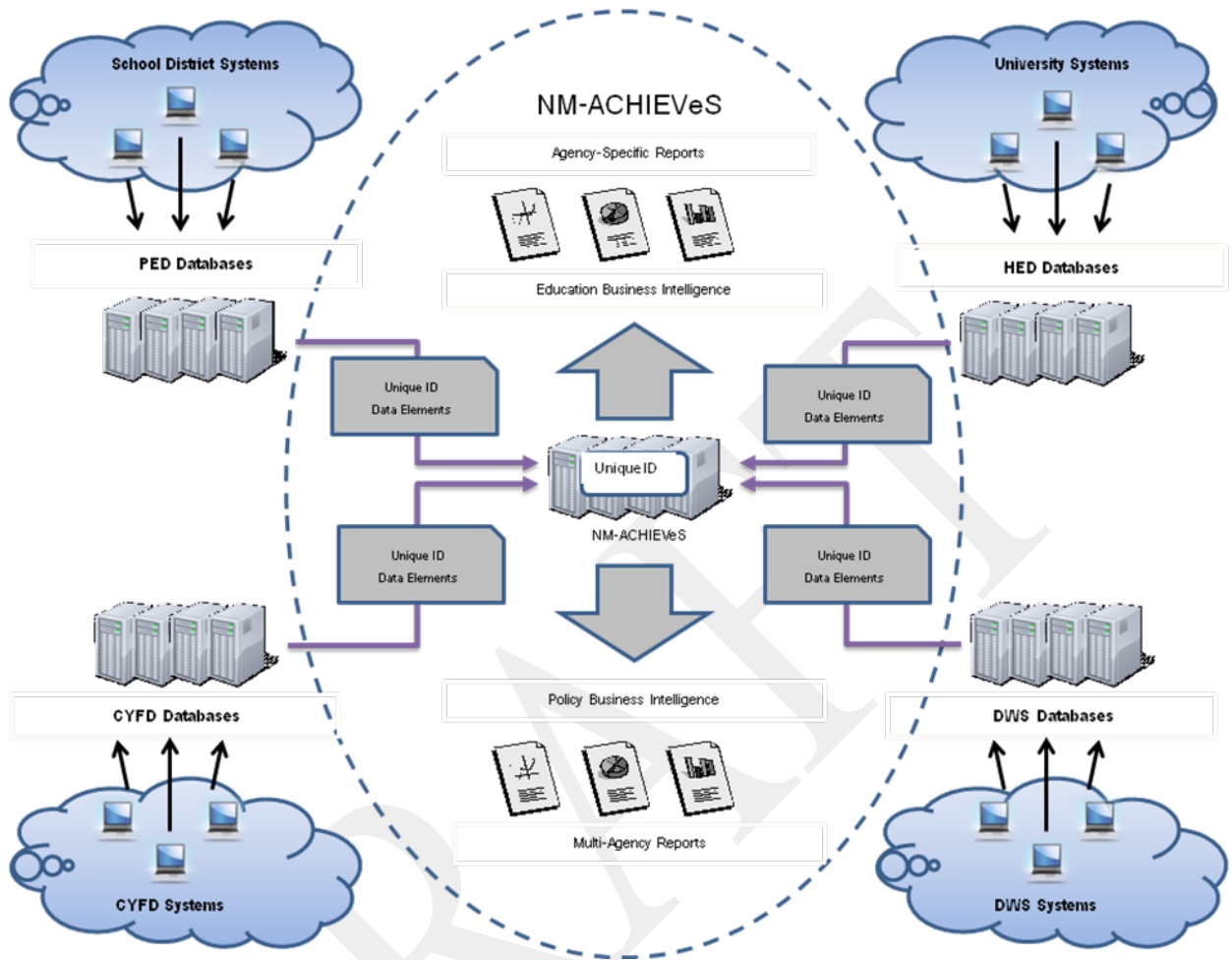
As outlined below, New Mexico currently has a series of agency-specific data systems, which collect information from constituent groups (including pre-schools, schools, universities and workforce centers), but do not easily or adequately merge the data. Despite this, New Mexico has made important progress in education reform, although significant challenges remain in improving student success from early childhood through public education and on into higher education and the workforce. This is why a Statewide Longitudinal Data System (SLDS) is crucial. First, teachers need to have timely and usable data in order to target instruction to effectively meet the needs of diverse students. Second, principals need data on their teachers' efficiency to make sure the most effective teachers work with the students who need them most, and can provide the kinds of professional development that will strengthen schools. Third, superintendents need data on how schools are performing to provide the kinds of interventions that will make a difference for those schools in need of improvement. Fourth, faculty and administrators in colleges and universities need information on college student performance to work collaboratively with Local Education Agencies (LEAs) and Institutions of Higher Education (IHEs) to ensure more students are successful. Fifth, state-level policy makers need information on how students throughout the P-20 and workforce systems meet critical academic, social and career goals to inform effective policy implementation and resource deployment.

Clearly, fundamental educational challenges remain in the state, including how to address critical achievement gaps and how to track and demonstrate whether and how reforms and policies are making a difference. With assistance from the federal Institute of Education Sciences grant being applied for to develop a statewide longitudinal data system, these challenges can be addressed, corrected and overcome. In order to ensure educators and policy makers have these kinds of data, the state is proposing the development and implementation of the New Mexico Achieving Collaborative Heights in Education Via e-Systems (NM-ACHIEVeS).

1.2 SUMMARY OF THE FOUNDATION PLANNING AND DOCUMENTATION FOR THE PROJECT

NM -ACHIEVeS will consolidate portions of this data into a common data collecting and reporting system. To accomplish this, New Mexico needs to update or replace data collection systems at the agencies, link these systems through a common, unique identifier using XML and NCEES standards as appropriate, and amass relevant data elements into one data warehouse. A high-level illustration of this system is provided below, with the NM-ACHIEVeS system shown in the dotted oval.

Illustration 1 - High-level illustration of NM-ACHIEVeS



NM-ACHIEVeS will gather information from a variety of agency data sources and, using the Unique ID, promote informed discussion and enable action using reporting and other business intelligence tools.

1.3 PROJECT CERTIFICATION REQUIREMENTS

Does the project fit into the criteria for certification? Which and how?

CRITERIA	YES/NO	EXPLANATION
Project is mission critical to the agency	Yes	The proposed system will enable both standardized and ad-hoc reporting capabilities to address transparency and accountability. Further, NM-ACHIEVeS will inform policy based on reliable, appropriate data and practice for continuous improvement of student achievement. These reports will, among other things, provide the basis for new legislation, new and

		enhanced teaching practices and other reforms.
Project cost is equal to or in excess of \$100,000.00	Yes	Total project cost equals \$19,997,450
Project impacts customer on-line access	Yes	NM-ACHIEVeS will address current state needs by putting business intelligence tools at the fingertips of students, educators, administrators, and the workforce in order to make better informed decisions about educational best practices, students' early career planning, school personnel/teacher development and workforce evaluation.
Project is one deemed appropriate by the Secretary of the DoIT	Yes	The Secretary of the DoIT was a reviewer of the grant request and authored a letter of support.
Will an IT Architecture Review be required?	Yes	The DoIT will be involved in the system design.

2.0 JUSTIFICATION, OBJECTIVES AND IMPACTS

2.1 AGENCY JUSTIFICATION

IDENTIFY AGENCY MISSION, PERFORMANCE MEASURE OR STRATEGIC GOALS TO BE ADDRESSED THROUGH THIS PROJECT

NUMBER	DESCRIPTION
1)	<p>New Mexico is building a decision-making culture centered on research, access to information and transparency. To accelerate this, NM-ACHIEVeS will collect essential data elements from the state's PreK, K-12, postsecondary and workforce databases to create a complete SLDS. This will enable New Mexico to expand understanding of data relationships, report on information such as student progress and outcomes, and enhance the services delivered to customers.</p> <p>Therefore, New Mexico's goal is to complete development and ensure appropriate use of a P-20 longitudinal data system to improve policy and instruction for students and the workforce. To accomplish this, NM-ACHIEVeS will:</p> <ol style="list-style-type: none"> 1. Improve data quality and consistency;

NUMBER	DESCRIPTION
	<ol style="list-style-type: none"> 2. Improve data access; 3. Expand and enhance data reporting; 4. Ensure appropriate user roles, security and access; and 5. Expand statewide training for data use to support instruction and policy.

2.2 BUSINESS OBJECTIVES

USE THE FOLLOWING TABLE TO LIST MEASURABLE BUSINESS OBJECTIVES

NUMBER	DESCRIPTION
BUSINESS OBJECTIVE 1	<ul style="list-style-type: none"> • Provide connectivity between systems and stakeholder access so data elements become meaningful and work for New Mexico.
BUSINESS OBJECTIVE 2	<ul style="list-style-type: none"> • Link data across the P-20 education pipeline to ensure data can be accessed, analyzed, and communicated to all stakeholders to promote continuous improvement.
BUSINESS OBJECTIVE 3	<ul style="list-style-type: none"> • Replace higher education modules to be compatible with PreK-12 system as necessary to collect data to facilitate addressing killer questions and other policy/education issues.
BUSINESS OBJECTIVE 4	<ul style="list-style-type: none"> • Personnel contracted for system installation will train State personnel to maintain NM-ACHIEVeS after the installation period, building capacity and sustainability within the state
BUSINESS OBJECTIVE 5	<ul style="list-style-type: none"> • Convert agency data from multiple sources (including PED, HED, CYFD & DWS) adhering to the statewide consolidation of information technology systems
BUSINESS OBJECTIVE 6	<ul style="list-style-type: none"> • Produce and disseminate required reports (Data validation reports, Student progress and achievement reports, Teacher education data reports, Student movement reports) to stakeholders
BUSINESS OBJECTIVE 7	<ul style="list-style-type: none"> • Adequately staff NM agency IT departments to support this work, including development of dedicated Help Desk staff and NM-ACHIEVeS Data Coordinators
BUSINESS OBJECTIVE 8	<ul style="list-style-type: none"> • Develop statewide data entry professional development, end-user training and professional development curricula,

NUMBER	DESCRIPTION
	including Data entry training delivered through IDEAL-NM, Canned report end user training delivered through IDEAL-NM, Researcher (institutional researcher, legislative and education quality personnel) training through IHEs, and Training and Technical Assistance.
BUSINESS OBJECTIVE 9	<ul style="list-style-type: none"> Complete a data dictionary for the entire system to ensure consistent data entry and to ensure end users understand the data elements and connections between elements as used in NM-ACHIEVeS.
BUSINESS OBJECTIVE 10	<ul style="list-style-type: none"> Provide tools to create a 'connected learning community', an engaged and flourishing community across all stakeholders

2.3 TECHNICAL OBJECTIVES

NUMBER	DESCRIPTION
TECHNICAL OBJECTIVE 1	<ul style="list-style-type: none"> Capitalizes/Builds on existing technologies and assets
TECHNICAL OBJECTIVE 2	<ul style="list-style-type: none"> Extends technology beyond individual agencies
TECHNICAL OBJECTIVE 3	<ul style="list-style-type: none"> Create and maintain data integrity and redundancy
TECHNICAL OBJECTIVE 4	<ul style="list-style-type: none"> Develop usable and reliable data cubes
TECHNICAL OBJECTIVE 5	<ul style="list-style-type: none"> Enable multiple layers of user security

2.4 IMPACT ON ORGANIZATION

AREA	DESCRIPTION
END USER	Additional Tools and Training will enable End Users to more easily access and apply data-supported decision making.
BUSINESS PROCESSES	This Project will improve New Mexico's business processes, reengineering, and data quality.
IT OPERATIONS AND STAFFING	Additional tools, training, and support will allow New Mexico to continue to improve the range of services they provide to end users while developing in-house technical skills required for agency and division self-sufficiency.

2.5 TRANSITION TO OPERATIONS

AREA	DESCRIPTION
PRELIMINARY OPERATIONS LOCATION AND STAFFING PLANS	State resources will lead and execute the primary build and rollout tasks of the project, in a phased approach. This strategy will be augmented by external development resources to coach and support New Mexico staff in the development of NM-ACHIEVeS. The location of the development and production environments will be determined by DoIT.
DATA SECURITY, BUSINESS CONTINUITY	The grant request has identified several security requirements to comply with privacy and confidentiality, specifically with HIPAA, FERPA, CPSIA, JCAHO or other relevant confidentiality regulations. SharePoint security specialists will be hired to consult with State staff, to ensure proper security is developed and protocols are followed.
MAINTENANCE STRATEGY	NM-ACHIEVeS will be maintained internally, by DoIT staff, using its resources initially funded by the project. It will be hosted at the DoIT hosting facility with all backup and disaster recovery addressed by DoIT.
INTEROPERABILITY	NM-ACHIEVeS will receive data from a variety of sources. Utilizing existing web based technologies NM-ACHIEVeS will ensure the interoperability between the myriad of sources.
RECORD RETENTION	NM-ACHIEVeS will provide a storage place for longitudinal data. As more data becomes available for analysis, and report needs evolve, a detailed retention policy will be developed based on the needs of all constituents and consistent with New Mexico and federal procedures currently in place.
CONSOLIDATION STRATEGY	In support of the state's direction to consolidate internally, DoIT will be responsible for the development and maintenance of the NM-ACHIEVeS.

3.0 PROJECT/PRODUCT SCOPE OF WORK

In its efforts to move from the high level business objectives to the desired end product/service the project team will need to deliver specific documents or work products. The State of New Mexico Project Management Methodology distinguishes between the project and the product.

Project Deliverables relate to how we conduct the business of the project. Product Deliverables relate to how we define what the end result or product will be. We track our stakeholder

requirements through to product acceptance, and trace our end product results back to our initial requirements.

3.1 DELIVERABLES

3.1.1 PROJECT DELIVERABLES

This initial list of project deliverables are those called for by the IT Certification Process and Project Oversight memorandum, but does not exhaust the project deliverable documents.

<p>Project Charter</p>	<p>The Project Charter for Certification sets the overall scope for the project, the governance structure, and when signed, is considered permission to proceed with the project. The Certification is used to provide the Project Certification Committee with adequate knowledge of the project and it is planning to certify the project initiation.</p>
<p>Certification Form</p>	<p>The Request for Certification and Release of Funds form is submitted when a project goes for any of the certification phases. It deals with the financial aspects of the project, as well as other topics that indicate the level of planning that has gone into the project. Many of the questions have been incorporated into the preparation of the project charter</p>
<p>Project Management Plan</p>	<p>“Project Management Plan” is a formal document approved by the executive sponsor and the Department and developed in the plan used to manage project execution, control, and close. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among stakeholders, and document approved scope, cost and schedule baselines.</p>
<p>IV&V Contract & Reports</p>	<p>“Independent Verification and Validation (IV&V)” means the process of evaluating a project to determine compliance with specified requirements and the process of determining whether the products of a given development phase fulfill the requirements established during the previous stage, both of which are performed by an organization independent of the lead agency. IV&V provides assessment reporting at pre-defined checkpoints.</p>
<p>IT Service Contracts</p>	<p>The Department of Information Technology and the State Purchasing Division of General Services have established a template for all IT related contracts.</p>

Risk Assessment and management	The DoIT Initial PROJECT RISK ASSESSMENT template which is meant to fulfill the following requirement: “Prepare a written risk assessment report at the inception of a project and at end of each product development lifecycle phase or more frequently for large high-risk projects. Each risk assessment shall be included as a project activity in project schedule.”
Project Schedule	A tool used to indicate the planned dates, dependencies, and assigned resources for performing activities and for meeting milestones. The defacto standard is Microsoft Project
Monthly Project Status Reports to DoIT	PED will provide project status reports that require Department oversight. The lead agency project manager shall submit an agency approved project status report on a monthly basis to the Department.
Project Closeout Report	This is the Template used to request that the project be officially closed. Note that project closure is the last phase of the certification process.

3.1.2 PRODUCT DELIVERABLES

The product deliverable documents listed here is a preliminary set of deliverables to be used for initiation purposes only. Additional deliverables and details will be developed during the Planning Phase.

Functional Specification	Description – NM-ACHIEVeS functional specifications will be developed through meetings with respective individuals and groups who have a vested interest in the SLDS. This document will be updated to reflect any new strategy/direction.
Technical Specification	Description – State staff and project consultants will develop technical specifications. This document will be updated to reflect any new functional specifications.
NM-ACHIEVeS Proof of Concept	Description – Based on the set of specifications, the NM-ACHIEVeS Proof of Concept will be created, demonstrated and approved by key users and decision makers.

NM-ACHIEVeS Operational System	Description – Based on Approval of the NM-ACHIEVeS Proof of Concept, the NM-ACHIEVeS Operational System will be fully developed, tested, and rolled-out to designated users.
System and Acceptance Testing	Description – Once built, the NM-ACHIEVeS must be fully tested. This deliverable will document the testing and Acceptance Criteria and will validate that the development meets these criteria.
Operations Requirements	Description – Once operational, the NM-ACHIEVeS must be implemented for all end users. This deliverable will document the roll-out, training, and operational support requirements of the NM-ACHIEVeS.

3.2 SUCCESS AND QUALITY METRICS

Metrics are key to understanding the ability of the project to meet the end goals of the Executive Sponsor and the Business Owner, as well as the ability of the project team to stay within schedule and budget.

NUMBER	DESCRIPTION
QUALITY METRICS 1	Performance to Schedule
QUALITY METRICS 2	Performance to Budget
QUALITY METRICS 3	Quality of Deliverables

4.0 SCHEDULE ESTIMATE

Task	Jan. 2010	July 2010	Jan. 2011	July 2011	Jan. 2012	July 2012	Jan. 2013	July 2013
Project Certification								
Define Requirements								
Contract Approval								
Build Proof of Concept								
Build Applications								
Soft Rollout – Testing								
Develop Training Plan								

Train								
Rollout								

5.0 BUDGET ESTIMATE

5.1 FUNDING SOURCE(S)

SOURCE	AMOUNT	ASSOCIATED RESTRICTIONS
US Dept of Ed	\$227,400	College Access Challenge Grant
ARRA Stimulus	\$111,000	Graduate New Mexico Stimulus Funds
PED/HED/DWS	\$1,000,000	Staffing and other costs
To Be Determined	\$10,000,000	Sources unknown at present

5.2. BUDGET BY MAJOR DELIVERABLE OR TYPE OF EXPENSE -

ITEM	YEAR 1	YEAR 2	YEAR 3	TOTAL
NM-ACHIEVeS System	\$ 150,000	\$150,000	\$ 2,700,000	\$3,000,000
NM-ACHIEVeS Data	\$0	\$169,200	\$ 2,000,000	\$ 2,169,200
NM-ACHIEVeS Reporting	\$0	\$169,200	\$ 2,000,000	\$ 2,169,200
eTranscript System	\$0	\$0	\$ 400,000	\$ 400,000
Centralized Student Information System	\$0	\$0	\$ 3,600,000	\$ 3,600,000

5.3 BUDGET BY PROJECT PHASE OR CERTIFICATION PHASE

6.0 PROJECT AUTHORITY AND ORGANIZATIONAL STRUCTURE

6.1 STAKEHOLDERS

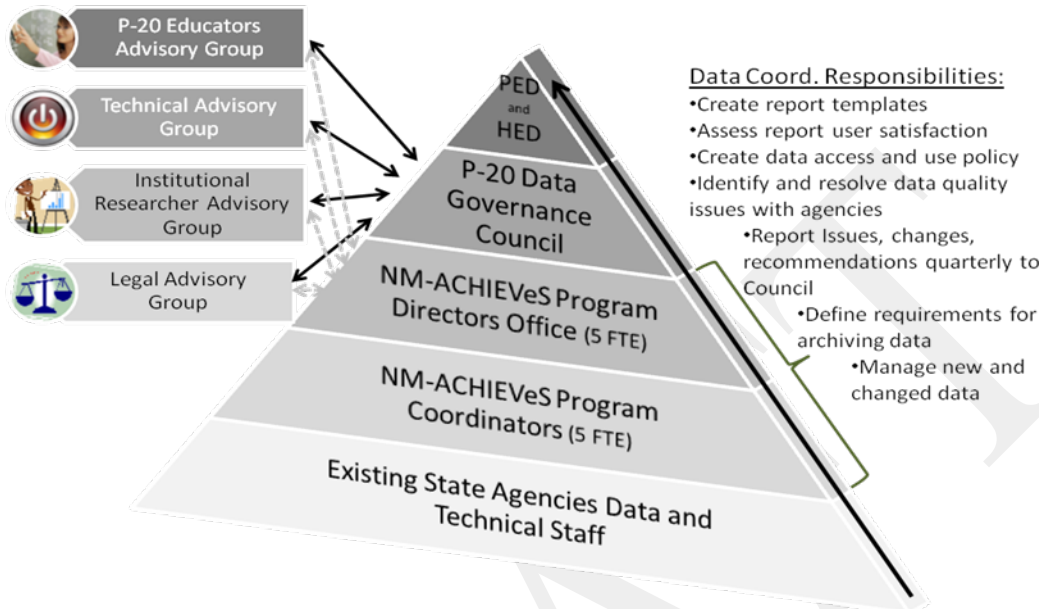
Stakeholders should be a mix of agency management and end users who are impacted positively or negatively by the project.

NAME	STAKE IN PROJECT	ORGANIZATION	TITLE

NAME	STAKE IN PROJECT	ORGANIZATION	TITLE
Viola Florez	Sponsor	NMHED	Secretary
Susanna Murphy	Sponsor	NMPED	Secretary
Sheila Hyde	User/Oversight	NMPED	Deputy Secretary
Yash Morimoto	User/Oversight	NMHED	Director
Joel Nudi	Project Manager	NMPED	IT Project Manager
Tom Dauphinee	User/Oversight	NMPED	Agency Director
Steve Oizumi	User/Oversight	NMHED	Agency Director
Suzan Reagan	User/Oversight	NMDWS	Agency Director
Julienne Smrcka	User/Oversight	NMCYFD	Agency Director
Frances Ramirez-Maestas	Oversight	LESC	Executive Director
Peter Winograd	User	NMGO	Education Policy
Scott Hughes	User	OEA	Director
Mike Baca	Observer	DoIT	DoIT Consultant

6.2 PROJECT GOVERNANCE PLAN

NM-ACHIEVeS Data Governance Structure



The PED and HED secretaries, working with the DGC and program director, will be responsible for the project’s success. The program director will report directly to the DGC co-Chairs and will be responsible for the successful implementation of NM-ACHIEVeS. The data coordinators will be responsible for coordinating the development of the system initially and will, as the main system is completed and ancillary data and reporting projects are developed, become the coordinators of data needs for and between agencies. The advisory groups will offer non-partisan advice to the DWC and to the data coordinator director. Specific duties and responsibilities of the advisory groups will be developed prior to the start of the project.

6.3 PROJECT MANAGER

6.3.1 PROJECT MANAGER CONTACT INFORMATION

NAME	ORGANIZATION	PHONE #(S)	EMAIL
JOEL NUDI	NMPED IT	827-4179	JOEL.NUDI@STATE.NM.US

6.3.2 PROJECT MANAGER BACKGROUND

Mr. Nudi is the current IT Projects Manager for NMPED. He was the Project Manager to complete the initiation and planning certification phases and will remain the project manager for the implementation and roll-out phases of the project.

6.4 PROJECT TEAM ROLES AND RESPONSIBILITIES

The State’s Project Sponsor (PS)

The State's Project Sponsor's role is to provide project oversight, vision/direction, commit resources, resolve issues/problems, provide strategic direction and policy approvals where required. The Project Sponsors will champion the project within the organization and work to bring overall success to the project.

NM-ACHIEVES Project Executive Steering Committee (EC)

The Executive Steering Committee is a representation from key stakeholders. Their role is to provide overall project direction, make key project decisions, grant final approval of business policies, and accept and approve project objectives in strategic plan.

NM-ACHIEVES Project Director

The Project Director is a member of the Executive Steering Committee. His/her role will be to advise the Executive Steering Committee and to execute the directives of the Executive Steering Committee.

NM-ACHIEVES Project Manager

The Project Manager's role is to provide leadership and management necessary to achieve the project's success. The Project Manager is responsible for hands-on project leadership and will direct team activities.

Content Advisors

Content Advisors are resources whose primary responsibilities are to assist Project management in the identification and evaluation of process impact(s) to PED operations. They are responsible for the identification of industry best practices and core processes.

NM-ACHIEVES Developers

The NM-ACHIEVES Developers are responsible for the development activities and integrating the functional requirements into the NM-ACHIEVES. They will report to the Project Manager and are responsible for the coordination of the over-all management of the project activities as they relate to their individual core processes.

Subject Matter Experts

The State's Subject Matter Experts role will be to provide cross-organizational support to the Project's Developers in support of their organizational functionality. These activities will include workshops, interviews and data gathering based on assignment.

External Consultants

External Consultants supporting the project are chartered to provide recommendations and direction for the execution of day-to-day activities. They are responsible for methodology, industry expertise, coaching, and process-oriented expertise. They will be used as required.

6.5 PROJECT MANAGEMENT METHODOLOGY

This Project will follow the Solution Development Life Cycle (SDLC) with plan, define, design, build, and close activities. The detailed methodology the Nm-ACHIEVeS project will follow will be detailed during the Planning Phase of the Project.

7.0 CONSTRAINTS

NUMBER	DESCRIPTION
NM-ACHIEVES – C01	Decisions not made in timely manner.
NM-ACHIEVES – C02	Funding limited to \$11,338,400
NM-ACHIEVES – C03	Staff participation.
NM-ACHIEVES – C04	Qualified staffing to perform project tasks.

8.0 DEPENDENCIES

NUMBER	DESCRIPTION	TYPE M,D,E
NM-ACHIEVES - D01	Periodic PCC reviews.	M
NM-ACHIEVES - D02	Periodic IV&V reviews.	M
NM-ACHIEVES - D03	Periodic Funding Requests.	M
NM-ACHIEVES - D04	Districts, schools, students participate and buy in to the objectives of the NM-ACHIEVES project.	E
NM-ACHIEVES - D05	Consulting Partner fulfills all project tasks and deliverables on time.	E

9.0 ASSUMPTIONS

NUMBER	TITLE	DESCRIPTION
NM-ACHIEVES – AS1	Project buy-in	Stakeholder participation and buy-in.
NM-ACHIEVES – AS2	Availability	Project leadership will have adequate time for project planning activities.

NUMBER	TITLE	DESCRIPTION
NM-ACHIEVES – AS3	Decision Making	Stakeholders will make decisions in a timely manner to support the project schedule.
NM-ACHIEVES – AS4	Collaboration.	Individuals with different requirements and perspectives will work together to design an overall plan for improving the management of data and information for the State.
NM-ACHIEVES – AS5	Team Participation.	Project Team members will be assigned and allowed to spend the proper amount of their time to complete their assigned tasks within a reasonable timeframe.
ESMS– AS6	Developers	Designated developers have the required knowledge and skill set necessary to design, build and test the ESMS. If not, supplemental resources will be obtained, not to do the work, but to train and coach the developers.
NM-ACHIEVES – AS7	Staffing	The oversight of the department’s data management and governance process will require staff with the proper skills in order to succeed. This staff will be defined by this project and hired and/or assigned.
NM-ACHIEVES – AS8	Scope of Project	The scope of this project, especially as regards to the content required by each user, will initially be limited to the data that is either collected via STARS, HED or reported externally from the department or otherwise needed for operations. While users will be encouraged to use the NM-ACHIEVES resulting from this effort, the scope does not include customizing such tools for individual district use.

10.0 SIGNIFICANT RISKS AND MITIGATION STRATEGY

Risk 1

Description – Technical Expertise and availability of internal resources.	Probability: Medium	Impact : High
	Mitigation Strategy: Limited members of state staff have experience in MS SharePoint and Reporting Services and will be committed to this development effort fulltime. Additional training and coaching will be supplied as needed.	
	Contingency Plan: Additional MOSS resources will be identified and be available if required.	

Risk 2

Description – Multi-Agency Decision Making	Probability: Medium	Impact: High
	Mitigation Strategy: implement governance plan with impasses being elevated to Data Governance Council.	
	Contingency Plan: Elevate issues to Governors Office.	

Additional risks will be identified during the Planning Phase.

11.0 COMMUNICATION PLAN FOR EXECUTIVE REPORTING

The need for close coordination and communication with the project team, executive sponsors, and stakeholders is recognized as a vital part of this project. Communication plays an essential role in organizational change success. During times of change, communication is especially critical.

The following Communication Plan describes how specific aspects of the NM-ACHIEVES Project will be communicated to affected audience groups. The plan also provides specific strategies to introduce personnel to the changes they will be experiencing by providing timely and comprehensive information delivery. Clear, planned, and regular communication of information throughout the project is required to ensure effective management of project resources.

The project manager will serve as the hub for all formal project communication (scope, time, and budget) and for all official project deliverables. It will be the responsibility of the project manager to distribute all communications to the appropriate personnel. This does not imply that all communication goes through the project manager and teams cannot work together. It is to serve as a matrix for all official project communication.

A primary objective will be the continual communication of project status and progress with major stakeholders and the DoIT. Direct communications with the DoIT will include:

- Monthly communications of project status based on the DoIT Project review forms.
- Consultation on technical architecture and requirements.
- Direct IV&V reviews.

11.1 AUDIENCE

- Project Management must report to multiple layers of management.
- The project team involves a large number of functional and technical personnel.
- The application and the re-engineered processes and procedures will result in new roles and responsibilities for affected personnel.
- A large number of state and district users will be affected by the new systems and business processes.

11.2 OBJECTIVES

- Provide frequent, credible, information that enables the awareness of the NM-ACHIEVES Project.

- Enable buy-in, ownership, and participation of organizational stakeholders.
- Assure that all stakeholders receive the appropriate level of timely communication that is most meaningful to them.
- Carefully craft and communicate change messages, making sure that all messages are aligned and appropriately targeted to each audience.
- Create ongoing, open, honest, feedback loops with key stakeholder groups.
- Establish a communication infrastructure.

12.0 INDEPENDENT VERIFICATION AND VALIDATION - IV&V

The NM-ACHIEVeS Project introduces a new development effort associated with the state's data warehouses. We realize the value that an independent view point brings to execution and will use the IV&V Vendor to periodically review the development of the system.

The NM-ACHIEVeS Program Director and team shall prepare written project reports and presentations to the PCC and Data Warehouse Council at major project milestones; prepare and maintain project status reports, issue and risk logs. These efforts will involve independent verification and validation reports to the PCC and other actions to manage the project

1. The IV&V provider shall first develop an IV&V Management Plan. This plan shall describe the activities, vendor personnel, project schedule, standards, and methodology for conducting the IV&V reviews. This deliverable due date should occur within 10-15 days following the execution of the contract.
2. Following acceptance of the IV&V Project Management Plan, the IV&V contractor shall conduct an initial review of the activities required of the project and the effectiveness of the NM-ACHIEVeS Program Director.
3. Following acceptance of the initial review of the activities required, the contractor shall prepare and deliver to the NM-ACHIEVeS Program Director an Initial written IV&V report and indicate in that report whether the project activities are meeting the objectives. This initial report should include a risk assessment report on the required activities, including whether the project has a requirements traceability matrix for the project's objectives and underlying requirements.
4. The Contractor shall prepare and deliver written bi-monthly IV&V reports on the status of each activity identified and the progress toward accomplishment of that activity since the prior report. The report shall include an evaluation of how the project is implementing previously recommended risk mitigation activities and the status of the requirements traceability activity and the effectiveness of requirements management.
5. The monthly reports will focus on the following activities:
 - a. Planning Oversight;
 - b. Project Management;
 - c. Quality Management;
 - d. Training;
 - e. Requirements Management;
 - f. Operating Environment;
 - g. Development Environment;
 - h. Software Development; and

i. System and Acceptance Testing.

The specific deliverables under these activities will be defined during the initiation phase of the project.

DRAFT

**13.0 PROJECT CHARTER AGENCY APPROVAL
SIGNATURES**

	SIGNATURE	DATE
EXECUTIVE SPONSOR		
BUSINESS OWNER		
PROJECT MANAGER		

**14.0 PROJECT CHARTER CERTIFICATION APPROVAL
SIGNATURE**

	SIGNATURE	DATE
DOIT / PCC APPROVAL		