

Vermont Public Safety Communications Task Force



Statewide Public Safety Communications System Planning Project Plan

TELEVATE

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Version: *March 20, 2024*

Version Control

Once this document is formally approved, changes should be tracked and reviewed by the assigned individual in the table below:

Date	Author	Change	Reviewed and/or Approved By
2/21/2024	Televate PM	Original Draft for Task Force Review	
2/26/2024	Televate PM	Update to address comments	
3/20/2024	Televate PM	Update to incorporate MCP tasks and milestones	

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1 *Executive Summary*

The State of Vermont determined that it is in the public interest to “establish a statewide reliable, secure, and interoperable public safety communications system, comprising integrated 911 call-taking and regional dispatch systems, and to ensure that the system is equitably and sustainably financed and universally accessible by all persons throughout the State.” The State legislature created the Vermont Public Safety Task Force and charged it with identifying and evaluating potential models for a statewide public safety communications system that achieves these goals.

Televate will provide project management services and serve as an independent third party and trusted advisor to the Vermont Public Safety Communications Task Force, to facilitate and support the Task Force as it oversees and manages the transition to a statewide, reliable, secure, and interoperable public safety communications system and fulfills the requirements established in sections c.114 – c.115 of Act 78 (The appropriations act for FY 2024).

In support of our responsibilities to the Task Force, Televate will attend Task Force Meetings (Remote/In-Person), present information, and provide comprehensive project updates to include risks and issues. We will additionally maintain a project schedule and provide support in the way of project management and oversight to the vendor that the Task Force selects to support the Statewide Public Safety Communications System Planning project.

The System Planning vendor, Mission Critical Partners (MCP), will perform the system planning scope of work, which will include:

- Review of the existing governance models and communication standards
- Conducting a complete and thorough inventory of all pertinent information related to dispatch services in Vermont, which is to include:
 - All existing dispatch infrastructure and equipment including facilities, hardware, software, applications, backhaul and land mobile radio systems
 - Public safety technology systems such as Computer-Aided Dispatch (CAD)/Mobile Data System (MDS), Records Management System (RMS), etc.
 - The number of full-time and part-time personnel currently required to perform dispatch service
 - Identification of the communications dead zones in the State where the present infrastructure does not support public safety land-mobile-radio (LMR) communications or cellular voice and data service, or neither
- Analyzing and evaluating potential statewide public safety communications dispatch models
- Developing preliminary and final design models, and
- Providing support for the reports required for the state legislature.

Televate will also provide professional expertise, guidance and assistance associated with aspects of the Statewide Public Safety Communications System Planning, including but not limited to RFP development and/or vendor response evaluation, data gathering/analysis/review and interpretation, system planning model review and analysis, evaluation of plans or projects that intersect with the work of the Task Force, and other responsibilities and duties as requested by the Task Force.

In summary, Televate will work closely with the Task Force, the statewide stakeholder community, and Mission Critical Partners to provide professional project management services that will minimize project risk to the State throughout the various phases of the project.

2 Introduction

2.1 Purpose of this document

The purpose of the Project Plan is to define the project scope, schedule, budget, and quality expectations of the project, and to provide a comprehensive strategy for managing the project.

2.2 Project Purpose

To assist the Task Force as it oversees and manages the transition to a statewide, reliable, secure, and interoperable public safety communications system and fulfills the requirements established in sections c.114 – c.115 of Act 78.

2.3 Project Assumptions and Constraints

2.3.1 Assumptions

- The Co-Chairs of the Task Force act as the primary contacts for Televate for the project
- Televate will be provided access to a State of VT SharePoint site as a document sharing platform
- The Task Force has contracted with a “System Planning” vendor, Mission Critical Partners (MCP), to perform inventory, assessment, design, and implementation services related to the project
- Assumptions developed by MCP associated with their scope of work include:
 - The MCP team will assess up to 75 public safety communications sites and conduct in-person visits to the 38 PSAPs and communication centers to observe operations, inspect facilities and equipment, and interview staff
 - The MCP team will support on-site activities for up to 15 days to conduct project kickoff, research, and discovery
 - In addition to the kickoff and discovery site visits, MCP plans for at least three in-person meetings and in-person visits to attend Task Force meetings, present information, and provide comprehensive project updates to include project risks and issues
 - The MCP project manager will be available during standard business hours (EST 7:45 AM – 4:30 PM M – F) and outside of normal business hours, if necessary, to meet with essential staff that may work outside of traditional business hours
 - MCP proposes to be on site for up to 7-days for decision point workshops to support the development of the design plan
 - The Task Force and Task Force Project Manager will:
 - Provide a list of stakeholders/agencies to participate with the project
 - Assist with scheduling stakeholder interviews
 - Secure appropriate venues
 - Assist with disseminating meeting invitations

- MCP will submit initial draft deliverables (i.e., inventory, assessment, statewide system design) in electronic format, to be delivered to the Task Force for review and approval
- MCP will provide one on-site presentation to the State of Vermont Department of Public Safety and the Public Safety Communications Task Force and the Joint Fiscal Committee.

2.3.2 Constraints

- Televate and MCP will work within the schedule and budget constraints of the project unless otherwise authorized by the Task Force.

2.4 Project Approach

The method of project management to be used for this project is based on the Project Management Institute's Project Management Body of Knowledge (PMBOK). The methodology is based on initiating, planning, executing, controlling, and closing processes to ensure that the project completes its objectives on time and on budget, while meeting the quality expectations of the stakeholders.

2.5 List of related documents

The following documents are important to this project and provide additional information for review.

- The Task Force's RFP: Public Safety Communications Task Force Project Management Support (Version 4) – dated August 22, 2023
- Televate's proposal to the Task Force: Public Safety Communications Task Force Project Management Support – dated September 26, 2023
- The State of Vermont Contract # 47332, executed on January 5, 2024
- The Task Force's RFP: Statewide Public Safety Communications System Planning – October 2023
- MCP's proposal to the Task Force – dated November 2, 2023
- MCP's Best And Final Offer response – dated January, 2023
- The State of Vermont Contract # 47635, executed on March 4, 2024
- The State of Vermont appropriations act for FY 2024.

3 Scope Management

Scope Management involves the identification of all the work required, and only the work required, to complete the project successfully.

3.1 Project Scope Statement

The services to be performed by Televate in support of our requirements to the Task Force for this project include, but are not limited to, the following primary and sub-tasks identified as described in the proposed statement of work and contract:

- Attend Task Force Meetings (Remote/In-Person), present information, and provide comprehensive project updates to include risks and issues

- Provide professional expertise and assistance with evaluation of the system planning proposals and selection of the system planning vendor
- Provide professional expertise, guidance and assistance associated with aspects of the project, including but not limited to, RFP development and/or response evaluation, data analysis review and interpretation, system planning model review and analysis, evaluation of plans or projects that intersect with the work of the Task Force
- Assistance with development of a project fact sheet and bi-weekly update for communications with stakeholders
- Televate will provide the following deliverable items that will incorporate MCP related project status, schedule, project plan and risk management items as appropriate:

Deliverable	Description & Acceptance Criteria	Frequency
Status Reports	Provides an update on the project health, accomplishments, upcoming tasks, risks, and significant issues.	Bi-Weekly
Stakeholder Update	On-going project update and distribution of facts to stakeholders including state legislators	Monthly
Project Schedule	Published in Microsoft Project 2016 Pro: The Schedule shall contain Task ID, Percent Complete, Task Name, Duration, Start & Finish Date, Predecessors, and Resource Assignments.	Initial and updated Weekly or as various project tasks and subtasks are updated
Risk and Issue Register	A register of all risk and issues (opened or closed). Each risk identified shall be categorized, assessed to determine its priority, and assigned a rating for probability of occurrence and impact to the project. The Risk and Issue Register shall include: Name of the individual that raised the risk/issue, creation date of the record, description, status, owner, category, priority (exposure), probability, impact, impact date, target resolution date, and response strategy.	Initial and updated Weekly
Stakeholder Register	Identifies any person, group, or organization that may be affected, or have any interest in the project, or the project's outcome; either directly or indirectly. The Stakeholder Register shall include: names, titles, roles, degree of interest, degree of power over the project, overall project expectations, a management & communications plan for the stakeholder. Contractor will assist with development of stakeholder engagement plan.	Initial and updated as necessary
Project Management Plan	Defines the approach to execution and control of the project.	Initial and update as necessary

Deliverable	Description & Acceptance Criteria	Frequency
Meeting Management (Project meetings other than bi-weekly Task Force status updates)	All specific purpose project meetings will have an agenda and minutes. The minutes shall contain risk issues, action items, and decision logs.	Produced as required. Agendas shall be distributed no later than 8 business hours prior to the meeting. Minutes shall be distributed no later than 1 business day after meeting
Presentations	Written and/or oral presentation of project information, status, etc. that may be delivered to internal (e.g. executive leadership, staff, etc.) and/or external parties (e.g. legislature, public, press).	As required
Kick Off Meeting	<ul style="list-style-type: none"> • Define project team roles and responsibilities • Establish program organizational chart • Develop preliminary contacts list • Review and refine program plan and schedule • Establish communications process and standards • Define meeting types and frequency • Develop status report requirements • Define the issue/risk management process • Discuss the program budget reporting and management process, and • Discuss and define requirements for key stakeholder participants. 	Once per vendor
Recurring Status Meetings	Activities performed/completed during the previous period; The status of on-going activities, action items, risks and issues, and activities/plans for the upcoming period.	Weekly or as requested by TF chairs

The services to be performed by MCP include the following:

Key Task	Description & Activities	Deliverables
Data Collection	<p>On or before October 25, 2024, MCP will conduct a complete inventory and assessment of all aspects of dispatch service currently provided in Vermont and, to the extent possible, dispatch service currently provided outside Vermont for response agencies located in Vermont. This task will encompass the following data collection activities:</p> <ul style="list-style-type: none"> • Review of existing research and state initiatives, such as the Vermont State 10-Year Telecommunications Plan as well as industry standards 	<ul style="list-style-type: none"> • Data collection checklists and upload links • Completion of on-site research and discovery schedule

Key Task	Description & Activities	Deliverables
	<ul style="list-style-type: none"> • Interviews, focus groups, and listening sessions, including up to 7-days of on-site • Assess up to 75 public safety communications sites and conduct in-person visits to the 38 PSAPs and communication centers to observe operations, inspect facilities and equipment, and interview staff • Site visits of up to 8-days onsite to inventory and benchmark the current state of each emergency communications centers (ECC), system, and service • Surveys and questionnaires, including stakeholders who utilize the existing LMR network and the existing dispatch infrastructure • Alternative data collection methods as needed, including SurveyMonkey when in-person visits are not possible, or virtual visits via virtual conference tools. 	
<p>Analysis</p>	<p>Assess governance models and all public safety communications standards currently implemented in each existing dispatch center. On or before October 25, 2024, MCP will conduct a complete inventory and assessment of all aspects of dispatch service currently provided in Vermont and, to the extent possible, dispatch service currently provided outside Vermont for response agencies located in Vermont. The analysis will incorporate the following aspects:</p> <ul style="list-style-type: none"> • Community Engagement • Qualitative and Quantitative Analysis • Utilization of the Model for Advancing Public Safety Tool • Funding review • Operations analysis • Public Safety Communications Networks review • Public Safety Technology Systems review • Facilities review • Development and presentation of a draft and final Inventory and Assessment Report 	<ul style="list-style-type: none"> • Draft State of Vermont Public Safety Communications System Inventory and Assessment • Final State of Vermont Public Safety Communications System Inventory and Assessment, including one on-site presentation
<p>Design Planning and Decision Making</p>	<p>Preliminary Design:</p> <ul style="list-style-type: none"> • Compile preliminary design recommendations and brief the project core team • Obtain answers to decision points that will impact final design recommendations • Reaffirm alignment with the Vermont Department of Public Safety (DPS) and Task 	<ul style="list-style-type: none"> • Completion of system design planning and decision-making workshops • Draft State of Vermont Public Safety Communications System Design Plan • Final State of Vermont Public Safety Communications System

Key Task	Description & Activities	Deliverables
	<p>Force expectations for the final State of Vermont Public Safety Communications System Design Plan</p> <p>Draft System Design:</p> <ul style="list-style-type: none"> • Compile preliminary design recommendations and brief the project core team • Obtain answers to decision points that will impact final design recommendations • Reaffirm alignment with DPS and Task Force expectations for the final State of Vermont Public Safety Communications System Design Plan <p>Final System Design:</p> <ul style="list-style-type: none"> • Incorporate the project core team’s changes or clarifications into the State of Vermont Public Safety Communications System Design Plan • Provide the project core team with the final version of the State of Vermont Public Safety Communications System Design Plan <p>Presentation:</p> <ul style="list-style-type: none"> • Make one on-site presentation to the project core team and identified stakeholders • Establish next steps for implementation support 	<p>Design Plan</p>
Stakeholder Engagement	<p>MCP will propose a strategy for two-way communication with impacted stakeholder groups. Strategy shall ensure robust feedback from stakeholders and be cataloged for easy reference by Task Force members and the public.</p>	<p>Stakeholder Engagement Strategy</p>
PM Coordination	<p>MCP will work closely with the Task Force and its Project Manager to provide regular project status and schedule updates</p>	<p>Bi-weekly project updates and other status/updates as required</p>

3.2 Scope Control

Scope control is concerned with identifying and managing the factors that create scope changes, determining when a scope change may have or has actually occurred, and managing the actual changes when and if they occur.

The changes to the scope identified in this document will be managed through the Integrated Change Control procedure. These procedures include the use of the Change Request Form Template and the Change Control Log (see Appendix) to identify and manage changes. The Televate project manager (PM) will manage proposed and agreed changes to the scope through the Integrated Change Control procedure. When a Task Force member identifies a change in scope to either the Televate or MCP project scope, they will use the following process:

- The Task Force member discusses the scope change with the PM
- The PM will document the change request and confirm the accuracy with the requestor
- The PM will review the request with the appropriate Task Force project team members for impact assessment
- If the impact is minimal, for example, the change does not affect the budget in excess of the contract price, does not delay the schedule and does not impact project or network performance quality, the PM may recommend approval of the change if it is in the best interests of the project. In particular, the PM will evaluate the risks introduced by the change if implemented. If the decision is made to implement the change, the PM will document the change and report it in the next normal reporting period. If the impact is outside those parameters, then the PM must escalate the change to the Task Force for consideration and possible approval. The PM will add his recommendation to the document prior to escalation.
- Based upon the input of the project team, and the PM, the project sponsor will provide final sign-off on any escalated change.
- All changes are documented in the Change Control Log by the PM, and the relevant stakeholders notified as necessary.
- If the change impacts on the approved contractual arrangement with Televate or MCP, the Task Force project manager will champion the necessary contract changes between the parties, prior to final change implementation.
- All approved changes are returned to the project team for implementation.

3.3 Acceptance Management (Deliverable Acceptance Process)

Upon receipt of the deliverable from Televate or MCP, the Task Force has five (5) working days, unless otherwise agreed in writing, in which to accept or reject it in writing. If the Task Force rejects it, the Task Force shall specify in writing its grounds for rejection and Televate/MCP shall use its best efforts to revise the deliverable to make it acceptable to the Task Force within the following ten (10) working days.

Once a deliverable is submitted to the Task Force PM for sign-off, the Televate/MCP PM will work with the Task Force project team to confirm the deliverable meets the required criteria. If it does, the PM will confirm acceptance of the deliverable item with the Televate/MCP PM.

The acceptance of Project Deliverables will be tracked in the following table:

3.4 Deliverable Acceptance Log

The Deliverable Acceptance Log will be employed to document stakeholder and Televate/MCP agreed on key project deliverables to document and record deliverable status and acceptance. Deliverables such as status reports, project schedule updates, action items list, and the risk and issue register will be delivered and updated on an on-going basis as agreed upon.

Deliverable Name	Sent for Review (Date)	Sent for Accept. (Date)	Action and Comments (Accept/Reject)	Action Date
Deliverable Item 1				

Deliverable Name	Sent for Review (Date)	Sent for Accept. (Date)	Action and Comments (Accept/Reject)	Action Date
Deliverable Item 2				
TBD				

4 Team Directory

The following is a list of the team members responsible for management of the project.

Role	Name	Department	Phone Number	Email Address
Task Force Project Sponsor/Project Manager	Jennifer Morrison, Commissioner	Commission er, Vermont Department of Public Safety	(802) 585- 9517	Jennifer.morrison@vermont.gov
Task Force Project Sponsor/Project Manager	Barbara Neal, Executive Director	Executive Director – VT Enhanced 911 Board	(802) 917- 6358	Barbara.neal@vermont.gov
Task Force Vice-Chair	Paul White	Selectboard, Barre Town / Chair, Vermont Regional Dispatch Working Group	(802) 522- 7529	Paul.white@Vermont.gov
Televate Program Sponsor	Rick Burke	Televate	(703) 639- 4001	rburke@televate.com
Televate Project Manager	Dominick Arcuri	Televate	(804) 986- 7884	darcuri@televate.com
MCP Project Sponsor	Bonnie Maney	MCP	(916) 217- 5623	bonniemaney@misioncriticalpartners.com
MCP Project Manager	Rance Duffy	MCP	(417) 324- 4052	ranceduffy@missioncriticalpartners.com

4.1 Core Project Team

These additional individuals are also members of the core project team:

Name	Department	Professional Titles	Email Address
Cally Audet	Task Force	Program Manager, State of Vermont Homeland Security Unit	Cally.audet@vermont.gov
Mike Doenges	Task Force	Mayor, The City of Rutland, VT	Mike.Doenges@partner.vermont.gov
Ron Kumetz	Task Force	Fire Chief, Alburgh Volunteer Fire Department	Ron.Kumetz@partner.vermont.gov
James Mack	Task Force	Public Safety Answering Point Administrator, Shelburne Police Department	james.mack@partner.vermont.gov
Michael Wright	Task Force	Chief Executive Officer, CALEX Ambulance Service	michael.wright@partner.vermont.gov
Elizabeth Herring	Televate	Project Coordinator	eherring@televate.com
Joe Ross	Televate	Subject Matter Expert	jross@televate.com
Justin Compito	Televate	Subject Matter Expert	jcompito@televate.com
Phil Sisk	MCP	Client Services	phillipsisk@missioncriticalpartners.com
Scott Neal	MCP	Senior Project Advisor	scottneal@missioncriticalpartners.com

4.2 Responsibility Matrix

The following Responsibility Matrix identified the role, responsibility and associated process and activities associated with various project tasks and is designed to identify key project team members actions and to guide and ensure quality control.

Role	Responsibilities	Formal Review	Informal Review	Provide Information	Supply Resources	Assist	Perform
Project Sponsor(s)	<p>The Sponsors have overall business oversight for the project. They champion the project and communicate/clarify the objectives. Other duties include:</p> <ul style="list-style-type: none"> • Establish priorities • Fulfill policy direction • Recommend and approve project team member - staff changes • Recommend/approve budget increases • Review/approve major scope changes • Resolve major issues 		X	X	X	X	
Project Manager(s) & Lead/Senior Consultant	<p>The Project Managers have the day-to-day responsibility for the project. They champion the project and ensure that the objectives are met. Other duties include:</p> <ul style="list-style-type: none"> • Develop project plan • Assist in developing the project goals, objectives, and functional/features requirements • Create cost and time estimates with the help of the project team members • Be a role model by showing enthusiasm and dedication toward the project • Identify and resolve conflicts • Attend/lead periodic status meetings • Monitor actual versus budgeted costs • Communicate status of the project to stakeholders • Arrange meetings for the project team • Update and publish the schedule periodically • Identify problem areas, which need to be resolved • Monitor time and cost 	X	X	X	X	X	X
Core Team/ Subject Matter	<ul style="list-style-type: none"> • Provide expert advice and guidance • Perform tasks assigned by the project 			X	X	X	X

Role	Responsibilities	Project Team Roles						
		Formal Review	Informal Review	Provide Information	Supply Resources	Assist	Perform	
Experts (SMEs)	manager(s) <ul style="list-style-type: none"> Lead assigned project tasks and areas Responsible for project information and/or deliverables in assigned area(s) 							

Project Team Roles	
Telestate/MCP Project Team	Task Force Project Team
Review system planning proposals and provide evaluation and feedback	Recommend and provide system planning proposals for review
Develop and update project schedule	Provide schedule guidelines and input – review and approve
Develop and update project status and action items	Identify distribution – provide input, review, and feedback
Identify potential project risks, impacts, and mitigation strategies	Provide input, review, and feedback
Execute data collection and analysis	Provide list of dispatch centers and stakeholder contact information – assist with facilitation of site visits and interviews
Execute design planning and decision making	Assist with facilitation of planning workshops – provide timely review and feedback on draft plans
Develop stakeholder engagement strategy	Provide timely review and feedback
Develop deliverables and present to the Task Force	Review deliverables and provide feedback – accept deliverables

4.3 Staffing Management Plan

The Project Sponsor must authorize any changes to staffing. New team members will meet with the PM to review the project status and cover the role they are expected to play in the project. The PM will handle any performance issues that require escalation through the direct supervisor.

The Televate project team will not manage the Task Force’s personnel.

5 Communications Management

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, dissemination, storage, and ultimately disposition of project information. The following table is a list of periodic project communications.

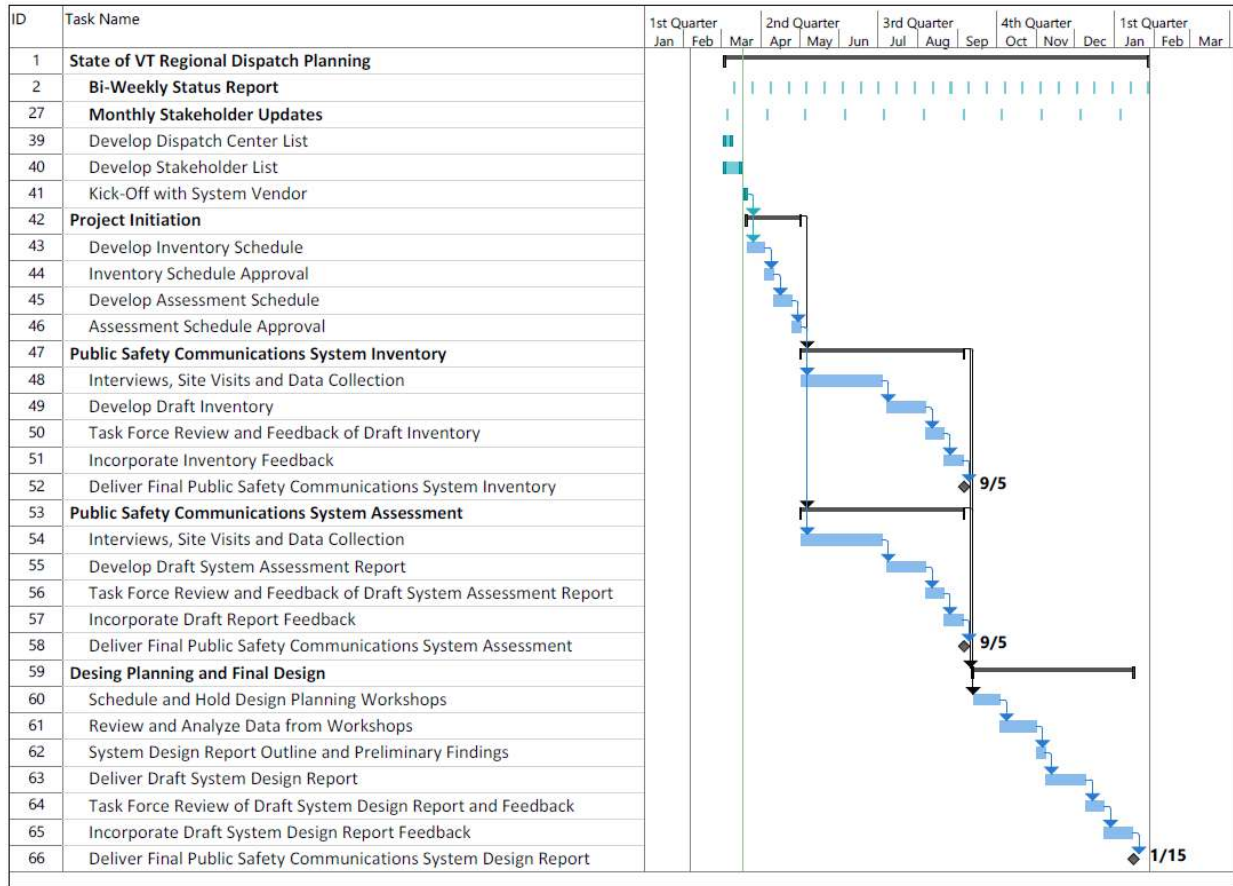
Description of Communication	Purpose	To Whom	Frequency	Facilitator	Distribution Method
Status Reports	<ul style="list-style-type: none"> • Updates on the following <ul style="list-style-type: none"> ○ Activities accomplished ○ Planned activities ○ Action Items/Key Issues ○ Schedule 	Project Sponsor, Project Team, Stakeholders	Bi-Weekly	Televate PM	email
Stakeholder Project Update Newsletter	Fact sheet for stakeholders and legislators – Includes activities accomplished and planned, etc.	State legislators, Statewide Stakeholders, Public	Monthly	Project Coordinator	TBD
Stakeholder Register	Accurate stakeholder list	Project Sponsor, Project Team	Initial and as needed	Project Sponsor/Televate PM	SharePoint
Meeting Management (Project Specific Meetings)	Project documentation	Project Sponsor, Project Team	As needed	Televate PM	SharePoint
Presentations	Project direction and decisions as needed	Project Sponsor, Project Team	As needed	Televate PM	SharePoint

6 Time Management

Project Time Management includes the processes required to ensure timely completion of the project.

6.1 Schedule

The overall project schedule has been developed based on the existing project plan and input from MCP.



Schedule updates will be ongoing throughout the project and Televate and MCP will work to ensure MCP’s internal schedule is aligned with the overall project schedule.

6.2 Schedule Control

When the Televate PM identifies that a change in the schedule may be required, the PM will use the following process:

- The schedule will be monitored regularly with regards to progress made in reaching each milestone.
- The Televate PM will document late or early finished tasks when applicable and review the requests for schedule changes with the appropriate project team members for assessment.
- Changes to the schedule will be evaluated for potential impact on cost, scope, quality, and risk.
- Schedule changes may be anticipated and mitigated in advance through the risk management plan.

7 Cost Management

Project Cost Management includes the processes required to ensure that the project is completed within the approved budget.

7.1 Budget for the Project Manager

The compensation to be paid over the course of the project is not to exceed \$500,000 for the PM effort. Personnel hours will also be tracked in Televate’s Dovico timesheet system. Invoices for the PM effort will be submitted monthly. The invoices will provide detailed explanation of the time spent, work performed, and expenses incurred, the total amount invoiced against the project to date, and the total project budget.

7.2 Budget for the System Planning Vendor

The compensation to be paid over the course of the project is not to exceed \$832,263 for the system planning effort. Invoices will be submitted based on the completion of deliverables as outlined in the contract.

7.3 Cost Control

The Televate PM will monitor the budget throughout the project. The PM will control any changes that occur to the budget using the Integrated Change Control procedure. When the PM identifies a change in budget may be required, the PM will use the following process:

- A budgeted cost of work performed evaluation will be reviewed during the project controlling and monitoring process.
- The Televate PM will document any budget adjustment requests and review it with the appropriate project team members for assessment.
- All changes to the budget will require sponsor approval. The Televate PM will use the Integrated Change Control process for all budget change requests.
- Changes to the budget will be evaluated for potential impact on schedule, scope, quality, risk, and contract.

8 Quality Management

Project Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken.

8.1 Quality Control

The Televate Project Sponsor and PM will monitor quality of the deliverable items and will facilitate an executive review of the items prior to the delivery to the Task Force for review. Aspects of the deliverable items to be considered during the quality review are listed in the table below.

Task	Quality Measure	Objective
Weekly Status Updates, Schedule, Risk Register	Clarity and completeness Captures all project items and risks Provides timely updates Represents a realistic schedule and	Satisfies Televate Executive Review Provides expert evaluation of project status and risk assessment

Task	Quality Measure	Objective
	identification of risks Addresses specific Task Force and stakeholder concerns	Provide insightful recommendations for project direction and management Meets/Exceeds Task Force objectives
Data collection checklists and upload links	Clarity and completeness Identifies all required information	To provide sufficient information in the following areas to support the ultimate design plan: governance, operations, workforce, public safety communications networks (wireless, NG911, network infrastructure, cybersecurity, etc.), public safety technology systems (CAD, RMS, etc.), and facilities.
Final State of Vermont Public Safety Communications System Inventory and Assessment	Clarity and completeness Captures the necessary elements from all of the focus areas listed above (under data collection)	To provide a comprehensive baseline of the above elements for each of the dispatch centers across the state and a summary of the state as a whole.
Final State of Vermont Public Safety Communications System Design Plan	Clarity and completeness Includes actionable steps Includes estimated task durations and budgets	Outlines recommended approaches, best practices, and actions for each of the focus areas
Stakeholder Engagement Strategy	Clarity and completeness Identifies all affected stakeholder groups	To develop a comprehensive and effective stakeholder engagement strategy to involve interested parties and solicit input.

9 Risk Management and Issue Management

Risk Management is the systematic process of identifying, analyzing, and responding to project risks. It includes maximizing the probability and opportunities of positive events and minimizing the probability and consequences of adverse events to project objectives.

9.1 Risk Management Plan

A risk log is located in the Appendix which covers the following points.

- Date Identified – The date the risk was identified.

- **Status** – Identifies whether the risk is potential, active, or closed.
- **Risk Description** – A description of the risk.
- **Risk Probability** – The likelihood that the risk will occur. See the “Evaluating Risk Probability” section below for possible values. In this category, the descriptive words Low, Moderate, or High will be used.
- **Risk Impact** – The effect on the project if the risk event occurs. See the “Evaluating Risk Impact” section of the table below for possible values. In this category, the descriptive words Low, Moderate, or High will be used.
- **Risk Score** – Reflects the severity of the risks effect on objectives. The risk score is determined by multiplying the risk probability and risk impact values. The intent is to assign a relative value to the impact on project objectives if the risk in question should occur.
- **Risk Assignment** – Person(s) responsible for the risk if it should occur.
- **Agreed Response** – The strategy that is most likely to be effective.
 - *Avoidance* – Risk avoidance entails changing the project plan to eliminate the risk or condition or to protect the project objectives from its impact.
 - *Transference* – Risk transference is seeking to shift the consequence of a risk to a third party together with ownership of the response. Transferring the risk simply gives another party responsibility for its management; it does not eliminate it.
 - *Mitigation* – Risk mitigation seeks to reduce the probability and/or consequences of an adverse risk event to an acceptable threshold. Taking early action to reduce the probability of a risk occurring or its impact on the project is more effective than trying to repair the consequences after it occurs.
 - *Acceptance* – This technique indicates that the project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy.
- **Risk Response Plan** – Specific actions to enhance opportunities and reduce threats to the project’s objectives.

Risk Scoring Table			
<i>Impact (on cost, time, or scope)</i>			
<i>Probability</i>	Low = .05	Moderate = .2	High = .8
High = 0.9	0.05	0.18	0.72
Moderate = 0.5	0.03	0.10	0.40
Low = 0.1	0.01	0.02	0.08

The following is a breakout of the monitoring and controlling activities:

New Risk Identification: Any stakeholder can identify additional risks. The stakeholder should notify

the PM of the new risk (or possible risk) either directly or via e-mail.

Reporting: Risks will be reported in two ways.

- The Televate PM will maintain a Risk Log in the project repository. The Risk Log will contain a list of risks that are active on the project, the priority of the risk, the assignment, and the current status.
- The weekly Status report will contain a summary of the Risk Log with any new risks or changes in risk status identified and added to the Risk Register.

Audits: The Televate PM will be responsible for overseeing risk activities and ensuring the risk register is updated.

Review: The project team will review the project's risks during team meetings.

9.2 Issue Management Plan

Issues differ from Risks because an Issue already exists; Risks are only a potential event. If a Risk occurs, it can become an Issue, and a new Issue can generate new Risks.

An issue is defined as a question or problem that, in order to be resolved, requires a decision by the Project Sponsor. The Issue Management Log is located in the Appendix. Any stakeholder can raise an issue directly or change the status of an existing risk to convert it to an issue.

The Project Manager will manage issues using the following process.

- The PM will document the issue and confirm the accuracy with the requestor.
- The PM reviews the issue with the appropriate project team members for impact assessment and/or response.
- The PM enters all issues identified into the issue control log.
- If the issue can be resolved without impact to cost, schedule, scope, and quality, the project manager will monitor and close the issue as appropriate.
- If the issue's resolution will impact cost, schedule, scope, and/or quality or if the issue cannot be resolved at the project level, the PM will escalate the issue to the project sponsor(s).

10 Integrated Change Control

Televate, MCP, and the Task Force shall utilize the following change control process to manage changes during the life of the project.

1. A change request must be in writing to document the potential change - the write-up for the proposed change must be submitted to Televate or the System Planning vendor, and the Task Force's project managers who will in turn provide it to relevant parties for assessment.
2. All change orders will be logged and tracked - Televate's PM shall record the request in the change management log section of the project control register and shall update the log throughout the process.

3. The change shall be reviewed and, if acceptable to the Task Force, Televate or MCP shall submit to the Task Force an estimate of the impact to the cost, schedule, scope, and quality.
4. Televate or MCP shall continue performing the services in accordance with the original contract unless otherwise agreed upon by the Task Force's PM. Work shall not commence on any new activities related to the change request until all parties agree in writing and the appropriate contract vehicle has been executed.
5. Televate's PM and the Task Force's designated lead shall adapt project plans to incorporate approved changes.
6. Based on the size of the change, Televate or MCP, and the Task Force shall determine if a contract amendment is warranted.

Steps for the change control process are as follows:

1. The Televate or the MCP PM will complete a write-up for the proposed change and submit to the Task Force's designated lead.
2. The Televate PM will record the request in the change management log section of the project control register.
3. The project team will investigate the impact of the proposed change and evaluate the impact of not performing the change.
4. The Televate PM and project team will prepare a response to the proposed change.
5. The Task Force and Televate or MCP shall agree on whether or not the change should be performed and obtain authorization sign-off of the change request.
6. The appropriate document shall be created.
 - a. If the change is not accepted:
 - i. The Televate or the MCP PM shall discuss and document the issue with the Task Force's designated lead.
 - ii. The proposed change may be modified and re-submitted, or withdrawn, if it is agreed to be non-essential (in this case, the reasons will be documented).
 - b. If the change is accepted:
 - i. Once the change request has been approved and signed by the authorized parties, work may begin.
 - ii. The Televate or the MCP PM and the Task Force's designated lead shall adapt project plans to incorporate the approved change.
 - iii. Televate or MCP, and the Task Force must sign off that a change has been implemented.
 - iv. The change management log will be updated.
 - v. The change management log shall be supplied at the progress meetings and/or in status reports.

During this project, if Televate or MCP determines or could reasonably determine that a particular Task Force actions or directions constitutes a requirement to perform additional work, the affected vendor shall notify the Task Force within 10 days that the Task Force has requested that vendor to perform additional work in the form of a documented change request utilizing the Change Control procedures listed above.

11 Project Plan Appendix

Change Request Form Template

Project Name: **Televate:** *Public Safety Communication Task Force Project Management Support, or
Mission Critical Partners: Public Safety Communications System Planning*

Request #: CT001

Date of Request:

Requested By:

Request Description:

Reasons / Goals for Change:

Recommendations:

Impacts (Cost, Scope, Schedule, Quality):

Outcome/Solution:

Approval and Date(s):

11.1 Change Control Log

Request #	Date of Request	Description	Area of Impact (C,S,S,Q)	Assigned To	Status Pending / Accept / Reject	Last Update
001						

11.2 Risk Management Log

Risk ID	Date Raised	Status (Active, Potential, Closed)	Risk	Probability Risk	Risk Impact L, M, H	Risk Score (Matrix)	Risk Assignment	Agreed Response (Avoid, Transfer, Mitigate, Accept)	Risk Response Plan (Required Actions and Contingency Plan)
001			Dispatch Center Information Collection						
002			System Planning Vendor Schedule						
			Budget Issues						

11.3 Issue Management Log

Issue #	Date Raised	Issue Title Description	Comments	Assigned To	Actions Taken	Status	Last Update